



To: Members of the Performance
Scrutiny Committee

Date: 22 June 2012

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e-mail: dcc_admin@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 28 JUNE 2012** in **COUNCIL CHAMBER, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams
Head of Legal and Democratic Services

AGENDA

PART 1 - THE PRESS AND PUBLIC ARE INVITED TO ATTEND THIS PART OF THE MEETING

1 APOLOGIES

2 APPOINTMENT OF VICE-CHAIR

To appoint a Vice-Chair for the Performance Scrutiny Committee for the ensuing year

3 DECLARATION OF INTERESTS

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

4 URGENT MATTERS AS AGREED BY THE CHAIR

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

5 MINUTES OF THE LAST MEETING (Pages 1 - 8)

To receive the minutes of the meeting of the Performance Scrutiny Committee held on Thursday, 5th April, 2012 (copy enclosed).

9:40am - 9:45am

6 ESTYN ACTION PLAN (Pages 9 - 48)

To consider a joint report by the Head of Education, Head of Customers and Education Support, Partnerships and Communities Manager and Planning and Performance Officer (Business Planning and Performance) (copy enclosed) which presents the action plan drawn-up in response to the recommendations of the recent inspection on the quality of the Council's education services for people and young people. The report also seeks members' views on the appropriateness of the actions and timescales in the action plan

9.45am - 10.15am

7 BUILDING CAPACITY IN SCHOOLS (Pages 49 - 52)

To consider a report by the Education Finance Manager (copy enclosed) which details the outcomes following the implementation of the Building Capacity in Schools Project, and outlines the impact of the project on schools and planned future developments. The report seeks members' to review the outcomes achieved to date and assess schools' abilities to improve standards through the use of this resource.

10.15am - 10.45am

BREAK

10.45am – 11am

8 CORPORATE PERFORMANCE REPORT: QUARTER 4 (Pages 53 - 82)

To consider a report by the Corporate Improvement Manager (copy enclosed) which enables the Council to evaluate progress across key areas of performance and the Committee to carry out its performance management function.

11am - 11.30am

9 PERFORMANCE STANDARDS REVEALED THROUGH THE COMPLAINTS PROCESS (Pages 83 - 100)

To consider a report by the Corporate Complaints Officer (copy enclosed) which analyses the feedback received via the customer feedback policy 'Your Voice' during Quarters 3 and 4 2011/12 and highlights areas where the policy and process could be improved. The report seeks members' views on how policies and processes in this area can be improved.

11.30am - 12pm

10 SCRUTINY COMMITTEE WORK PROGRAMME (Pages 101 - 124)

To consider a report by the Scrutiny Coordinator (copy enclosed) seeking a review of the Committee's forward work programme and updating members of relevant issues.

11 FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

PART 2 - CONFIDENTIAL ITEMS

No items

MEMBERSHIP

Councillors

Ian Armstrong
William Cowie
Richard Davies
Huw Hilditch-Roberts
Colin Hughes
Vacancy

Geraint Lloyd-Williams
Peter Owen
Allan Pennington
Arwel Roberts
Gareth Sandilands

Voting Co-opted Members for Education (Agenda Item No. 6 & 7 only)

Ms C. Burgess
Mrs. G. Greenland
Ms. D. Houghton

Dr. D. Marjoram
Mr. J. Saxon

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PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 5 April 2012 at 9.30 am.

PRESENT

Councillors Gwilym Evans, Bobby Feeley (Chair) Ian Gunning, Huw Jones (Vice-Chair) and Lucy Morris

ALSO PRESENT

Councillor Bill Cowie, Councillor Meirick Lloyd Davies, Selwyn Thomas and Councillor Julian Thompson-Hill

1 APOLOGIES

Apologies for absence were received from Councillors Colin Hughes, Rhys Hughes and David Lee

2 DECLARATION OF INTERESTS

No personal or prejudicial interests in any items of business were declared.

3 URGENT MATTERS AS AGREED BY THE CHAIR

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

4 MINUTES OF THE LAST MEETING

The minutes of Performance Scrutiny Committee meeting held on Thursday, 23rd February, 2012 were submitted.

Matters arising:-

Taxi licensing

The Scrutiny Co-ordinator (SC) referred to a query raised by Councillor T.R. Hughes at the previous meeting relating to the licensing of taxis operating in Denbighshire by other local authorities. A response had been submitted by the Head of Internal Audit (included in the Performance Scrutiny Committee Information Update prepared by the SC and circulated at the meeting), which confirmed that the Council had no control over taxi drivers licensed in other areas operating in the county, but noted that the introduction of mandatory enhanced CRB checks across the UK from the end of April 2012 would go some way towards ensuring compliance with DCC standards for externally granted licenses. However, it was

conceded that no legislation existed that would compel vehicles to meet DCC vehicle checking standards for licenses granted outside of the County.

Councillor L.M. Morris asked if it was possible for to add a requirement for taxis used to transport school children to be licensed by DCC. The Head of Planning, Regeneration and Regulatory Services (HPRRS) said that this would be likely to amount to an unfair restriction of trade, but added that a further license is required to transport school children which is more stringent than the standard taxi license. Councillor I.A. Gunning suggested that CRB checks should be undertaken annually and was told that they are currently undertaken every 3 years, but that license holders are obliged to sign a form every year to confirm that they have not been found guilty of any offence. The Head of Internal Audit (HoIA) emphasised that the introduction of enhanced CRB checks for all licensed taxi drivers meant that the main issue to be resolved was with ensuring the fitness of vehicles.

The HoIA stated that his team were currently auditing taxi licensing and safeguarding and anticipated that a report of the team's findings would be available to be submitted to the Performance Scrutiny Committee in July or September.

RESOLVED – *that the Minutes be received and approved as a correct and accurate record.*

5 PLANNING APPEALS

The Head of Planning, Regeneration and Regulatory Services introduced a report, circulated prior to the meeting, which delivered an analysis of the planning appeal decisions from April 2011 to date. The report had been requested following consideration of an item on the overall performance of Planning, Regeneration and Regulatory Services at the last meeting of the Performance Scrutiny Committee, when concern had been raised about the increase in the proportion of successful planning appeals.

The HPRRS explained that approximately 10% of planning applications are rejected and since April 2011 18 appeals had been submitted against decisions to reject planning permission. Of these appeals, 7 had been allowed and 18 were dismissed. Due to the size of the sample, a small change in the pattern could significantly affect the statistics and the HPRRS suggested that the spike in successful appeals would not be automatically attributable to poor initial decision making, with the statistics for the present year now indicating a reduction in the proportion of successful appeals.

The Chair observed that of the 8 decisions made by officers under delegated authority that had been appealed, 4 of these appeals had been successful, and asked if the decisions made by officers were fully informed. The Development Control Manager (DCM) acknowledged the need for officers to be fully trained, but explained that decision making was a difficult balancing act and that in contentious cases officers tended to follow the opinion of the relevant Town or Community Council. Councillor G.C. Evans commented that the influence that the Town and Community Councils had in the process encouraged their membership to believe that they had the right of decision in planning matters. There was a clear need for

town and community councils to be fully trained on planning legislation and conversant with their role in the planning application process. Councillor Evans also drew the Committee's attention to the need for members of the Area of Outstanding Natural Beauty's (AONB) Joint Advisory Committee (including their officers) to receive appropriate training in these matters and for that training to stress the importance of the AONB formulating clear, easily understood recommendations with respect to planning applications to the local planning authority. In addition Councillor Evans raised a number of issues relating to the interpretation of 'specific functions' of the Council with regard to delegated decisions, and to the use and effectiveness of 'stop notices' and of s.215 notices against untidy land under the Town and Country Planning Act, 1990. The HPRRS confirmed that only a handful of 'stop notices' had been issued since 1996.

Councillor I.A. Gunning recognised the difficulty in satisfying all parties in planning disputes, and asked whether it was possible to develop closer dialogue between residents and developers through mediation or improved engagement with local residents' associations. He also suggested that it may be useful if the training that was to be delivered to town and community councils were extended to residents associations. The HPRRS advised that a statutory process for mediation did exist, but that it would require the participation of both parties and not all developers were keen to participate in the process. The DCM added that the engagement of local residents at an early stage should have a positive impact. He suggested that once the training had been delivered to all town and community councils consideration could be given to extending it to organisations such as residents associations. Councillor S. Thomas asserted that the Town Councils were an essential aspect of the decision making process because of their proximity to their communities and local issues.

Councillor L.M. Morris asked how the performance of DCC in planning compared to national levels and the DCM said that the Council were statistically ranked in the top quartile in Wales for proportion of successful defences against appeals. The Corporate Improvement Manager (CIM) explained that national indicators had recently changed so that only broad 'strategic indicators' would apply. The 'core indicators' give more specific information but local authorities were no longer obliged to publish information against these indicators, and so relative performance measurement had been difficult to ascertain. The Chair commented that this meant that it would also be difficult for the public to determine how effective the Council's performance had been, but the CIM said that the indicators that DCC use were more important in identifying areas of weakness and prompting intervention rather than for comparative purposes and targeting.

Councillor M.L. Davies highlighted an issue with ensuring compliance with planning procedures, particularly the time taken to enforce decisions, which the HPRRS said was attributable to the statutory appeal process prolonging actions for enforcement.

RESOLVED – *that the Committee:*

a) notes the report and the results of planning appeals over the last year;

b) recommends that performance indicators which measure the effectiveness of intervention and mediation in the planning process are developed for performance monitoring purposes;

c) recommends that appropriate training is developed and delivered to members of Town and Community Councils and members of the Joint Advisory Committee for the AONB taking part in any formal recommendation process relating to planning applications to enable them to effectively carry out this role; and

d) recommends that a communications strategy is drawn-up for the purpose of engaging with residents associations and the general public with respect of planning matters.

6 FINANCIAL REPORT 2011/2012

The Lead Member for Finance and Efficiency introduced a report, circulated prior to the meeting, which gave an update of the Council's financial position at the end of February. The report had been taken to Cabinet in March and included details of the Council's revenue budget and the Housing Revenue Account budget.

The Committee was informed of recent budgetary figures which placed the Council's net under spend at £846k on services (excluding schools) and £400k on corporate budgets, with a net over spend of £505k being anticipated for schools. An allowance of 5% had been factored in to the budget setting process to allow for slippages, but as the savings target had been anticipated to be achieved in full it was agreed that the money saved would be carried forward in to the next financial year to invest in priorities for 2012/13. The allocation was agreed at £200k towards investment in the 21st Century Schools / Modernising Education project, with £100k going towards communities and the development of town plans.

Councillor L.M. Morris observed that the figures in Appendix 6 indicated that DCC had one of the highest figures for debt per head of population in regard to prudential borrowing and asked whether this was sustainable. The Principal Management Accountant (PMA) explained that this was largely for the purpose of bringing its housing stock up to the Welsh Housing Quality Standard (WHQS) 2012 under the Housing Stock Business Plan for 2011/12. This was a necessary expenditure following the Council's decision to retain its housing stock, and whilst Denbighshire no longer had any significant backlog of housing stock maintenance work that had not been factored into its budget, other authorities were yet to commence this major piece of work.

The cost of servicing the debt was placed at about 7% of the Council's income, which was said to be comfortably manageable and well within the borrowing limits that the Council had set. It was reiterated that DCC would not borrow beyond its means, and that the WAO's assessment of the Council's borrowing arrangements had not raised any concerns. The PMA added that if the Government's austerity measures were to have any impact on the Council's ability to repay the debt due to a reduction in revenue that the Council would be able to review the arrangements for repaying the debt.

Councillor G.C. Evans questioned whether the needs of communities were still being met with the reduction in services. The Lead Member for Finance and Efficiency, Councillor J. Thompson-Hill said that the delivery of services was the responsibility of Heads of Service, and that Councillors would have to accept that the projected impact of the Service Challenges would be as the Heads of Service had specified. If some service delivery targets of the Service Challenges could not be delivered, Councillor Thompson-Hill said that there would be some opportunity to adapt plans, as had already been the case.

It was recognised that services could only be re-organised so much and that a time would come when difficult decisions would need to be made, such as potentially outsourcing some services. Councillor H.L. Jones proposed that at the next round of Service Challenges that Heads of Service should give details of what action had been taken to date and how successful these changes had been as a means of introducing the process and its achievements to new councillors who would be engaging with the process and the Services for the first time.

Councillor Evans also proposed that the figures presented in the financial report could be looked at in more detail by a separate group, with the Chair suggesting the possibility of a member of the Performance Scrutiny Committee offering a scrutiny perspective in this respect by attending meetings of the new Audit Committee.

A number of matters were also raised in respect of the following:

- The need for the Strategic Investment Group (SIG) to be given full information in order to inform decision making and for Scrutiny's representatives on that Group and other groups, such as the Service Challenge Groups, to regularly feedback decisions/recommendations to scrutiny via the standing agenda item available on all committee business agendas.
- Concern that finance reports are not being given as thorough consideration as necessary due to consistently being scheduled at the end of meeting agendas.
- Questions of whether the notable variance in expenditure for Leisure, Libraries and Community Development would put the service at risk.
- The need for effective communication to residents to explain why savings are required to be made and to allay concerns that service provision will be scaled back.
- Discussion of how savings and budget surpluses could be most effectively reinvested in the following financial year.

RESOLVED – *that the Committee:*

a) receives and notes the Finance Report and the Council's financial position against its budget strategy and its Medium Term Financial Plan (MTFP);

b) recommends that full details of efficiency measures taken to date and an analysis of their effectiveness are given by Heads of Service at the commencement of the next round of Service Challenge meetings;

c) recommends that an effective communication strategy is introduced to inform residents of the Council's efficiencies agenda and the impact on the services that the Council provides; and

d) recommends that the Revenue Budget and Capital Programme Reports are, at least periodically, given a higher precedence on the agenda of full Council meetings in order to facilitate detailed debate on their contents.

7 SCRUTINY WORK PROGRAMME

The Scrutiny Coordinator introduced a report, circulated prior to the meeting, seeking members' review of the Committee's Forward Work Programme and providing an update on relevant issues. A draft forward work programme (Appendix 1), the Cabinet's forward work programme (Appendix 2), and a table charting progress made against the Committee's resolutions (Appendix 3) had been attached to the report.

The Committee was notified that a report detailing the Planning Enforcement team's performance and financial resources that had been requested at a previous meeting would not be available as the Head of Legal and Democratic Services wanted a more comprehensive report on how the Legal department and Planning Enforcement could work together more closely. The Chair had agreed to defer consideration of the report to a future meeting.

The Scrutiny Coordinator explained that due to the local election in May and the convention not to schedule Council meetings in August, the next two meetings of the Performance Scrutiny Committee scheduled for 28th June and 6th September each had more items to consider than the optimum number of four items. The Scrutiny Chairs and Vice-Chairs Group had suggested that an additional meeting be held in July to help items to be distributed more easily, and the Committee agreed that a meeting will be arranged for 26th July.

After consideration the Committee decided to make the following changes to the Forward Work Programme:

- 28th June – Addition of a report on the 'Review of Taxi Licensing and Safeguarding'.
- 26th July – 'Planning Enforcement', 'Financial Report 2011/12 and Update 2012/2013' and 'Monitoring of the Capital Programme' transferred to this meeting.
- 6th September – Addition of a report on the 'Service Challenge Process Update'.

It was noted that there could potentially be two changes to the statutory education co-opted membership on Scrutiny committees during 2012, as the term of office of two of the members was coming to an end.

RESOLVED that, subject to the amendments referred to above, the Forward Work Programme as detailed in Appendix 1 to the report be approved.

8 FEEDBACK FROM COMMITTEE REPRESENTATIVES

Apologies for absence were received from Councillors Colin Hughes, Rhys Hughes and David Lee

9 MONITORING OF THE CAPITAL PROGRAMME

***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.*

PART II

The Principal Management Accountant presented a confidential report, circulated prior to the meeting, which provided the Committee with an updated Capital Plan for 2011/12 – 2014/15, including the projects approved by Council on 28th February 2012, to be incorporated in to the 2012/13 Capital Plan. The report gave details of recent developments in regard to the Capital Plan's major projects, property acquisitions and demolitions.

Councillor L.M. Morris asked how the capital budget related to the timeframes that had been set, and the PMA explained how there had been some slippage in scheduling but that the budget allowed for a degree of flexibility. It was explained that the majority of the major capital programme schemes were either funded by grants or by prudential borrowing schemes, so scheduling of works was consequently based on assumptions of when grant funding would be available to draw down. In some cases funding would depend on projects being able to meet deadlines so it was noted that slippage in adherence to plans could end up costing the Council some considerable amounts of money if not properly managed. Some delays could not be avoided but the PMA emphasised that capital works would not be scheduled if there was not a reasonable prospect of them being achieved.

Members of the Committee raised a number of issues with the Lead Member for Finance and Efficiency and the PMA, and during the discussion consideration was given to the following:

- Contingency plans in the event of a project under the Capital Plan faltering.
- The need to purchase materials prior to completion of the final design as a 'calculated risk' to enable deadlines to be met.
- A lack of clarity regarding the School Workplace Transport Works referenced in the Appendix detailing the outturn of Modernising Education.
- Concern on whether, if the flood prevention scheme in Corwen was delayed for 12 months, the capital allocation for the scheme could be put at risk;
- Discussion of how profits from the sale of DCC property were reinvested

***RESOLVED** that, subject to the above observations, the Committee notes the latest position on the Capital Plan for the period 2011/12 to 2014/15.*

Councillor Thompson-Hill informed the Committee that the Principal Management Accountant, Richard Weigh, had recently been formally appointed to the role of Principal Management Accountant and Deputy Section 151 Officer on a permanent basis, for which the Committee offered their congratulations.

Members of the Committee expressed their gratitude to Councillor Thompson-Hill for his regular attendance at Scrutiny Committee meetings and commended his enthusiasm and aptitude in his role as Lead Member for Finance and Efficiency. They also expressed their appreciation to him for willingly engaging with scrutiny without attempting to hinder or interfere with the scrutiny process.

As this was the final meeting of the Committee prior to the local elections, the Chair wished the departing Councillors luck in the future and wished the other members of the Committee good luck in their electoral campaigns.

The meeting concluded at 12:15pm.

Agenda Item 6

Report to:	Performance Scrutiny Committee
Date of Meeting:	28th June 2012
Lead Member/Officer:	Lead Member for Education/ Head of Education
Report Authors:	Head of Education, Head of Customers and Education Support, Partnerships and Communities Manager and and Planning and Performance Officer (Business Planning and Performance)
Title:	The post inspection action in response to the Estyn inspection on the quality of local authority education services for children and young people in Denbighshire.

1. **What is the report about?**
 - 1.1 To consider the action plan drawn-up in response to the recommendations of the recent inspection on the quality of the Council's education services for people and young people
2. **What is the reason for making this report?**
 - 2.1 Effective monitoring of the action plan's implementation will ensure that any weaknesses identified will be addressed and provide for a better quality service and better outcomes for pupils
3. **What are the Recommendations?**
 - 3.1 To review the appropriateness of actions and timescales in the post inspection action plan in response to the recommendations from the Estyn inspection (Appendix 1) and comment accordingly.
4. **Report details.**
 - 4.1 The main findings of the Estyn inspection report show that the Local Authority achieved for:
Key Question 1: How good are outcomes? Was judged as Good.
Key Question 2: How good is provision? Was judged as Good.
Key Question 3: How good are leadership and management? Was judged overall as Good

- 4.2 All other aspects were also judged to be good except for Leadership which was judged as Excellent.
- 4.3 “Elected members and senior officers in Denbighshire make education services for children and young people a high priority. They have a clear vision and high aspirations for the authority and communicate these very well. The coherent and effective leadership means that the council’s approach to becoming a ‘high performing council, closer to the community’ is already making a positive difference.”
- 4.4 “The council has reorganised its scrutiny arrangements into three committees for partnerships, communities and performance and all services report different aspects of their work to the relevant committee. As a result, scrutiny members have a better overview across the whole council and a wider range of members understand education issues. Members are now able to compare and challenge services more effectively and make better informed decisions. In addition, cross-party involvement in scrutiny means that all members can work towards a common goal in improving services for children and young people.” Estyn 2012.
- 4.5 **Overall judgement: Good - Current performance is good because:**
- performance has improved in all key stages, particularly in key stage 4;
 - performance has improved against the Welsh Government’s expected benchmarks based on free-school-meal entitlement;
 - attendance in primary and secondary schools is good and compares well to that of similar schools elsewhere;
 - the number of exclusions has reduced and the overall number of days lost to exclusion is the lowest in Wales;
 - the authority has very good arrangements to support and challenge schools and knows its schools very well;
 - support for school improvement, additional learning needs and social inclusion are all good;
 - the number of Denbighshire schools requiring follow-up after an inspection is among the lowest in Wales;
 - the authority has made good progress in delivering its Modernising Education programme;
 - the culture of very strong leadership from elected members and senior officers has driven significant change and improvement at a good pace; and
 - value for money is good in education services.

However:

- teacher assessments of the core subjects in key stage 3 are not moderated precisely enough to make sure they accurately reflect learners’ standards.

4.6 **Capacity to improve: Good - Prospects for improvement are good because:**

- effective and coherent leadership from senior officers and elected members working together has already driven significant change and improvement in education services and in outcomes for learners;
- performance data is used rigorously to evaluate the quality and impact of services, identify underperformance and plan for improvement;
- a culture of accountability and continuous review, with a consistent focus on achieving progress against priorities, is firmly embedded throughout the authority's services;
- scrutiny arrangements are highly effective in challenging underperformance and holding officers and schools to account;
- priorities for education and aspirational targets are clearly linked through strategic and operational plans; and
- the authority has already achieved significant efficiency savings and focused resources on its key priorities.

However

- the authority does not gather and analyse enough data to measure and evaluate performance of combined partnership work.

5. **Estyn's Recommendations**

5.1 In order to continue to improve, Denbighshire County Council needs to:

5.2 **Recommendation -1:** improve the accuracy of teacher assessments at end of key stage 3; and

5.3 **Recommendation -2:** identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money.

5.4 In response to the Estyn Inspection Denbighshire County Council has produced an action plan to show how it will address these recommendations. The plan has been completed within the within 70 days (50 working days) stipulated by Estyn. (Appendix 2)

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

6.1 It supports key aspects of the Big Plan, service business plans as well as contributing to Modernising Education as a corporate priority.

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

7.1 No specific costs have been identified for the inspection or post inspection action plan. All activity is supported by service budgets and schools delegated budgets.

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

8.1 Consultation has been carried out with the secondary headteachers and partners that support education within the authority and supporting organisations.

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

9.1 The reputational and political risks to the authority are minimal as the outcomes from the inspection are good.

10. **Power to make the Decision**

10.1 No legal requirements but local authority inspections are mandatory.

10.2 Article 6.3.2 of the Council's Constitution stipulates that scrutiny committees may ensure that actions indicated in action plans are carried out.

Contact Officer:

Head of Education

Tel: 01824 708009



**A report on the quality of local authority education
services
for children and young people**

in

**Denbighshire County Council
County Hall
Wynnstay Road
Ruthin
LL15 1YN**

January/February 2012

by

**Estyn, Her Majesty's Inspectorate for Education
and Training in Wales**

During each inspection, inspectors aim to answer three key questions:

Key Question 1: How good are the outcomes?

Key Question 2: How good is provision?

Key Question 3: How good are leadership and management?

Inspectors also provide an overall judgement on the provider's current performance and on their capacity to improve.

In these evaluations, we use a four-point scale:

Excellent

Good

Adequate

Unsatisfactory

The report was produced in accordance with section 38 of the Education Act 1997, the Children Act 2004 and the Learning and Skills Act 2000.

Every possible care has been taken to ensure that the information in this document is accurate at the time of going to press. Any enquiries or comments regarding this document/publication should be addressed to:

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Context

Context

Denbighshire is located in North East Wales. It is bordered by Wrexham and Flintshire to the east, Conwy and Gwynedd to the west and Powys to the south. The total population is 96,731.

In Denbighshire, 30.4% of people over the age of three say they can speak Welsh compared to the Wales average of 24.8%.

The employment rate in Denbighshire is 67.6%, compared to the Wales average of 66.4%. Fifteen per cent of children live in workless households. Of the working population in Denbighshire, 11.8% have no qualifications, which is lower than the Wales average of 13.7%.

The percentage of pupils of compulsory school age who are eligible for free school meals is 18.9%. This is lower than the national figure of 19.7%. This level of eligibility is the 13th lowest in Wales compared to other local authorities, where first is the lowest free-school-meals figure and 22nd is the highest (PLASC 2011). Only 10 of the 58 areas in Denbighshire are now among the 10% most deprived areas in Wales.

As of 31 March 2010, Denbighshire had 175 children being looked after by the authority. There were 75 children on the Child Protection register.

Ethnic minorities account for 1.7% of the population, which is lower than the Wales average of 3.6%

Financial context

The Welsh Government's Standard Spending Assessment (SSA)¹ per head of population for Denbighshire for 2011-2012 was £1,785, the sixth highest in Wales, and this reflects a continued increase compared to the average. The council set its overall revenue budget at 101.6% of the SSA reflecting the above-average level of Council Tax.

The council set the education budget at a level of 100.8% of the notional education component within the SSA. This produced an education budget net of grants of £4,870 per pupil, a little above the Welsh average of £4,791. The net education budget decreased by 2.9% on the previous year compared to a Wales average decrease of 0.4%.

Welsh Government figures show that the authority delegates 79.1% of the available budget to schools. This is above the Welsh average of 76.2% and the third highest, although the high level of income received from other authorities for teaching pupils

¹ SSA is the means by which the Welsh Government distributes Revenue Support Grant to local authorities

with statements of SEN in Denbighshire schools tends to inflate the reported delegation rate.

The average delegated budgets of £3,868 per pupil in primary schools and £4,315 per pupil in secondary schools, including grants, are slightly above the Welsh average of £3,821 per pupil for primary schools and £4,272 per pupil for secondary schools.

The budget for primary education amounts to £4,387 per primary school pupil, a little below the average across Wales of £4,452. Similarly, the secondary school budget including non-delegated costs is £4,626 per pupil, a little below the Wales average of £4,752.

Summary

Overall judgement: Good

Current performance is good because:

- performance has improved in all key stages, particularly in key stage 4;
- performance has improved against the Welsh Government's expected benchmarks based on free-school-meal entitlement;
- attendance in primary and secondary schools is good and compares well to that of similar schools elsewhere;
- the number of exclusions has reduced and the overall number of days lost to exclusion is the lowest in Wales;
- the authority has very good arrangements to support and challenge schools and knows its schools very well;
- support for school improvement, additional learning needs and social inclusion are all good;
- the number of Denbighshire schools requiring follow-up after an inspection is among the lowest in Wales;
- the authority has made good progress in delivering its Modernising Education programme;
- the culture of very strong leadership from elected members and senior officers has driven significant change and improvement at a good pace; and
- value for money is good in education services.

However:

- teacher assessments of the core subjects in key stage 3 are not moderated precisely enough to make sure they accurately reflect learners' standards.

Capacity to improve: Good

Prospects for improvement are good because:

- effective and coherent leadership from senior officers and elected members working together has already driven significant change and improvement in education services and in outcomes for learners;
- performance data is used rigorously to evaluate the quality and impact of services, identify underperformance and plan for improvement;
- a culture of accountability and continuous review, with a consistent focus on achieving progress against priorities, is firmly embedded throughout the authority's services;
- scrutiny arrangements are highly effective in challenging underperformance and holding officers and schools to account;
- priorities for education and aspirational targets are clearly linked through strategic and operational plans; and
- the authority has already achieved significant efficiency savings and focused resources on its key priorities.

However:

- the authority does not gather and analyse enough data to measure and evaluate performance of combined partnership work.

Recommendations

In order to continue to improve, Denbighshire County Council needs to:

- R1 improve the accuracy of teacher assessments at end of key stage 3; and
- R2 identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money.

What happens next?

Denbighshire County Council will produce an action plan to show how it will address these recommendations within 70 days (50 working days) of receipt of the report.

Main findings

Key Question 1: How good are outcomes? Good

Standards: Good

In Denbighshire, levels of free-school-meals and other deprivation measures have increased at a faster rate than across Wales in the last three years. Despite this, performance has also improved at a faster rate than across Wales in both key stages 2 and 4 during this time. Key stage 3 performance kept pace with that across Wales until 2010, although it improved more slowly in 2011. In 2011, the percentages of learners gaining the core subject indicator in key stages 2 and 4 were above the all-Wales average. This compares better to other authorities than could be expected when contextual information is taken into account. However, in key stages 1 and 3 performance dropped below Welsh averages.

When compared to that of similar schools on the free-school-meal benchmarks, performance in 2011 was well above average in key stage 2 and below average in key stage 3. Performance in key stage 4 improved significantly in 2011 and was good. On most indicators there are more schools than average in the top 25% of similar schools and fewer than expected in the bottom 25%. On one of the five main indicators, half of the authority's schools are in the top 25%.

Denbighshire's performance against the Welsh Government's benchmarks for performance based on free-school-meal entitlement has improved over the last four years. Provisional data suggests that in 2011 the authority exceeded both the benchmarks for key stage 4.

Overall, progress between primary and secondary schools is good.

In 2011, the gap in performance on the core subject indicator between boys and girls was less than the average for Wales at all key stages. Particular groups of learners, including vulnerable groups and those with additional learning needs, generally attain their expected levels. Learners make good progress in gaining skills in first and second language Welsh and generally achieve good standards in both subjects.

The percentage of learners leaving primary school with functional literacy improved in 2011 and is better than the average across Wales. Learners who receive support to improve their literacy and numeracy skills make good progress and many maintain this improvement to end of the key stage.

In 2010, the percentage of learners leaving full-time education without any recognised qualification improved and is similar to the Welsh average. Most learners engaged with the Youth Service make steady progress and gain appropriate non-formal qualifications across a range of areas.

Wellbeing: Good

Standards of wellbeing are generally good.

Many learners participate well in a range of programmes that promote their health and wellbeing. They are increasingly involved in sports activities and their levels of participation compare well to those of learners in other authorities. Learners develop strategies and skills to help them stay safe through successful initiatives that help them understand the benefits of healthy eating, the risks of smoking and the need for road safety. These programmes enable them to improve their knowledge and develop appropriate attitudes and beliefs.

Attendance is good and has improved. When compared to similar schools on the free-school-meal benchmarks, about two thirds of primary schools are in the top 25%. Secondary school attendance is also good. When compared to similar schools, over 60% are above average.

There are very few permanent exclusions. The rate of shorter exclusions has been one of the highest in Wales although unverified data suggests that the rate reduced significantly in 2011. The number of days lost due to exclusion is the fewest in Wales.

The percentage of Year 11 learners not in education, training or employment has decreased steadily in recent years and is better than the average for Wales. The percentage of learners continuing in full-time education improved in 2010 and is also better than the Welsh average.

Children and young people contribute well to the development of service planning and policy. They use a good range of formal processes and specific events well to influence decision-making.

Key Question 2: How good is provision? Good
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Support for school improvement: Good

Support for school improvement has improved significantly since the last inspection. The authority's school improvement and inclusion services have recently been restructured under one head of service. This restructuring has considerably strengthened joint working between officers within the authority and is helping to improve the achievement of all learners.

The authority has very good arrangements to support and challenge schools, and knows its schools very well. Data is analysed thoroughly and used effectively to challenge progress and target interventions. Officers evaluate thoroughly the quality of leadership and management in schools and compare these with headteachers' own evaluations. As a result, the rigour and consistency of officers' and members' challenge to leadership and management in schools contribute well to improving standards. Challenge is a very strong feature of the authority's work. At the time of the authority's inspection the number of Denbighshire schools requiring follow-up after an inspection is among the lowest in Wales.

The authority has reviewed its Partnership Agreement with schools. The Agreement sets out clear criteria to define an appropriate level of support and intervention. Good procedures also exist to identify areas of specific risk and respond effectively to

them. As a result, officers accurately identify schools needing additional support leading to a steady improvement in standards. Systematic weakness in school leadership and management is addressed effectively to make sure that schools improve quickly enough.

The authority has an effective range of initiatives that focus on raising standards in priority areas such as literacy. These interventions for targeted groups of learners are successful in improving learners' functional literacy. Interventions to raise standards in numeracy also have a positive impact. However, teacher assessments of the core subjects at the end of key stage 3 are not moderated consistently enough between schools to make sure that they accurately reflect pupils' achievement.

The authority gives a high priority to improving effective leadership at all levels in its schools. Training programmes, network groups and other support for senior leaders, middle managers and governors have delivered identifiable improvements. Governors now understand better how to use the core data sets to evaluate and challenge school performance.

Support for additional learning needs: Good

Statutory processes in Denbighshire are effective. Rigorous systems for moderating requests for additional support have resulted in a reduction in the number of statements of special educational needs issued. Good relationships and communication with parents and schools help keep the number of referrals to the Special Educational Needs Tribunal for Wales consistently low, with just one appeal conceded since 2009.

The authority educates just over half of the learners with statements in mainstream schools, with most of these pupils attending mainstream classes with their peers. This means that most learners are educated near to their own home. Very few learners attend independent special schools, enabling the authority to spend nearly all the special needs budget on learners in its own schools.

Denbighshire School Improvement and Inclusion Service plans and provides services to pupils with additional learning needs in a cohesive manner. Services are co-ordinated to ensure that pupils benefit from the services provided. The authority keeps careful records of all pupils' progress, although work to monitor the impact of the service on pupils' performance is not yet fully mature.

Good joint work with partner agencies provides appropriate early identification, assessment and intervention, particularly in pre-school and early years. Effective planning for school placement, including well trained support, helps pupils settle smoothly into school.

The authority has a good track record of providing a comprehensive range of suitable training. It responds well to requests from schools for specialist advice and support. This has developed the capacity of schools to meet a broader range of pupils' needs. However, not all schools are making the best use of the expertise they have developed.

Worthwhile outreach services from the special schools are helping to maintain pupils in mainstream schools across key stages. These services build on the success of earlier work supported by a grant from the Welsh Government. The schools are beginning to work together to develop a consistent framework for evaluating the success of this provision, based on the Quality Assurance Framework developed by the Welsh Government.

Accurate evaluation of the impact of services is helping the authority to identify how best to focus additional support. On the basis of this evaluation and the effective accredited training for support staff and teachers in mainstream schools, the authority has been able to close two resourced provisions and now provides speech and language services support for pupils to attend at their local mainstream schools.

Promoting social inclusion and wellbeing: Good

The authority has implemented a range of appropriate strategies that have improved learners' behaviour, attitudes and attendance. There are appropriate initiatives to make sure that all young people attend school regularly, including young carers and young parents. Officers collect and analyse data on attendance well and use this information to target support where it is needed. The authority works well with its schools to manage pupils with challenging behaviour and this has resulted in a reduction in the number of days lost through exclusions. The authority uses its legal powers well to prosecute parents if necessary in order to improve pupils' attendance.

Officers support schools well in developing appropriate policies to tackle bullying and raise awareness of all forms of cyber-bullying. However, the authority does not have robust systems to collect data on bullying in order to evaluate the effectiveness of its support to schools.

The authority has a range of appropriate support for vulnerable pupils. This includes the Education Provision in College scheme where Year 11 pupils follow vocational programmes in local colleges. These strategies have contributed to reducing the number of young people not in education, employment or training in Denbighshire.

The authority meets its statutory duties in respect of looked-after children well. It works well with other agencies to make sure that looked-after children achieve very well and continue with their education and training after leaving school.

The local authority youth service has realigned its priorities and resources effectively to provide better services, opportunities, personal support and outcomes for learners. The service and its partners have a leading role in the development of youth support services across the authority.

The authority has appropriate policies and procedures in place to safeguard learners. In addition, through the local safeguarding children's board and other partnerships, the authority makes sure that the partners that provide services on its behalf also have effective procedures in place.

Access and school places: Good

The authority has made good progress in delivering its Modernising Education programme. It has agreed an appropriate framework for school reorganisation and is

delivering this framework through an effective process of area reviews. The authority has already made good progress in addressing its identified priorities to increase Welsh medium provision and to reduce surplus capacity.

Officers keep asset management surveys up-to-date and use these to prioritise maintenance. The authority is well placed to deliver its plans for 21st century schools.

Central admissions provide good information to parents. The service works particularly well with schools and other services to make sure that vulnerable pupils are supported to reintegrate promptly.

A rigorous service review has improved the authority's capacity to make sure that there is enough early years provision available across the county. The authority has made good use of surplus places in schools to accommodate Flying Start provision. Joint working with partners is now good and continuing to improve, and officers systematically monitor and evaluate the work of all providers. The authority has robustly evaluated its range of play provision.

The authority's youth service is leading work with relevant partners based in local areas to improve access to a range of youth support services.

Key Question 3: How good are leadership and management? Good

Leadership: Excellent

Elected members and senior officers in Denbighshire make education services for children and young people a high priority. They have a clear vision and high aspirations for the authority and communicate these very well. The coherent and effective leadership means that the council's approach to becoming a 'high performing council, closer to the community' is already making a positive difference.

The council has reorganised its scrutiny arrangements into three committees for partnerships, communities and performance and all services report different aspects of their work to the relevant committee. As a result, scrutiny members have a better overview across the whole council and a wider range of members understand education issues. Members are now able to compare and challenge services more effectively and make better informed decisions. In addition, cross-party involvement in scrutiny means that all members can work towards a common goal in improving services for children and young people. Partners within the local service board also bring their contributions to delivering outcomes within partnership plans to scrutiny.

The transformational changes at member level are reflected in the Corporate Executive Team where three corporate directors have whole-authority responsibilities. They manage a group of heads of service but do not have directorates. As a result, they have a better understanding of all corporate priorities. This leads to purposeful and effective collaboration between services. Priorities for education are consistently presented across service areas with clear links between strategic plans and operational plans. Officers set appropriate aspirational targets to improve outcomes for children and young people.

This transformation in the way that the authority works has given greater focus to corporate strategic priorities and has overcome previous service silos. The changes in the culture and leadership of the authority, together with very strong leadership from elected members and senior officers, have driven significant change and continuous improvement at a fast pace. This has enabled the authority to recover very well from failings identified during previous inspections. This is sector-leading practice.

Members and senior officers have a track record of making difficult decisions in order to improve provision for learners. There is a culture of transparency and openness within the local authority and this has led to excellent relationships between members and officers, and with external partners.

The local authority has mature relationships with its schools. Relationships with headteachers have improved significantly since previous inspections and the authority consults well with its schools. The School Standards Monitoring Group, consisting of both members and officers, brings effective support and challenge to headteachers and governing bodies. They make a strong contribution to improving leadership, provision and standards in schools.

The authority has taken the successful practices developed locally and is sharing this good practice beyond its boundaries.

Quality improvement: Good

The authority has firmly embedded self-evaluation throughout its services. There is a culture of accountability and continuous review and a consistent focus on achieving progress against priorities. The authority has a robust evaluation framework, including twice-yearly performance challenges by key elected members and senior officers which link to improvement planning and the setting of challenging targets. Performance reporting to elected members is good and the authority has an open culture where areas for improvement are acknowledged and addressed. Elected members and senior officers understand well the strengths and shortcomings in service areas and challenge officers robustly to bring about improvement. As a result, for example, performance at key stage 4 in Denbighshire secondary schools and attendance in both primary and secondary schools have all improved.

The authority consults well with children and young people and the wider community. It has commissioned a series of useful independent reports to evaluate the quality of its work with partners. Performance data is used rigorously to evaluate the quality and impact of services, identify underperformance and plan for improvement. Initiatives are evaluated systematically using first-hand evidence and performance data. At present the authority does not gather and analyse enough relevant data to fully measure performance across all partners, although developing this database is included in priorities for its current single plan.

Performance management arrangements are effective in bringing about improvement and staff have performance related targets clearly linked to strategic priorities.

Officers challenge underperforming schools well and the authority is willing to use its full range of statutory powers to bring about improvement where necessary. No school has been identified in a category of concern during an Estyn inspection for the last two years.

The authority has addressed well many of the recommendations from previous Estyn inspections of education and youth support services. Ongoing work to fully meet other recommendations is a key action within The Big Plan.

The authority has established a good range professional learning communities to share good practice and raise standards. Many of these learning communities are appropriately focused on improving literacy and numeracy. The authority's evaluation of the impact of these groups has already identified improvements in teaching and learning and in learners' standards of achievement.

Footnote: Denbighshire, along with two other authorities is piloting the Single Integrated Plan, which aims to bring together all the authority's corporate plans into a single overarching document. Denbighshire's The Big Plan is an overarching strategy document for the next three years that integrates the Community Strategy, the Children and Young People's plan, the Health Social Care and Wellbeing strategy and the Community Safety plan.

Partnership working: Good

The authority is continuing to develop arrangements for collaboration and partnership with neighbouring councils and other organisations in order to secure improvements in learning outcomes for children and young people.

The authority has made significant changes to partnership working across four of the main strategic partnerships, and developed its single integrated plan, The Big Plan. As a result of extensive consultative work, there is good support and ownership of The Big Plan across communities, strategic partners and the authority.

The Big Plan has a specific focus to improve the processes and performance of the Children and Young People's Partnership. The authority has carried out rigorous reviews to identify priorities from all four of these plans to include in The Big Plan. One of these is the comprehensive performance review of the 2008-2011 Children and Young People's Plan 'Making a Difference'. This demonstrated outcomes from grant and project funded activities well. However, there was not enough focus on the analysis of outcomes to identify how well the work of the Children and Young People's Partnership had contributed to achieving its strategic objectives, or on planning for improvements.

A new Partnerships and Communities Team gives high levels of support to the developing Big Plan processes. The team is located within the Business Planning and Performance unit, and the head of the unit is a member of the Corporate Executive Team. This demonstrates well the authority's commitment to the change process, and makes sure that performance improvement is at the centre of the changes.

Since September 2011, Denbighshire and Conwy have one joint local service board. The board has appropriately commissioned a joint performance management framework for The Big Plan and One Conwy. Denbighshire County Council is working well with the five other authorities in North Wales to establish the Regional School Improvement Service for the area. Senior officers and elected members give very clear direction to this work to make sure it reflects their priority to improve outcomes for learners and continue the good progress the authority has already made.

Resource management: Good

Financial management is sound and supported well by a four-year medium-term plan and efficiencies programme. This has enabled the council to achieve significant efficiency savings and apply additional revenue and capital funding to its top priorities, including its 'Modernising Education' plan.

The authority has restructured various services effectively. This includes its Improvement and Inclusion service, which has achieved efficiency savings and re-focused the service to intervene in schools more effectively.

The authority and its schools have worked well to increase the level of delegation to schools and to improve the capacity of schools to manage resources more effectively. Action taken includes the appointment of finance managers for clusters of schools and the delegation to schools of additional funding and responsibility for premature retirement and redundancy. Service level agreements for services provided to schools have been revised to give clear information about quality, cost and responsibility. Although some of these measures are recent, there are early indications that they are helping schools to improve longstanding issues.

The authority has strengthened its arrangements to support schools in financial difficulties and improved the effectiveness of monitoring and management of recovery plans. Good progress has been made in developing workforce planning arrangements in the authority and for schools.

The authority robustly reviews and challenges its services annually to secure improvement and value for money. The authority has also appropriately reviewed the effectiveness and value for money of a range of specific projects and developments.

Overall value for money in education services is good. The budgets per pupil for both primary and secondary education are just below the Wales average, although attainment at most key stages is above average.

The authority is developing its arrangements to assess the outcomes and value for money from services commissioned from external agencies, although these are not yet in place for all such services.

Appendix 1

The inspection team

Mererid Stone HMI	Reporting Inspector
Iwan Roberts HMI	Team Inspector
Jane Taylor HMI	Team Inspector
Stephen Lamb HMI	Team Inspector
Huw Collins HMI	Team Inspector
Susan Roberts HMI	Team Inspector
Betsan O'Connor HMI	Team Inspector
Steve Martin	WAO
Karl Napieralla	Peer Inspector
Karen Evans	Nominee

Copies of the report

Copies of this report are available on the Estyn website (www.estyn.gov.uk)

Glossary of terms

National Curriculum

Expected National Curriculum levels

- By the end of the key stage 1, at the age of seven, learners are expected to reach level 2 and the more able to reach level 3.
- By the end of the key stage 2, at the age of eleven, learners are expected to reach level 4 and the more able to reach level 5.
- By the end of the key stage 3, at the age of fourteen, learners are expected to reach level 5 and the more able to reach level 6 or level 7.

Core subject indicator in all key stages

The core subject indicator relates to the expected performance in English or Welsh first language, mathematics and science, the core subjects of the National Curriculum. Learners must gain at least the expected level in either English or Welsh first language together with mathematics and science to gain the core subject indicator.

External examinations at key stage 4 or post-16

Core subject indicator – as above.

Level 1 qualification – the equivalent of a GCSE at grade D to G.

The Level 1 threshold – learners must have gained a volume of qualifications equivalent to five GCSEs at grades D to G.

Level 2 qualification – the equivalent of a GCSE at grade A* to C.

The Level 2 threshold – learners must have gained a volume of qualifications equivalent to five GCSEs at grade A* to C.

The Level 2 threshold including English or Welsh first language and mathematics – learners must have gained level 2 qualifications in English or Welsh first language and in mathematics as part of their threshold.

Level 3 qualification – the equivalent of an A level at A* to C.

The Level 3 threshold – learners must have gained a volume of qualifications equivalent to two A levels at grade A* to E.

The **average wider points score** includes all external qualifications approved for use in Wales at the relevant age – for example at age 16 or 18. To calculate this, the total points gained by all learners in the cohort is divided by the number of learners.

The **capped average points score** only includes the best eight results for each pupil from all qualifications approved for use in Wales at age 16.

All-Wales Core Data sets

Schools and local authorities may refer to performance relative to their family of schools. These families of schools have been created to enable schools to compare their performance to similar schools across Wales. Families include schools with similar proportions of pupils entitled to free school meals, living in 20% most deprived areas of Wales, having special education needs at school action plus or statemented and with English as an additional language acquisition less than competent.

Denbighshire County Council Estyn Action Plan - Draft May 2012



1. Foreword and Purpose

Foreword / Introduction

Denbighshire has come a long way since the low point following the 2007 Estyn Inspection. Improvements in standards, quality of provision, leadership and accountability at all levels are clearly visible, as indeed are the levels of satisfaction expressed by the vast majority of service users. Greater confidence in the whole system has brought more energy and innovation into our work, despite a climate where resources are diminishing rapidly. Education and the broader Children & Young People's agenda make key contributions to the Big Plan outcomes, and to the broader corporate priorities now being developed by officers and Members.

The Estyn Inspection in January 2012 confirmed this and graded all services 'Good' with strategic leadership graded 'Excellent'. Estyn also confirmed that the prospects for improvement were firmly good. However, whilst progress has been good, there is much more to do in all areas and this Action Plan responds specifically to the two recommendations stemming from the Estyn Inspection.

The Authority has also taken on board other feedback contained within the Estyn report in order to ensure that further progress is made in the coming year. Other documents, such as the new Corporate Plan, Commissioning Framework for the new Regional Service for School Improvement, the Service Challenge and Performance Management processes of the Authority, will also be used in order to drive improvement further.

The Chief Executive's restructuring proposals (May 2012) have not only set high expectations for the Council as a whole, between 2012 and 2016; these proposals are also a response to the priorities that the Council now needs to set itself in order to become an excellent Council.

The second recommendation within this Action Plan has, and is being, considered further by the sound partnerships that exist to deliver the Children & Young People services across the age between 0 - 25

Hywn Williams
Corporate Director : Learning and Communities

May 2012

Purpose

Recommendation One

Improve the accuracy of teacher assessments at the end of Key Stage 3

Context

Standards at Key Stage 3 have been consistently below national and FSM benchmarks. Schools have improved but at a slower rate than schools in other authorities. This has also been at a slower rate than at KS2 and 4. The performance of higher ability learners at level 6 and 7 are well below national and FSM benchmarks and is contributing to the below average number of A* and A's at KS 4.

There is evidence of successful implementation of a curriculum that is learner-centred and skills-focused in some schools. However all schools need to fully embrace the requirements of 2008 National Curriculum to meeting the changing needs of young people at KS4 and PISA.

Recommendation Two

Identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money

Context

CYPSP has been aware of the challenge of resource mapping for a number of years. The need for the partnership to have a clear understanding about who is providing services to children and young people in Denbighshire is fundamental to the work of the partnership and its role in service coordination and future planning. The creation of an effective system that identifies services for children and young people will therefore assist the partnership with this.

In relation to the system, it's essential that there is a tool in place to measure the impact of the services contained within which will feed into the Conwy and Denbighshire Joint Performance Framework for the Big Plan reporting to CYPSP and LSB.

Alongside the system will sit a Quality Performance Framework (QPF) tool which will be used to ensure that provision for children and young people are effectively measured in terms of their impact and value for money, which will in turn support the partnership with service coordination and future planning as agreed. The QPF will incorporate outcome focussed approaches to measure performance (e.g. Outcome Star, balanced scorecard and the recorded learning outcomes QES system)

2. Summary of Plan

Recommendation One				
<i>Improve the accuracy of teacher assessments at the end of Key Stage 3</i>				
Activity	Purpose	2012/13	2013/14	2014/15
Extend the use of the Rapid Improvement Planning (RAP) used successfully at KS4 to improve pupil performance in the core subjects at KS3.	All assessments at KS3 are consistent and inline with WG assessment guidance to ensure that the LA is in the top 10 in Wales.	Improve CSI to FFT D +1	All schools improve CSI to FFT D +2	All schools improve CSI to FFT D +3

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Recommendation Two

Identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money.

Activity	Purpose	2012/13	2013/14	2014/15
Develop system / database to map resources available to children and YP within Denbighshire.	Enable children and young people within Denbighshire to have access to an overall view of activities available to them within their specific localities	Data base established and populated	Baseline of provision is established and improvement plans agreed.	Improvement targets are delivered
Develop Quality Progression Framework (QPF) to review quality indicators for each service within the database. This includes the roll out Outcome Star across the Family First programme.	Current impact of services can be measured and results shared within authority / partners to ensure the value each service is offering	QPF framework and process established and used by partners	Baseline of the quality of provision is established and improvement plans agreed.	Improvement Targets are delivered

3. Monitoring

Monitoring the plan

Recommendation One

- Termly meeting with schools to monitor progress against schools KS3 improvement plans
- Review of schools progress by School Improvement and Inclusion each term.
- Bi-annual reports to Performance Scrutiny

Recommendation Two

- Monthly monitoring against the plan and outcomes reported to Early and Extending Entitlement on a 6 weekly cycle.
- 6 monthly and annual outcome focussed performance management reports to CYPSP in line with the Big Plan Performance Management Framework

4. Recommendations & Outcomes

Abbreviation Lead Column	Meaning
SEO	Schools Effectiveness Officer Julian Malloy

Recommendation One	<i>Improve the accuracy of teacher assessments at the end of Key Stage 3</i>				
Ref no	Target	Action	When	Lead	Resources
1.1	All assessments at KS3 are consistent and in line with WG assessment guidance to ensure that the LA is in the top 10 in Wales.	Collect teacher assessments each term to accurately track individual pupils' progress.	June 2013	SEO	SI&I Time
		Analysis of pupil level data to compare teacher assessments against FFT D predictions.	July 2012	SEO	SI&I Time
1.2		Subject teachers from each school to	June 2013	SEO	SIG funding

Recommendation One	<i>Improve the accuracy of teacher assessments at the end of Key Stage 3</i>				
Ref no	Target	Action	When	Lead	Resources
		meet twice a year to work together to agree standards for each subject.			
1.3	Increase the number Level 5, 6 and 7 grades so that the LA is top 10 performing and inline with FFT D.	Extend the use of the Rapid Improvement Planning (RAP) to improve pupil performance in the core subjects. PLC's in NC subjects to share and develop good practice to increase numbers of pupils gaining Levels 5,6 and 7 in line with FFT D predictions.	March 2013	SEO	SIG funding £6000
1.4	To provide teachers with a wide range of moderated pupils work and assessments as a reference.	Use Moodle to host (PDF) levelled exemplar materials in all subjects and levels. Provide training for teachers in the use of Moodle.	July 2014 July 2014	SEO SEO	SI&I Time SI&I Time

Recommendation One	<i>Improve the accuracy of teacher assessments at the end of Key Stage 3</i>				
Ref no	Target	Action	When	Lead	Resources
1.5	All schools have a curriculum that is more learner-centred and skills-focused.	Work with SLT's to review current KS3 provision as part of school self-evaluation processes.	July 2014	SEO	SIG funding
1.6	All schools are above the median at KS3 for the CSI.	SI&I to support and challenge schools that are not improving.	July 2014	SEO	SI&I Time
1.7	Best practice is shared with all schools.	Use training days to share their best curriculum and teaching practice with other schools.	July 2013	SEO	SI&I Time
1.8	Improve the effectiveness of senior and middle leaders.	Training in the use of RAP to improve pupil performance.	July 2013	SEO	£2000

Outcome	Measure		
	2012/13	2013/14	2014/15
Core Subject Indicator (CSI) at KS3	73%	75%	78%

Abbreviation Lead Column	Meaning
CDLC	Corporate Director – Learning and Communities Hywyn Williams
PYO	Principal Youth Officer Roger Ellerton
PCM	Partnerships & Communities Manager Diane Hesketh
ICSFIM	Integrated Children’s Service and Family Information Manager Tracey Evans

Recommendation Two	<i>Identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money.</i>				
Ref no	Target	Action	When	Lead	Resources
1.1	Establish a system / database to map resources available to children and YP within Denbighshire.	Identify core data set based on current fields within the FIS/MCA database	July 2012	CDLC	Staff time
		Identify a number of data collection mechanisms, this would include an MCA online facility entry system (preferred option as would allow direct import into MCA database) if this can be funded. It may also include spreadsheets and other options that might be proposed by Denbighshire ICT.	July 2012	CDLC	MCA Data Base Staff time

Recommendation Two	<i>Identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money.</i>				
Ref no	Target	Action	When	Lead	Resources
		Present plan and timeline to Early and Extending Entitlement	July 2012	CDLC	Staff Time
		Promote the new FIS Family Services Directory (FSD) within localities, together with information and guidance on inclusion on the FSD. This would include promotion to partner orgs and the public.	From September 2012 – August 2013	ICSFIM	FIS Team, LLCD staff
		In support of the above promote and pilot within the Rhyl & Denbigh localities - the use of the MCA updating mechanism whereby each organisation on the database can update their own details as they change.	By September 2012	CDCL	FIS Team, LLCD staff
		Review options for longer term resources and funding in order to sustain a wide role out.	September 2012	PCM	Staff time

Recommendation Two	<i>Identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money.</i>				
Ref no	Target	Action	When	Lead	Resources
		(This may include the option of key services / orgs contributing a small amount of money on an annual basis to cover additional functionality. This functionality could include a funding module that would allow individual organisations and the Partnership Team to track and monitor funding arrangements in order to inform future planning.)			
		Review the implementation of the MCA database process over a period of 4 months with a final evaluation report to CYPSP.	January 2013	CDCL	Staff Time
1.2	Develop Quality Progression Framework (QPF) incorporating Outcome Star to review quality indicators for each service within the	Agree small working group to propose core areas for Scorecard/Quality Progression Framework (QPF) based on the Youth Service 'scorecard' matrix. This will include the Outcome Star model.	July 2012	CDCL	Staff Time

Recommendation Two	<i>Identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money.</i>				
Ref no	Target	Action	When	Lead	Resources
	database	Pilot the QPF (or alternatively agreed name) in 2 localities engaging a range of volunteer organisations / services.	December 2012	PYO	Staff time
		Review pilots and improve QPF (if appropriate) and present a final report with evaluation and recommendations to CYPSP	February 2013	CDCL	Staff Time
		Produce an action plan to support implementation across partnerships.	March 2013	CDLC	Staff Time
		Review data arising from roll out in order to improve planning, provision and provision delivery	September 2013	PCM	Staff Time

Recommendation Two	<i>Identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money.</i>				
Ref no	Target	Action	When	Lead	Resources
		Make recommendations in order to improve the process and data analysis process	October 2013	PCM	Staff Time
		Review 12 months data and incorporate into partnerships planning processes	March 2014	PCM	Staff Time

Outcome	Measure		
	2012/13	2013/14	2014/15
An effective system that identifies services for children and young people is established	Data base established and populated	Baseline of provision is established and improvement plans agreed.	Improvement targets are delivered
Denbighshire and its partners are able to effectively measure services in terms of their impact and value for money	QPF framework and process established and used by partners	Baseline of the quality of provision is established and improvement plans agreed.	Improvement Targets are delivered

Report to: Performance Scrutiny Committee

Date of Meeting: 28th June 2012

Lead Member/Officer: Lead Member for Education

Report Author: Education Finance Manager

Title: Building Capacity in Schools

1. What is the report about?

- 1.1 The report details the outcomes following the implementation of the Building Capacity in Schools Project

2. What is the reason for making this report?

- 2.1 To inform the Committee of the impact the project has had on schools and the planned future developments to build on and develop this resource further.

3. What are the Recommendations?

- 3.1 Members to review the outcomes to date and assess the ability of schools to improve standards through the use of this resource.

4. Report detail

- 4.1 The Building Capacity in Schools Project model was developed in 2011 as a mechanism for increasing the capacity of schools to manage the pressure of increased delegation and to free up Head Teacher time in dealing with business and finance functions. It was also aimed at enhancing the ability of the school to manage these functions more robustly and making more effective use of the resources available to schools.
- 4.2 The initial model looked at the feasibility of deploying the existing Secondary Business Managers across all the schools in the cluster and then recruiting a Finance Manager to be employed by the Secondary and also providing support across the cluster.
- 4.3 It was recognised that there was not a one size fits all approach across each cluster and so the model was adapted where appropriate to meet the differential needs.
- 4.4 The diagram below outlines the final model adopted across each Cluster:

Llangollen	Ruthin	Denbigh	Denbigh Faith	Welsh
1 x Business Manager 1 x Finance Manager	1 x Business Manager 1 x Finance Manager	1 x Business Manager 1 x Finance Manager	1 x Business Manager 1 x Finance Manager	1 x Business Manager 1 x Finance Manager
Dinas Bran Bryn Collen Gwernant Llandrillo Maes Hyfryd Carrog Caer Drewyn Glyndyfrdwy	Brynhyfryd Betws GG Borthyn Bro Cinmeirch Bro Elwern Bro Famau Bryn Clwyd Clocaenog Cyffylliog Dyffryn Iâl Gellifor Llanbedr Llanfair Pen Barras Pentrecelyn Rhewl Rhos Street	Denbigh High Bodfari Cefn Meiriadog Esgob Morgan Faenol Frongoch Gwaenynog Heulfre St Asaph VP Trefnant Y Parc	St Brigid's (Sec) St Brigid's (Prim)	Glan Clwyd Dewi Sant Henllan Tremeirchion Twm o'r Nant Pant Pastynog Y Lllys

Rhyl	Rhyl Faith	Prestatyn Secondary	Prestatyn Primary	Special
1 x Site Manager 1 x Finance Manager	1 x Business & Finance Manager	1 x Business & Finance Manager	1 x Business & Finance Manager	1 x Business & Finance Manager
Rhyl High Bryn Hedydd Christchurch Emmanuel Llywelyn Y Castell	Blessed Edward Jones Mair	Prestatyn High	Bodnant Clawdd Offa Hiraddug Melyd Penmorfa	Tir Morfa Plas Brondyffryn

4.5 The School Budget Forum approved a revision to the funding formula for schools which resulted in allocations being given to schools for the funding of the project as follows:

Sector	No. of pupils	Days per week - Business	Days per week - Finance	Total £ Budget
Primary	< 105	0.25	0.25	4,104
Primary	>105	0.50	0.50	8,208
Secondary	<500	1.25	1.25	20,521
Secondary	>500	2.50	2.50	41,042
Special	-	1.25	1.25	20,521

4.6 The funding allocated as per the table was sufficient to cover the recommended equivalent number of days for each post. Schools chose how they wanted to deploy the funding within their cluster in order to fund both elements of the project. The model detailed in 4.5 above was the final funded model that went live in April 2012

- 4.7 The implementation of the Finance Managers has significantly improved the financial position of schools with 2012-13 figures suggesting that the number of schools in financial difficulty will have reduced from 8 to 2. It has also increased our ability to deal more proactively with issues in schools by ensuring early training and intervention is provided for key issues.
- 4.8 This model has been recognised as best practice by Estyn and also across other Local Authorities in Wales. It has also been widely praised across Denbighshire as all services have seen a significant increase in the ability to engage more proactively with all of our schools.
- 4.9 The project has developed significantly from its original proposal with GAIA Technologies now adopting the model for our Schools ICT support and Corporate HR are working with schools to develop a similar model for HR support.
- 4.10 A monthly network meeting is held with all Business and Finance Managers to discuss and develop specific areas across schools including with the forward work programme focussing on key areas including Financial management, Procurement, Training & Development, Health & Safety, Commissioning, HR. This group will be pivotal in transforming the way support services in schools work in the future.

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

- 5.1 It will free up Head Teacher time in schools and ensure the effective use of resources is being maintained thus supporting the raising and maintaining of levels of attainment and achievement which contributes to the priority of Modernising Education.

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

- 6.1 The total cost of the model is £630k. This equates to £410k of expenditure already being incurred against the existing Secondary School Business Managers, £90k from the cessation of the Schools central LMS service and the remaining £220k was new money transferred into the total school budget from the schools non-delegated budget.
- 6.2 The Central LMS Service ceased on 31st March 2012 resulting in the loss of 2 posts within the Education Finance Team. One post was successful in being slotted into a School Finance Manager Post and the other post requested early retirement. The total funding for this central service was delegated in full to the schools to contribute towards the funding of the new model.

7. What consultations have been carried out?

7.1 The School Budget Forum, Chair of Governors Forum and the Joint Consultative Committee were involved in the initial consultation on this project

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

8.1 If schools fail to identify savings early then the deficit continues to build up therefore making the recovery process harder and longer. It is vital that schools are proactive in identifying risk areas early to allow savings to be identified as early as possible. The Building Capacity in Schools project aims to build the support that will mitigate against this risk.

8.2 This model requires greater emphasis on training and development of Business and Finance Managers and whilst they are employed by Schools there is still a direct line of accountability back to the Local Authority to ensure that statutory responsibilities are fulfilled. The monthly Business and Finance Network provides regular support for the officers on all aspects of the role to ensure this risk is reduced.

9. Power to make the Decision

9.1 The Denbighshire Scheme for Financing Schools and the Schools Funding Regulations govern the financial management arrangements in schools and give LA's the power to intervene where necessary.

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Report to: Performance Scrutiny Committee

Date of Meeting: 28 June 2012

Lead Member/Officer: Lead Member for Modernising and Performance/
Head of Business Planning and Performance

Report Author: Corporate Improvement Manager

Title: Corporate Performance Report: Quarter 4 2011/12

1. What is the report about

1.1. This report enables the Council to evaluate progress across key areas of performance. The main report presents a summary of exceptions for each performance area. The Summary Exceptions Report (Annex) is supported by individual chapters which provide a more detailed summary of performance in each particular area. Appendix 1 contains the individual chapters, which are:

- Chapter 1 - [2012 Indicators](#)
- Chapter 2 - [Corporate Priority: Demographic Change](#)
- Chapter 3 - [Corporate Priority: Regeneration](#)
- Chapter 4 - [Corporate Priority: Modernising Education](#)
- Chapter 5 - [Corporate Priority: Roads and Flood Defences](#)
- Chapter 6 - [Corporate Project Register](#)
- Chapter 7 - [Outcome Agreements with the Welsh Government](#)
- Chapter 8 - [Safeguarding](#)

2. What is the reason for making this report

2.1. To provide information regarding the key areas of performance for the Council, and to enable the Performance Scrutiny Committee to carry out its performance management function.

2.2. The report presents the position at the end of Quarter 4 2011-12, which is the end of the period for the Corporate Plan 2009-12. A more comprehensive report to evaluate the council's performance in 2011-12 will be published in October 2012. This report will also place our performance within the context of national performance where possible.

3. What are the Recommendations

3.1. That the Committee consider the exceptions associated with achieving the outcomes in the report, and follow up any performance related issues with the appropriate Head of Service and/or Lead Member.

- 3.2. That the Committee considers the recommendation of the previous Performance Scrutiny Committee (23rd February 2012) to establish a working group, consisting of four members of the Performance Scrutiny Committee to meet on a regular basis with the Head of Internal Audit and Corporate Improvement Team personnel for the purposes of monitoring performance against the agreed indicators and agreements.

4. Report Details

- 4.1. It is important to recognise that the Council's overall performance across the key areas covered by this report is very good. Significant progress has been made during the period of the Corporate Plan 2009-12, and Denbighshire County Council is now considered one of the highest, if not the highest, performing council in Wales. This view is supported by the majority of information presented within the detailed chapters of this report. However, there are areas where we would expect our performance to be higher, and the summary report focuses on these exceptions. The exceptions are where discussion is required to ensure we do everything possible to address performance issues.
- 4.2. A key consideration for this report is how we present performance. The council recently aligned the performance reporting of "indicators" and "performance measures" with the four RAG system (Red, Orange, Yellow, Green) used by Internal Audit Services and for Risk Management. This method has been applied retrospectively to the indicators and performance measures in our Corporate Plan 2009-12.
- 4.3. The performance reporting of improvement activity (projects and actions) currently remains with the five RAG system used by the Corporate Project Management Methodology. The methodology is currently under review and upon completion will align with the four RAG system. Until this time, the reporting of improvement activity will continue with the current project management method.

5. The decision's contribution to the Corporate Priorities

- 5.1. The main report provides exceptions information on each key performance area, allowing Members and officers to focus on areas of weakness.
- 5.2. The chapters supporting the main report provide further detail of performance in each area, and include a brief self-evaluation based on the criteria used to determine success.

6. The cost and its effect on other Council Services

- 6.1. The service responsible for carrying out activity or performance improvements will determine and meet any additional resources requirements (staff or financial) from the service budget.

- 6.2. 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. The owner of the project or action requiring additional equality scrutiny will be responsible for undertaking equality impact assessments, but this will also place a demand for support on the Business Planning and Performance Service.

7. Consultations carried out

- 7.1. The Corporate Executive Team (CET) considered the draft report on 28 May 2012, and revisions were made prior to presentation to the Senior Leadership Team (SLT) on 7 June 2012. The final report, as agreed by the Lead Member and the Head of Business Planning and Performance, was then submitted to Performance Scrutiny and Cabinet.

8. Chief Financial Officer Statement

- 8.1. There are no direct costs resulting from this report. Failure to achieve outcome agreements may result in a loss of grant.

9. The risks and how they can be reduced

- 9.1. There is a risk that the Council compares poorly with other local authorities in performance and regulatory reports. The Council's performance management framework and drive for continuous improvement should help mitigate this risk.
- 9.2. There are no identified risks associated with agreeing the recommendations in the primary report.

10. The power to make the Decision

- 10.1. Underpinned by the statutory requirements of the Local Government Act 1999 and the Local Government "Wales" Measure 2009 performance management and monitoring is a key element of the Wales Programme for Improvement 2010.
- 10.2. Article 6.1 of the Council's Constitution states that Performance Scrutiny Committee shall discharge the function of scrutinising the Council's performance in achieving the objectives of the Corporate Plan.

11. Action Plan

- 11.1. This is the final quarterly performance report for the period of the Corporate Plan 2009-12. However, key outcomes from the Corporate Plan will continue to be delivered through our Service Plans in 2012-13. Monitoring will therefore continue via Performance Scrutiny, where the performance of Service Plans will be monitored.

Contact Officer:

Corporate Improvement Manager

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Summary Exceptions Report

1. This report presents a summary of exceptions relating to each of the key areas of council performance. The report is supported by individual chapters which provide further details of performance in each area. The individual chapters are:
 - Chapter 1 - [2012 Indicators](#)
 - Chapter 2 - [Corporate Priority: Demographic Change](#)
 - Chapter 3 - [Corporate Priority: Regeneration](#)
 - Chapter 4 - [Corporate Priority: Modernising Education](#)
 - Chapter 5 - [Corporate Priority: Roads and Flood Defences](#)
 - Chapter 6 - [Corporate Project Register](#)
 - Chapter 7 - [Outcome Agreements with the Welsh Government](#)
 - Chapter 8 - [Safeguarding](#)

2012 Indicators

2. Overall, our performance against the 2012 indicators has improved significantly from the baseline position in 2008-09. Actual performance has improved in 12 of the 19 Indicators, and perfect performance (i.e. 100% or 0% performance) has been maintained for a further 4 indicators. Our relative performance has also improved significantly from the position in 2008-09 when we performed in the bottom half of authorities in Wales for 9 of the 19 Indicators. Although we don't yet have all-Wales performance data for 2011-12, we currently expect our performance in 2011-12 to place us within the bottom half of authorities in Wales for 3 of the 19 Indicators (to be confirmed when we the all-Wales data are published in August 2012):
 - 2.1. **The percentage of all pupils who leave compulsory education, training, or work-based learning without an approved external qualification.** The position has improved from 1.8% in 2008-09 to 0.82% in 2011-12. However, this remains relatively high in percentage terms, and positions the council below the Wales median. In Denbighshire, eleven pupils left compulsory education, training, or work-based learning without an approved external qualification in 2011-12. The greatest proportion of pupils leaving without a qualification are from the Rhyl area. This continues to be a priority for the Head of Education, with future monitoring via the Education Service Plan.

2.2. **The percentage of adult protection referrals completed where the risk has been managed.** Although our performance for the risk management of adult protection referrals during 2011-12 has improved when compared to the baseline in 2008-09 (87.4% compared to 81.9%), we may fall below the 2011/12 Wales Median following a decline on 2010/11 performance. This indicator is important because it is highlighted as the sole indicator for the protection of vulnerable adults, and it remains in the Adult & Business Services Plan for future monitoring.

2.3. **The percentage of former Looked After Children who are in suitable accommodation.** We anticipate that the percentage of former looked after children who are in suitable accommodation will be below the Wales Median in 2011/12. The reason (as it was in 2010-11) is a small number of people with custodial sentences. Apart from the two people in custody, the remaining 12 were in suitable accommodation.

Corporate Priority: Demographic Change

3. The percentage of carers of adult service users who were offered an assessment has increased from a baseline of 70.5% in 2008/09 to 75.6% 2011/12. This remains an area for improvement, which the service aims to rectify through an examination of processes and procedures in 2012/13. However, the percentage of carers who receive support following assessment continues to increase with 97.5% of those assessed in 2011/12 in receipt of appropriate support.
4. The review of Care Plans has improved from baseline performance of 70.5% in 2008-09 to 80.5% in 2011-12, although it has declined from the 2010/11 position and remains below our target of 85%.
5. Discussion is underway with the Wales European Funding Office (WEFO) to re-profile the targets of the New Work Connections (NWC) Project. The consequence of the re-profile will mean lower expectations from the project. This project is accountable to the WEFO, who is responsible for the grant fund and project performance.

Corporate Priority: Regeneration

6. The Resident's Survey shows a generally negative perception by residents in Rhyl about the area where they live. The Rhyl area also has a significantly higher proportion of the population claiming jobseekers allowance (JSA). The actual numbers of JSA claimants has fluctuated but never reached the relative reduction target during 2011/12. In addition, attainment at the schools in Rhyl remains significantly below the Wales median and our target.

Corporate Priority: Modernising Education

7. Key stage one and three are the remaining concerns, where performance in 2011-12 did not meet our ambition to be in the top ten councils in Wales for attainment. The reason for poor performance at key stage one is the exclusion of two high performing schools from the overall percentage results because they are schools in the foundation phase pilot. Performance at key stage three has improved since the baseline in 2008-09, but significant improvements across Wales meant that we were unable to improve our relative position to be within the top ten councils. It should be noted that Denbighshire placed a significant focus on making improvements at key stages two and four during 2011-12, and this will have contributed to the larger relative improvement at these crucial stages.

Corporate Priority: Roads and Flood Defences

8. The Resident's Survey shows a generally negative perception by residents about the quality of Denbighshire's road network. A potential explanation is that the survey was conducted before the real effects of our recent additional investment in road improvements would be noticeable. Our improvement in the national road condition indicators between 2010-11 and 2011-12 increases confidence that our additional investment in the road network is starting to have an impact. We have also recently developed the Road Condition Index as an alternative mechanism for measuring improvement in the quality of our road network, but 2011-12 has been about creating a baseline, so we will only be able to track in the Road Condition Index from 2012-13 onwards. Poor performance in relation to the SCRIM measure of skid resistance could represent a risk to the safety elements of the outcome.

Corporate Project Register

9. **The Trent HR project:** An issue with the workflow emails generated by iTrent (leading to a decision to switch off automatic emails to staff and managers) appears to now be resolved following a month of testing between HR and Payroll. The workflows however will not be switched on again until we have absolute assurance the system will not repeat the issue again. The delivery confidence of **Red/Amber** reflects concerns brought about by this issue. On a more positive note, final testing is now in progress in readiness for the implementation of Web Recruitment, and we will shortly be in a position to finalise implementation.

Outcome Agreements with the Welsh Government

10. Our initial self-assessment suggests the potential for the loss of 3 points due to missed targets. Despite this loss, the council is in a strong position to satisfy the requirement for full grant allocation for our performance in 2011/12, as we would need to lose 6 points in order to be penalised financially.

Safeguarding

11. Sickness absence in Children and Family Services increased from 15.4 days in 2010-11 to 17.0 days in 2011-12. The service has relatively high levels of sickness absence when compared to other services within the council, and this was identified as an area for improvement by the CSSIW in its 2010-11 Annual Review and Evaluation of Performance.
12. Two additional performance measures in Children and Family Services, both highlighted in by the CSSIW last year, are below target for 2011-12 and below the projected Wales median. The service continues to monitor and report these measures via the Service Plan and maintains plans to improve performance.
 - 12.1. **The percentage of reviews of child in need plans carried out in accordance with the statutory timetable.** Despite performance improving from 50.9% in 2010-11 to 55.2% in 2011-12, we remain significantly below the expected Wales median and our own target of 78.5%. This was identified as an “area requiring immediate and significant improvement” by the CSSIW in its 2010-11 Annual Review and Evaluation of Performance. The service note that a task and finish group will be convened in the next two months to resolve practice, process and recording issues.
 - 12.2. **The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations.** Performance improved from 72.9% in 2010-11 to 83.7% in 2011-12, but remained below our target of 90%. Although this improvement is likely to move the council closer to the Wales median, continued improvement is required in order cross the threshold. Again, this area was highlighted by the CSSIW in its 2010-11 Annual Review and Evaluation of Performance.
13. Although our performance for the risk management of adult protection referrals during 2011-12 has improved when compared to the baseline in 2008-09 (87.4% compared to 81.9%), we may fall below the 2011/12 Wales Median following a decline on 2010/11 performance. As mentioned in paragraph 4.2, this indicator is highlighted as the sole indicator for the protection of vulnerable adults, and remains in the Adult & Business Services Plan for future monitoring.

Chapter 1: 2012 Indicators

Rationale: The 2012 indicators are the set of national performance indicators chosen by the council to act as a proxy to evaluate whether the council is on track to be a “High Performing Council”. The set compares our performance against other local authorities in Wales to establish whether we have become a “High Performing Council” by 2012.

Status Updated	Overall Evaluation
31 March 2012	Yellow

Overall, we had the ambition to perform within the top half of authorities in Wales for all of the 2012 Indicators by the end of the Corporate Plan 2009-12. However, for those indicators where we were already in the top half at the start of the Corporate Plan, our aim was to improve this position to be in the top quarter of authorities in Wales. For those indicators where we were already in the top quarter at the start of the Corporate Plan, our aim was to maintain that position. It should be noted that these were always considered aspirational targets, and we always felt that it might be possible to demonstrate that we had become a “High Performing Council” even if we did not manage to achieve all of these targets.

Based on progress achieved from the baseline year the council can demonstrate good progress with the aim to be a "High Performing Council". Although not all indicators are likely to be top two quartiles, the overall progress made since 2008-09 is significant, allowing the council to be positive about its achievements with the 2012 indicators.

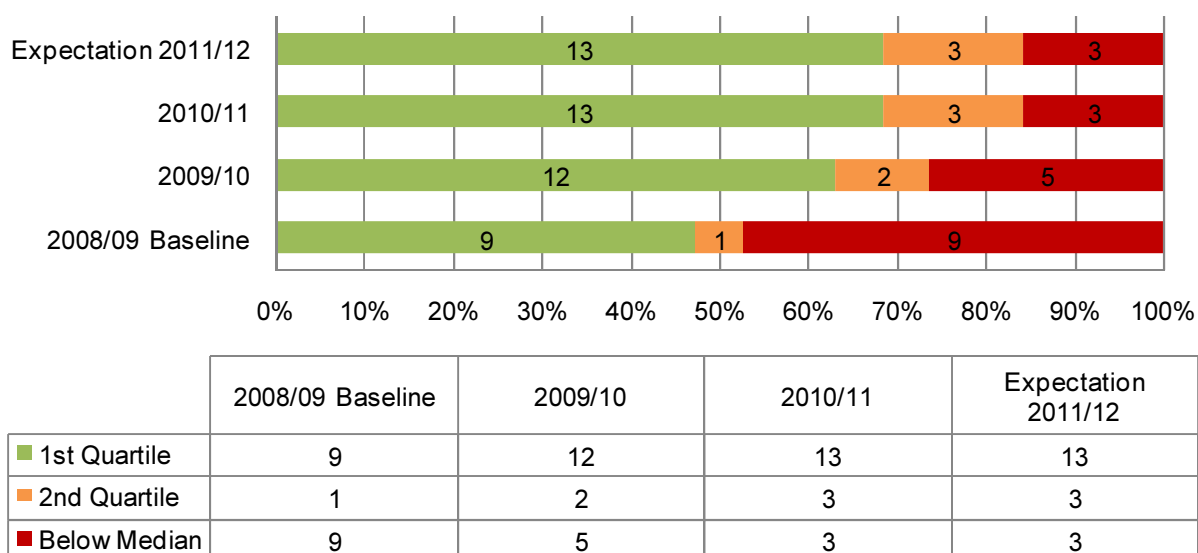


Figure 1 Annual performance against the 2012 indicators throughout the life of the Corporate Plan, with current expectation for 2011/12 performance.

Note: The data for a number of the 2012 indicators is provisional. All figures remain provisional while the Wales Audit Office scrutinise the figures during June 2012. Once the data scrutiny is complete, the Welsh Government publishes all local authorities' figures on Stats Wales. It is at this point, where we can revisit our performance to revise our benchmarks.

The indicators where we expect to be below the Wales Median in 2011/12 are:

- **The percentage of all pupils who leave compulsory education, training, or work-based learning without an approved external qualification.** The position has improved from 1.8% in 2008-09 to 0.82% in 2011-12. However, this remains relatively high in percentage terms, and positions the council below the Wales median. In Denbighshire, eleven pupils left compulsory education, training, or work-based learning without an approved external qualification in 2011-12. The greatest proportion of pupils leaving without a qualification is from the Rhyl area. This continues to be a priority for the Head of Education, with future monitoring via the Education Service Plan.
- **The percentage of adult protection referrals completed where the risk has been managed.** Although our performance for the risk management of adult protection referrals during 2011-12 has improved when compared to the baseline in 2008-09 (87.4% compared to 81.9%), we may fall below the 2011/12 Wales Median following a decline on 2010/11 performance. This indicator is important because it is highlighted as the sole indicator for the protection of vulnerable adults, and it remains in the Adult & Business Services Plan for future monitoring.
- **The percentage of former Looked After Children who are in suitable accommodation.** We anticipate our position to be below the Wales Median in 2011/12. The reason (as it was in 2010-11) is a small number of people with custodial sentences.

INDICATORS	2008/09 Baseline	2008/09 Quartile	2011/12 Data	2011/12 Performance
% pupils who leave without a qualification	1.80	Below Median	0.82	Red
% LAC who leave without a qualification	0.00	Upper Quartile	0.00	Green
The average point score for pupils aged 15	326	Below Median	450	Green
% SEN statements issued within time, inc. exceptions	100	Upper Quartile	100	Green
% SEN statements issued within time, exc. exceptions	100	Upper Quartile	100	Green
% change in CO2 emissions in non domestic buildings	-9.18	Below Median	16.1	Green
% new affordable housing units provided	37.2	Upper Quartile	31.5	Orange
Sickness absence (days lost per FTE)	12.9	Below Median	9.47	Orange
% potential homelessness prevented for 6 months	97.8	Upper Quartile	97.7	Yellow
Time to deliver DFG (calendar days)	471	Below Median	219	Green
% re-occupation of private sector dwellings	8.25	Upper Quartile	18.5	Green
Rate of delayed transfers of care for social care reasons	0.51	Upper Quartile	0.50	Green
% adult protection referrals complete with risk managed	81.9	Upper Quartile	87.4	Red
% LAC experiencing 1 or more transitional arrangements	19.1	Below Median	8.51	Green
% contact former LAC	100	Upper Quartile	100	Green
% contact former LAC in suitable accommodation	92.9	Median	85.7	Red
% contact former LAC employed, in education or training	50.0	Below Median	64.3	Orange
% waste sent to landfill	69.1	Below Median	40.8	Green
% waste reused, recycled or composted	30.7	Below Median	57.6	Green

Chapter 2: Corporate Priority - Demographic Change

The Demographic Change corporate priority identified the need for the council to focus on two key challenges from the changes to the population dynamic in Denbighshire. The first challenge is to provide opportunities enabling older people and those with disabilities to lead healthy, active, and independent lives. The second challenge is to plan for the needs of those who become frail and dependent, in need of care.

This corporate priority is comprised of three outcomes, designed to have a positive impact on the challenges faced by the council from the changes to the population dynamic in Denbighshire.

Outcome 1

Older people are able to live independently for longer

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

Status Updated	Overall Evaluation
31 March 2012	Green

Based on progress achieved from the baseline year the council can demonstrate excellence, looking positively on its aim to promote independence. In support, there has been a reduction in the number and rate of clients supported in care homes, an increase in the number of clients no longer in need of social care support, and continued support those clients in the community.

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Performance
Council helped me to live independently (%)	62.9	70.8	Increase	Green
Council will help when I need social care support (%)	63.1	70.1	Increase	Green
Clients supported in the community (aged 65+) (%)	84.6	84.2	87	Yellow
Extra Care flats occupied (%)	n/a	100	100	Green
People who no longer need a social care service (%)	n/a	69	55	Green
Clients supported in care homes (aged 65+) (rate)	26.0	22.7	25.75	Green

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Performance
Additional Extra Care Flats (number)	0	139	139	Green
Older people receiving "Telecare" (number)	387	425	400	Green
People receiving "Reablement and Intake" (number)	n/a	2549	500	Green
Carers of adult offered an assessment (%)	70.5	75.6	85	Red
Clients with a care plan reviewed during the year (%)	70.5	80.5	85	Red
Clients with their needs and care plan reviewed (%)	n/a	85.6	90	Yellow

IMPROVEMENT ACTIVITY		Performance
Enhance range of services to carers that promote informal care arrangements	Complete	Green
Further develop Reablement in Extra Care Housing	In Progress	Green
Further develop Reablement in Sheltered Housing	Complete	Green
Further develop Reablement with housing support providers	Complete	Green
Further develop reablement with independent sector providers	Complete	Green
Open Llys Awelon (Ruthin Extra Care)	Complete	Green
Progress Plans for Extra Care Housing in Denbigh	In Progress	Green
Re-launch Direct Payments	Complete	Green
Review and reconfigure day services to support independence	In Progress	Amber
Review appropriateness of reducing care packages and promote independence	In Progress	Green

- The feedback from the Resident's Survey was positive, revealing an improved perception of social care and independent living support at the time of the survey. The aim to reduce dependency on care homes and help more people to live independently within their community looks to be successful.
- The percentage of carers of adult service users who were offered an assessment has increased from a baseline of 70.5% in 2008/09 to 75.6% 2011/12. This remains an area for improvement, which the service aims to rectify through an examination of processes and procedures in 2012/13. However, the percentage of carers who receive support following assessment continues to increase with 97.5% of those assessed in 2011/12 in receipt of appropriate support.

Outcome 2

People with learning disabilities are able to live independently for longer

Rationale: This outcome aims to enable people with learning disabilities to live safely and independently in their community. To do this the council aims 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.

Status Updated	Overall Evaluation
31 March 2012	Green

Based on progress achieved from the baseline year the council can demonstrate excellence, helping people with learning disabilities live independently for longer. The council has been successful shifting the balance to increase the number and rate of people supported at home and reduce the number and rate of people living in care homes.

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Performance
Adult (learning disability) support Care Home (rate)	0.70	0.54	0.55	Green
Adult (learning disability) support Home (rate)	3.82	4.47	4.20	Green

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Performance
Adult (learning disability) support Care Home (number)	40	30	32	Green
Adult (learning disability) support Home (number)	217	250	240	Green

IMPROVEMENT ACTIVITY	Performance
Build an Intensively Supported Independent Living scheme in Henllan	In Progress Green
Increase commercial activity of in-house work opportunity businesses	In Progress Green
Increase commercial activity of in-house work opportunity businesses	Complete Green

- A successful pilot of a Citizen Directed Support methodology across the learning disability team has enabled improvement.
- A key area of work has been the Intensive Supported Independent Living arrangements to build housing facilities for people with learning disabilities. Following a delayed start due to planning complications, the project is now on track for completion to a revised schedule. In March 2012, the contract for support was awarded. The chosen provider is working with the learning disabilities team on transition plans with the identified tenants.

Outcome 3

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

Rationale: This outcome is about the council delivering community initiatives where the aim is to meet the needs of an increasing population of older and disabled people with the aim of improving the health and wellbeing.

Status Updated	Overall Evaluation
31 March 2012	Yellow

Based on progress achieved from the baseline year the council can demonstrate good performance with community initiatives to meet the need of an increasing population of older and disabled people.

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Performance
Council helped me to live independently (%)	62.9	70.3	Increase	Green
Council helped vulnerable people live independently (%)	71.5	77.2	Increase	Green
Council will help me when I need social care support (%)	63.1	70.1	Increase	Green
NWC: The number of people supported out of NEET	n/a	95	279	Red
NWC: People feel more involved in the community	n/a		Baseline	n/a
NWC: People identify they look after themselves better	n/a		Baseline	n/a
NWC: People feel more confident	n/a		Baseline	n/a
NWC: People identify taking more pride in themselves	n/a		Baseline	n/a

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Performance
NWC: People can relate better to others	n/a		Baseline	n/a
NWC: People are introduced to healthier activities	n/a		Baseline	n/a
NWC: People feel more organised in day to day life	n/a		Baseline	n/a

- The key indicators from the Resident's Survey present a positive picture of peoples' perception of social care support. However, the key indicator from the New Work Connections (NWC) project is supporting people into education, employment or training presents a very different picture of the actual impact of our efforts. The project works with those furthest removed from the labour market. The support is specific and often long term. This type of support is extremely valuable and, although not measured for reporting purposes, represents a significant step forward for those individuals.

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Performance
NWC: The number of people gaining qualifications	n/a	8	131	Red
NWC: The number of people helped into employment	n/a	25	37	Red
NWC: The number of people helped into volunteering	n/a	51	n/a	n/a
NWC: The number of people participating	n/a	536	350	Green
Number of people supported below 60% poverty lines	850	1138	1000	Green
Benefit and tax credit gains confirmed (£m)	7.0	8.2	7.0	Green
Debts resolved (£m)	15.0	17.2	15.0	Green
Disabled people participate in disability sport sessions	8504	3012	8500	Red
Older people enrolled on the "First Click" programme	215	823	400	Green
Older people participating in physical activity	n/a	130	200	Orange
People involved in the "tele-buddies" scheme	20	62	40	Green
% completion rate of National Exercise Referral Scheme	n/a	51	41	Green
% of adult protection referrals with risk managed	81.9	87.3	95	Red

IMPROVEMENT ACTIVITY	Performance
Community Initiative: Citizen Empowerment Model	Complete Green
Community Initiative: Free Swim	Complete Green
Community Initiative: New Work Connections	Complete Green
Community Initiative: Tele-Buddies	Complete Green
Community Initiative: Telecare	Complete Green
Ensure older people have a direct say in priorities for annual training programme	Complete Green
Evaluate the impact that extra care & reablement on people's sense of wellbeing	In Progress Green
First Click: Computer Skills for Older People	Complete Green
Implement Older People's Development Strategy and WG Dignity programme	Complete Green
National Exercise Referral Scheme	Complete Green
Protection of Vulnerable Adults guidance and implementation	Complete Green
Recruit and train up to 6 older people to promote the WG Dignity programme	Complete Green

IMPROVEMENT ACTIVITY	Performance
Review person centred planning	Complete Green
Work with communities and the third sector to encourage independence	Complete Green
Work with Leisure Services to promote and develop opportunities for older people	Complete Green

- The NWC targets presented in this report reflect the original (annual) proposals in the NWC project. Discussion is underway with the Wales European Funding Office to re-profile the targets. The re-profiled targets are likely to be significantly lower than the originals. The NWC project expects further improvements next year now that training services and a full staffing complement are in place.
- The disabled people participation figures show a significant decrease in 2011/12 as they represent swimming figures only. There was no Disability Sport Officer in post from June 2011 until April 2012 severely limiting the variety of opportunity of disability sport sessions.
- The risk management of adult protection referrals has improved slightly from the baseline; however, performance across Wales is improving at an accelerated rate, which has the potential to impact negatively on our relative position.

Chapter 3: Corporate Priority - Regeneration

The Regeneration corporate priority identified the need for the council to focus on the pockets of deprivation in Denbighshire. The council aimed to draw external funding to regenerate the areas of significant deprivation in the north of the county. In addition, the council aimed to coordinate a rural development plan to diversify rural economies and support rural communities.

This corporate priority is comprised of three outcomes, designed to have a positive impact on the challenges faced by the council to improve the rural economy and draw in funding to regenerate the north of the county.

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

Rationale: This outcome aims to bridge the gap between the most deprived communities in Rhyl and the rest of Wales by focusing on three areas: economy, education, and environment.

Status Updated	Overall Evaluation
31 March 2012	Red

Based on progress made since the baseline year, the council is not yet able to demonstrate that it has successfully bridged the gap between the most deprived communities in Rhyl and the rest of Wales. Furthermore, the Residents Survey highlights the worsening perception of Rhyl by those who reside there. However, the majority of planned activity is progressing well, and it is hoped that such activities will have a positive impact on the overall outcome as measures by the Indicators.

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Performance
Satisfaction with local area as a place to live (Rhyl)	76.6	74.2	Increase	Red
Local area (Rhyl) got better, worse, or stayed same	69.3	65.6	Increase	Red
Average Capped Points Score in Rhyl	245	264	314	Red
Incidence of criminal damage in Rhyl	74.0	29.0	56.5	Green
Relative reduction JSA Claimants in each LSOA in Rhyl	3.86	3.98	3.30	Red

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Performance
People supported below 60% poverty lines by WRU	181	266	732	Red
HMO taken through licensing scheme	0.00	41.0	30.0	Green
% of year 11 pupils who continue in education (Rhyl)	77.8	78.4	80.0	Orange

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

- The Resident's Survey notes the general negative perception by residents about Rhyl, the area where they live. The Rhyl area has a significantly higher proportion of the population claiming jobseekers allowance. The relative reduction in JSA claimants in each LSOA in Rhyl is about reducing the difference between the Rhyl LSOAs and the Denbighshire figure. The general picture is negative with a larger gap in March 2012 compared to the baseline in March 2009. In addition, there was an improvement in education attainment in Rhyl, but attainment remains significantly below the Denbighshire and Wales average.
- Although noted as RED, the figure for the number of people supported below the 60% poverty lines by the Welfare Rights Unit (WRU) does not tell the whole picture. The performance measure in this outcome only counts people supported by the WRU, but there has been a conscious shift towards collaborative working, meaning that Denbighshire's Citizens Advice Bureau, Rhyl Benefits Advice Shop, and the councils' Welfare Rights Team now take more of this work on. The measure within our outcome agreement is the same measure, but it also includes the collaborative work. The collaborative measure in the outcome agreement presents excellent performance for this area of work.

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

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

Status Updated	Overall Evaluation
31 March 2012	Orange

Based on progress achieved from the baseline year the council is not yet able to demonstrate excellence supporting sustainable economic growth, hampered by the general condition of the national economy.

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Performance
Ratio of average house prices to median earnings	6.81	5.11	6.84	Green
Relative reduction in economic inactivity	26.7	25.0	27.5	Green
Relative reduction in JSA Claimants in Denbighshire	0.00	0.20	0.21	Orange

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Performance
Supporting people below 60% poverty line	161	266	732	Red
Number of social enterprises assisted	2.00	10.0	18.0	Red
Number of businesses receiving council assistance	53.0	-	n/a	n/a

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

- The Denbighshire population is more economically active when compared to Wales, with the recent reduction in economic inactivity putting Denbighshire in better position than we were at the start of the Corporate Plan. The JSA claimant rate in Denbighshire has also fallen since a high in January 2012, however, the difference between Denbighshire and Wales remains unchanged at 0.20%.
- As noted earlier, the figure for the number of people supported below the 60% poverty line does not reflect the recent shift towards collaborative working. The measure within our outcome agreement, which includes the work now undertaken by Denbighshire's Citizens Advice Bureau, Rhyl Benefits Advice Shop, and the councils' Welfare Rights Team, demonstrates excellent performance for this area of work.
- The assistance for social enterprises is a collaborative effort with Irish partners. The outputs from this project did not meet the original expectation. There is a difference in the way the targets are measured in Ireland.

Outcome 6

The rate of decline in the rural economy will be reduced

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

Status Updated	Overall Evaluation
31 March 2012	Green

Based on progress achieved from the baseline year, the council can demonstrate excellence in terms of its aim to reduce the decline in the rural economy. The successful completion of the measures and activity associated with the Rural Development Plan (RDP) Business Plan One in early 2011/12 contributes significantly to the overall success of the outcome.

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Performance
Total number of micro enterprises receiving assistance	0.00	7.00	7.00	Green
Gross number of additional visitors	0.00	-	3000	-

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Performance
Gross number of jobs created in rural micro business	0.00	21.0	13.0	Green
Financial assistance to micro rural enterprises	0.00	34.0	29.0	Green
The number of village facilities improved	0.00	21.0	12.0	Green

IMPROVEMENT ACTIVITY	Performance
Denbighshire Rural Key Fund	Complete Green
Destination Denbighshire Project	In Progress Green
Grants for Micro Business	Complete Green
Green Tourism Project	In Progress Green
Rural Denbighshire Business Creation and Development Project	In Progress Green

Chapter 4: Corporate Priority - Modernising Education

The Modernising Education corporate priority encompasses three work streams: improving standards in schools and promoting inclusion, modernising schools and supporting services to schools. These three areas of work will contribute to the council's aim to ensure that Denbighshire performance is within the top 10 in Wales for key stage attainment.

This corporate priority is comprised of one outcome, designed to have a positive impact on the challenges faced by the council to improve education standards in the county following Estyn Inspection of Denbighshire County Council in 2007.

Outcome 7

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

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

Status Updated	Overall Evaluation
31 March 2012	Green

Based on progress achieved since the baseline year, the council can demonstrate excellent performance, having successfully improved educational attainment across all indicators except attainment at key stage one. In addition, the council is a top ten performing authority for all indicators except key stages one and three.

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Performance
Average point score (aged 15)	326	450	440	Green
Level 2 threshold including English/Welsh & Maths	40.4	52.5	52.5	Green
Level 2 threshold or vocational equivalents	51.5	71.4	66.0	Green
% achieving Core Subject Indicator at Key Stage 1	80.4	79.8	83.5	Red
% achieving Core Subject Indicator at Key Stage 2	76.5	82.3	79.5	Green
% achieving Core Subject Indicator at Key Stage 3	59.4	65.5	66.5	Red
% achieving Core Subject Indicator at Key Stage 4	40.3	51.3	50.0	Green

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Performance
Satisfaction with primary education (5-11)	91.2	93.2	Increase	Green
Satisfaction with secondary education (11-16)	78.9	81.6	Increase	Green
Days lost fixed-term exclusions (<5) (rate '000 pupils)	126	53.2	Decrease	Green
Days lost fixed-term exclusions (>5) (rate '000 pupils)	3.50	0.90	Decrease	Green
% attendance by pupils in secondary & special schools	91.2	91.7	91.9	Orange

Complete formal consultation for the Edeyrnion Review	In Progress	Green
Establish professional learning communities at regional, local and school level	Complete	Green
Review systems of tracking attendance and exclusion	Complete	Green
Conduct a review of Foundation Phase	Complete	Green
Conduct a review of the welsh teacher advisory service	Complete	Green
Conduct an annual school self assessment and evaluation process in all schools	Complete	Green
Undertake termly performance reviews with secondary schools	Complete	Green
Work with secondary schools to ensure that the curriculum offer is fit for purpose	Complete	Green

- The attainment concerns at key stage one reflect the exclusion of two large and successful primary schools from the overall percentage results. Their exclusion is due to their participation in the foundation phase pilot. The inclusion of their outcomes would have had a positive impact on the overall position.
- Performance at key stage three has improved since the baseline in 2008-09, but significant improvements across Wales meant that we were unable to improve our relative position to be within the top ten councils. It should be noted that Denbighshire placed a significant focus on making improvements at key stages two and four during 2011-12, and this will have contributed to the larger relative improvement at these crucial stages.
- The improvement activities are complete. Some will progress as business as usual to maintain improvements. The key consultation for the Edeyrnion Review remains with the Welsh Government with a decision expected in spring 2012.

Chapter 5: Corporate Priority - Roads and Flood Defences

The road network in Denbighshire, including the infrastructure supporting this network, is one of the county's major assets. It is a complex and evolving asset that underpins almost all activity in the area. Historic underinvestment created a significant backlog of maintenance, which this priority sought to address. In addition, Denbighshire suffered from a number of flood events and the council has a key role to play in defending our communities.

This corporate priority is comprised of two outcomes, designed to have a positive impact on the challenges faced by the council to improve the condition of our road network and protect vulnerable communities from the risk of severe flood events.

Outcome 8

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

Rationale: This outcome reflected the council's ambition to provide residents and visitors with a safe and well-managed road network. The outcome included improvements in road safety and management as well as improving the overall quality of our road network.

Status Updated	Overall Evaluation
31 March 2012	Orange

Overall, the key message is that the council is not yet able to demonstrate excellence in the condition of our road network. However, it is able to demonstrate recent improvement (from 2010-11 to 2011-12) in our road condition indicators for class B and class C roads and a slower rate of deterioration than is the case in other authorities for our class A roads. It is unfortunate that the results of the Resident's Survey are slightly worse this year as the impact of the significant additional investment in our highways maintenance programme during 2011/12 is only now becoming clear through the data surveyed as part of the Road Condition Indicators.

INDICATORS	Baseline 2008/09	2011/12 Data	2011/12 Target	Performance
Satisfaction 'maintaining main roads in good condition'	63.8	60.8	Increase	Red
Satisfaction 'maintaining streets in good condition'	64.8	62.8	Increase	Red
Satisfaction 'maintaining footpaths in good condition'	68.1	63.9	Increase	Red
Category C (Streetworks) inspected within timescales	n/a	n/a	n/a	n/a
% of A, B & C roads that are in overall poor condition	8.48	11.2	n/a	n/a
% of PCN notices that relate to on street infringements	55.4	72.6	70.0	Green
Accidents involving Injury (per 100 km)	3.10	2.36	4.00	Green
Accidents involving Serious or Fatal Injury (per 100km)	0.67	0.47	0.65	Green

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Performance
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PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Performance
Number of days taken to repair street lamp failures	2.04	1.20	1.00	Orange
Number of participants in cycle training (aged 9-11)	763	711	700	Green
Number of council subsidised participants in Pass Plus	112	97.0	110	Red
% of highway in red/yellow bands of SCRIM measure	7.31	9.07	1.16	Red
% of roads with an overall poor Road Condition Index	n/a	2.64	n/a	n/a
% take up of children's Traffic Club	31.0	31.0	35.0	Orange

IMPROVEMENT ACTIVITY	Performance
Bridges Maintenance Programme	Complete Green
Continue programme of Kerbcraft training and cycle training	Complete Green
Develop and expand use of the Highways Asset Management System	
Highways Asset Management: Implementation of symology	In Progress Amber
Roads and Highways Capital Maintenance Programme	Complete Green
Task & Finish Group looking at residential parking policy	Complete Green
Task & Finish Group review of parking enforcement	
Traffic Scheme Programme	Complete Green
Reduce road casualties on the county road network	In Progress

- The indicators (particularly improvements since 2010-11) suggest that the council is making progress towards the achievement of the outcome. However, the time series of national road condition indicators show that the council started from a low base and continue to be significantly behind other authorities.
- Our safety indicators show an excellent level of performance and an improving trend although poor performance in relation to the SCRIM measure of skid resistance could represent a risk to the safety elements of the outcome.
- The ORANGE rating applied to the streetlamp repair measure is slightly misleading. Performance is outstanding compared to other authorities in Wales although slightly worse than our achievement in previous years.
- The Pass Plus indicator reports a fall in numbers compared with previous years, however, a more sophisticated approach to benchmarking may give us a clearer understanding of whether this is genuinely RED performance or simply a variation with acceptable levels.
- The road condition indicator is a significant innovation and the collection of the first year's data will help to provide the context to future year's targets and interventions. There is some variation across the county in relation to the percentage of roads in Group 1 (the poorest condition). The Dee Valley in particular has a higher percentage of roads in Group 1.

Outcome 9

Properties have a reduced risk of flooding

Rationale: This outcome entirely relates to the council's flood defence works, where we seek to protect an increased number of properties from the risk of frequent flood events.

Status Updated	Overall Evaluation
31 March 2012	Yellow

Based on progress achieved from the baseline year the council can demonstrate good performance, having successfully delivered flood defence schemes in Llangollen and Denbigh. The west Rhyl flood scheme is currently underway and not due for completion until 2012/13.

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Performance
% of high risk properties with a lower flood risk	0.00	3.92	4.49	Red
Number of high risk properties with a lower flood risk	0.00	580	665	Red

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Performance
Number of people accessing information via website	n/a	1372	1200	Green
Number of people engaged in public events	n/a	1587	1000	Green
Number of pupils participating in flood awareness	n/a	619	500	Green

IMPROVEMENT ACTIVITY	Performance
Coastal Defence Strategy	In Progress Green
Contractor appointment	Complete Green
Schools flood awareness project	Complete Green

- Owing to the decision by the Welsh Government not to support the Corwen Flood Defence Scheme, the necessary funding was not available to deliver protection to the targeted number of properties in 2011/12. This meant that the indicators would not have succeeded in meeting their targets, although the improvement activity is progressing on track.
- The delivery confidence for the west Rhyl flood scheme is good with finance, time, and quality on track. An identified concern with the planned benefits relates to the level of protection offered by the scheme. The planned number of properties will receive a reduced risk of flooding; however, the level of protection will vary by magnitude of flood event.

Chapter 6: Corporate Project Register

Rationale: The Project Register provides a record of all medium and large projects being undertaken by the council, and some of the small projects that are deemed to be sufficiently important or require a level of corporate visibility. It includes projects being developed and delivered as part of our business transformation activity as well as capital projects. The corporate project register is a record of all the key projects delivered by the council. The register summarises the status and delivery confidence of those projects.

This chapter identifies the key projects in the register showing a delivery confidence of Red or Red/Amber, and includes an explanation of the key factors that warrant a low confidence rating. The Project Register Status Report, updated on 7th June 2012, indicates one project on the Corporate Project Register with a delivery confidence of Red/Amber. The full Project Register is available on the intranet, and is included on the following page.

- **The Trent HR project:** An issue with the workflow emails generated by iTrent (leading to a decision to switch off automatic emails to staff and managers) appears to now be resolved following a month of testing between HR and Payroll. The workflows however will not be switched on again until we have absolute assurance the system will not repeat the issue again. The delivery confidence of **Red/Amber** reflects concerns brought about by this issue. On a more positive note, final testing is now in progress in readiness for the implementation of Web Recruitment, and we will shortly be in a position to finalise implementation.

Chapter 7: Outcome Agreements

Rationale: The council, like all councils in Wales, has developed a set of ten outcome agreements with the Welsh Government. The outcome agreements set out how we will work towards improving outcomes for local people within the context of the Welsh Government's national priorities. By their nature, the delivery of most citizen centred outcomes requires the involvement of multiple organisations for successful delivery. 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.

Delivery Confidence	Score Expectation
31 March 2012	27 OUT OF 30

The self-assessment summary suggests the potential for the loss of 3 points due to missed targets. Despite this loss, the council is in a strong position to satisfy the requirement for full grant allocation in 2011/12, as any score between 25 and 30 will result in the full payment of the grant.

Outcome Agreement 1	Status Updated	Delivery Confidence	Score Expectation
Identified young people aged between 9 -16 in the most deprived wards in Denbighshire will thrive	31 March 2012	GREEN	3
Outcome Agreement 2	Status Updated	Delivery Confidence	Score Expectation
People have an alternative to residential care and can live independently within the community	31 March 2012	GREEN	3
Outcome Agreement 3	Status Updated	Delivery Confidence	Score Expectation
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	31 March 2012	GREEN	3
Outcome Agreement 4	Status Updated	Delivery Confidence	Score Expectation
Services for disabled children and their families are seamless and well co-ordinated	31 March 2012	AMBER	2
Outcome Agreement 5	Status Updated	Delivery Confidence	Score Expectation

Children and young people in Denbighshire have the education and skills to enable them to reach their full potential	31 March 2012	AMBER/GREEN	2
Outcome Agreement 6	Status Updated	Delivery Confidence	Score Expectation
Anti-social behaviour and alcohol related crime is reduced	31 March 2012	AMBER/GREEN	2
Outcome Agreement 7	Status Updated	Delivery Confidence	Score Expectation
Denbighshire manages waste sustainably	31 March 2012	GREEN	3
Outcome Agreement 8	Status Updated	Delivery Confidence	Score Expectation
The risk of coastal flooding in west Rhyl will be reduced and communities will be aware of flood risks and have developed community resilience	31 March 2012	GREEN	3
Outcome Agreement 9	Status Updated	Delivery Confidence	Score Expectation
More children and young people will become active participants in sport activities	31 March 2012	GREEN	3
Outcome Agreement 10	Status Updated	Delivery Confidence	Score Expectation
Efficiency savings are realised through improved contracting and the cost of the procurement process is reduced	31 March 2012	GREEN	3

Chapter 8: Safeguarding

Rationale: The safeguarding outcome has the focus to ensure that children and vulnerable adults remain safe and protected from harm. Children & Family Services and Adult & Business Services both contributing to this outcome. The selection of key indicators and performance measures referenced here provide a focused attention to ensure satisfactory performance, which the service monitors.

Status Updated	Overall Evaluation
31 March 2012	Orange

Based on progress achieved from the baseline year the council can demonstrate acceptable performance. There remain a number of measures significantly below target, which are highlighted below.

INDICATORS (Short Title)	2010/11 Baseline	2011/12 Data	2011/12 Target	Performance
Sickness Absence in Children and Family Services	15.4	17.0	10.9	Red
% adult protection referrals complete with risk managed	92.7	87.4	95.0	Red

PERFORMANCE MEASURES (Short Title)	2010/11 Baseline	2011/12 Data	2011/12 Target	Performance
% of referrals that were re-referrals	38.8	19.6	30.0	Green
% of Child Protection Conferences held (timeliness)	73.2	98.1	95.0	Green
% of Core Group meetings held (timeliness)	86.2	89.1	85.0	Green
% of (statutory) Child Protection Reviews (timeliness)	100	100	100	Green
% of (statutory) Child In Need plan reviews (timeliness)	50.9	55.2	78.5	Red
% of visits (statutory) LAC within regulations	72.9	83.7	90.0	Red
% of Core Assessments completed (<35 days)	74.6	72.7	75.0	Yellow
Average time of Core Assessments (over 35 days)	84.6	67.4	n/a	n/a

- In 2011/12, sickness absence in Children's and Family Service increased. The service has relatively high levels of sickness absence when compared to other services within the council.
- Two additional service performance measures, highlighted in a recent regulatory report, are below target and below the projected Wales median.
- The percentage of reviews of child in need plans carried out in accordance with the statutory timetable. Despite performance improvement, we remain significantly below the 2010/11 Wales median. The service note that a task and finish group will be convened in the next two months to resolve practice, process and recording issues.
- The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations. Performance improvements move the council closer to the projected Wales median. Continued improvement is required in order cross the threshold.

- The service continues to monitor and report these measures via the Service Plan and maintains plans to improve performance.
- The Denbighshire Adult Protection Committee meet on a quarterly basis to develop, monitor, and evaluate adult protection procedures and promote joint working between partner agencies. In addition, a North Wales Adult Protection Forum meets on a quarterly basis.

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Report to:	Performance Scrutiny Committee
Date of Meeting:	28 June 2012
Lead Officer:	Head of Customers and Education Support
Report Author:	Corporate Complaints Officer
Title:	Performance standards revealed through the complaints process

1 What is the report about?

- 1.1 To present analysis of the feedback received via Denbighshire County Council's customer feedback policy 'Your Voice' during Quarters 3 and 4 of 2011/12. The report will also highlight areas where the policy and process can be improved.

2 What is the reason for making this report?

- 2.1 To provide information regarding any performance issues identified by 'Your Voice', and to make recommendations to address these accordingly.

3 What are the Recommendations?

- 3.1 The Corporate Complaints Officer to review the current customer feedback policy in the context of the Authority's performance in complaints handling, and work with the Senior Leadership Team (SLT) to improve performance. This will include, but not exclusively focus on, those issues identified in section 4.6.
- 3.2 The Corporate Complaints Officer report back to Committee at the next appropriate meeting detailing the changes made following the review outlined in 3.1.
- 3.3 Members consider any information they wish to be included in future reports.

4 Report details

4.1 Summary of performance

- 4.1.1 Appendix C shows that the number of complaints recorded by the Council fell significantly during Quarter 3 to 121. There was subsequently little change in recorded complaints in Quarter 4 – 126.
- 4.1.2 The Council's overall response times to complaints according to the 'Your Voice' timescales have dropped significantly during Quarter 3 to only 69% of complaints responded to within timescale. A further drop is noted in Quarter 4 to 64%.

4.1.3 The proportion of complaints that were either Upheld or Upheld in Part remains around 40%: 38% in Quarter 3 and 40% in Quarter 4.

4.1.4 'Service' remains the highest proportion of complaints – accounting for over 66% of all recorded complaints in each quarter.

4.2 Complaint volumes

4.2.1 Complaints in themselves are not necessarily indicative of poor performance. They need to be placed in the context of what 'services' the Service area delivers and is responsible for.

4.2.2 The volume of recorded complaints fell across all service areas in Quarter 3, with the exception of Housing (Appendix B). Overall, it increased slightly during Quarter 4 (Appendix C).

4.2.3 The data includes complaints that are recorded on the central CRM system. It is possible that not all complaints are being recorded on this system. This could be for a number of reasons such as a reluctance to use the system; training need – both in identifying a complaint and how to record a complaint on the system.

4.2.4 Further work is required to establish and ensure that all complaints are recorded centrally.

4.3 Complaint response times

4.3.1 There has been a clear decline in the overall performance of the council in responding to complaints within the 'Your Voice' timescales – down from 91% in Quarter 2 to only 64% in Quarter 4.

4.3.2 The overall figure hides the fact that there are some service areas that perform exceptionally well i.e. Environmental Services and Regeneration, Planning and Public Protection.

4.3.3 Some services have had additional pressures that may have impacted on performance. One possible reason for the decline in overall performance is that the recording system may not have been updated due to other factors – meaning the output is not accurate and does not necessarily reflect the true position.

4.3.4 Further work needs to be undertaken to better understand the reason(s) why there is such a contrasting range of performance throughout the Authority. This work needs to examine the cause(s) of the seeming decline in performance and develop and implement appropriate measures to address any that are identified.

4.4 Complaint category

- 4.4.1 The Council primarily delivers services to the residents, businesses and visitors of Denbighshire. It can therefore be presumed that complaints about 'service' would feature prominently in any statistics.
- 4.4.2 This term, or category, is broad and what isn't clear is what types of service issues there are – i.e what are the reasons for an individual to complain to the council.
- 4.4.3 Each service area delivers a different type of service, and the category needs to be tailored to each area to ensure the data can be better interrogated and any issues identified.
- 4.5 Complaint outcome
- 4.5.1 Around 40% of complaints in the final two Quarters of 2011/12 were either 'Upheld' or 'Upheld in part'. This effectively means that the Authority is at fault or has made a mistake.
- 4.5.2 Mistakes do happen, and the Council needs to accept this. How we deal with these and what lessons we take from them are key to improving services and performance.
- 4.5.3 All complaints can be useful in helping the Council improve. Reducing complaints may *suggest* that lessons are being learnt but further work is required in order to establish whether this is the case, and ultimately to ensure it does.
- 4.5.4 It should be noted that Environmental Services do undertake analysis of the complaints for their service area and they have made changes to some processes as a result. It is notable that their volumes of complaints have reduced during 2011/12. Working with services to explore this and to identify 'best practice' needs to be undertaken.
- 4.6 Summary
- 4.6.1 Denbighshire County Council is recognised as a high performing council, and is seeking to continually improve and ensure that it maintains this reputation. Complaints can be fundamental to supporting this, provided they are dealt with effectively and the council learns from them.
- 4.6.2 The Welsh Government has published a 'Model Complaints Process' that applies to all public service organisations in Wales. The aim of this is to ensure that the 'customer' receives a consistent and good standard of service regardless of which service provider they complain to. Denbighshire County Council has not yet adopted this Model.
- 4.6.3 There is an opportunity therefore and also a need, to review 'Your Voice' and ensure that the complaints process supports the Council's

own ambitions and delivers the Welsh Government's aim. This review will include, but not be exclusively focussed on:

- Assisting Officers (and Members) in identifying a complaint.
- Examine how the current recording software is used in order to ensure the data is accurate.
- Review the categories currently assigned to a complaint in order to make them more relevant and meaningful.
- Review the performance of each service area to determine the reason(s) for the contrasting service performance and introduce measures to address these.
- A quarterly performance report about complaint handling be issued to all Heads of Service and presented to SLT.

5 How does the decision contribute to the Corporate Priorities?

5.1 An excellent Council, close to its community.

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

6.1 None – existing role of Corporate Complaints Officer.

7 What consultations have been carried out?

7.1 None.

8 Chief Finance Officer Statement

8.1 Not applicable.

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

9.1 By not dealing with complaints effectively, the reputation of the Council may suffer.

10 Power to make the Decision

10.1 Article 6.3.4 of the Council's Constitution stipulates that scrutiny committees when exercising their functions may review and scrutinise the Council's performance in relation to policy objectives, performance targets and/or particular service areas.

Contact Officer:

Corporate Complaints Officer

Tel: 01824 706197

Appendix A – ‘Your Voice’ information

A1 Your Voice’ reporting periods

A1.1 The following periods are used for reporting data in regards ‘Your Voice’:

Quarter 1: 1-Apr to 30-Jun

Quarter 2: 1-Jul to 30-Sep

Quarter 3: 1-Oct to 31-Dec

Quarter 4: 1-Jan to 31-Mar

A2 Complaint response timescales

A2.1 According to the ‘Your Voice’ feedback policy, the following timescales should be adhered to when responding to complaints:

Stage 1: **10** working days

Stage 2: **25** working days

Stage 3: **15** working days

A3 ‘Your Voice’ performance measures

A3.1 A traffic light system is used to highlight performance in relation to response timescales to complaints. Performance is rated according to:

Red when under 80% of complaints responded to within timescale

Amber when more than 80% but less than 90% of complaints responded to within timescale

Green when more than 90% of complaints responded to within timescale

A3.2 To assist with identifying whether a service area’s performance has changed from the previous period(s), the following key has been developed:

Symbol Indication

▲ Improvement in performance

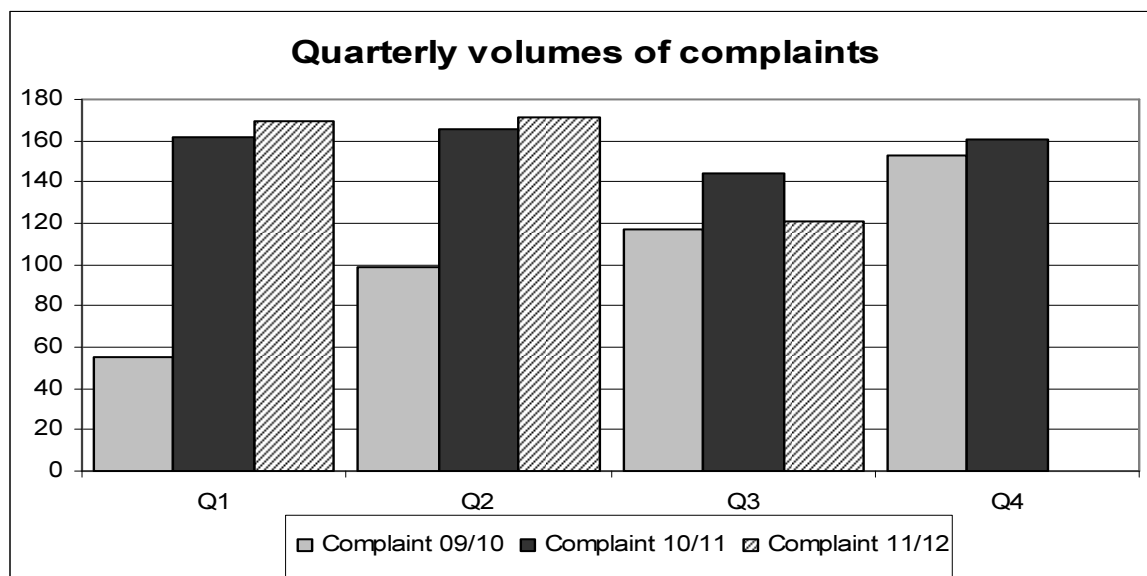
▼ Decline in performance

◀ No change in performance

– No data for period for comparison

Appendix B – ‘Your Voice’ Quarter 3 2011/12 data

B1 Complaint volumes



B2 Complaint response times

Service Area	Quarter 2 (11/12)					Quarter 3 (11/12)				
	Recd	Within	%	Status		Recd	Within	%	Status	
Social Services	24	24	100%	▲	G	18	9	50%	▼	R
Business Planning and Performance	1	1	100%	▲	G	0	0	n/a	-	-
Corporate Governance	0	0	n/a	-	-	0	0	n/a	-	-
Customer Services	6	6	100%	▲	G	5	4	80%	▼	A
Environment	43	42	98%	▲	G	29	29	100%	▲	G
Finance and Assets	9	9	100%	◀	G	5	3	60%	▼	R
Housing Services	16	13	81%	▲	A	23	4	17%	▼	R
Regeneration, Planning and Public Protection	35	30	86%	▲	A	16	14	88%	▼	A
Highways and Infrastructure	20	15	75%	▼	R	18	14	78%	▲	R
Leisure, Libraries and Community Development	14	13	93%	▲	G	6	6	100%	▲	G
Schools	3	3	100%	▲	G	1	0	0%	▼	R
	171	156	91%	▲	A/G	121	83	69%	▼	R

B3 Service volumes

The table is split into the relevant service areas and associated services. Commentary and recommendations are also included.

B3.1 Social Services

	Q2	(%) change +/-	Q3	(%) change +/-	Change	RAG	Comment	Recommendation
Social Services	24	-4%	18	-25%	▼	A	No obvious reason	Amber: Monitor
Adult	11	10%	9	-18%	▼	G	No obvious reason - though actual change in volumes is small	Green
Children	8	-33%	7	-13%	▼	G	No obvious reason - though actual change in volumes is small	Green
General	5	67%	2	-60%	▼	R	No obvious reason	Amber: Monitor

B3.2 Environmental Services

	Q2	(%) change +/-	Q3	(%) change +/-	Change	RAG	Comment	Recommendation
Environment	43	-7%	29	-33%	▼	A	Decrease - suggests lessons are being learnt	Green
Catering	1	100%	0	-100%	▼	R	--	Green
Cleaning Services	0	0%	0	0%	◀	G	--	--
Countryside Services	1	100%	2	100%	▲	R	Small number for comparison	Green
Enforcement and Waste Operations	24	-27%	23	-4%	▼	G	High volume service - small change in volume	Green
Ground Maintenance - incl Trees	0	-100%	0	0%	◀	G	--	--
Heritage Services	3	300%	0	-300%	▼	R	Small number for comparison	Green
Play Areas	1	-75%	0	-100%	▼	R	Small number for comparison	Green
Public Realm	8	33%	3	-63%	▼	R	Relatively high volume service - suggests lessons are being learnt	Green
Sign Shop - Street Lighting - CCTV	1	100%	0	-100%	▼	R	Small number for comparison	Green
Toilets	4	300%	1	-75%	▼	R	Seasonal usage - decrease during winter	Green

B3.3 Housing Services

	Q2	(%) change +/-	Q3	(%) change +/-	Change	RAG	Comment	Recommendation
Housing Services	16	-16%	23	44%	▲	A	Fell previous quarter, new system in place	Amber: Monitor
Building Maintenance	1	-50%	2	100%	▲	R	Small number for comparison	Green
Housing Administration	0	0%	0	0%	◀	G	--	--
Housing Allocations and Homelessness	1	-50%	4	300%	▲	R	Relatively small numbers	Amber: Monitor
Housing Estates and Rents	1	-50%	0	-100%	▼	R	Small number for comparison	Green
Housing Maintenance and Improvements	11	-15%	17	55%	▲	R	Fell previous quarter, new system in place	Amber: Monitor
Housing Strategy	1	100%	0	-100%	▼	R	Small number for comparison	Green
Sheltered Housing	1	100%	0	-100%	▼	R	Small number for comparison	Green

B3.4 Regeneration, Planning and Public Protection

	Q2	(%) change +/-	Q3	(%) change +/-	Change	RAG	Comment	Recommendation
Regeneration, Planning and Public Protection	35	35%	16	-54%	▼	R	Decrease - suggests lessons are being learnt	Green
Animal Health	0	0%	0	0%	◀	G	--	--
Building Control	0	-100%	1	100%	▲	R	Small number for comparison	Green
Community Enforcement and Licensing	15	50%	5	-67%	▼	R	Decrease - suggests lessons are being learnt	Green
Community Safety	2	100%	0	-200%	▼	R	Small number for comparison	Green
Food Health and Safety	1	100%	2	100%	▲	R	Small number for comparison	Amber: Monitor
Housing Area Renewal	0	-100%	2	200%	▲	R	Small number for comparison	Amber: Monitor
Housing Enforcement	0	0%	1	100%	▲	R	Small number for comparison	Amber: Monitor
Planning	11	38%	3	-73%	▼	R	Decrease - suggests lessons are being learnt	Green
Planning Policy and Land Charges	0	-100%	0	0%	◀	G	--	--
Public Health	5	67%	1	-80%	▼	R	Decrease - suggests lessons are being learnt	Green
Regeneration	1	0%	1	0%	◀	G	--	--
Trading Standards	0	0%	0	0%	◀	G	--	--

B3.5 Highways and Infrastructure

	Q2	(%) change +/-	Q3	(%) change +/-	Change	RAG	Comment	Recommendation
Highways and Infrastructure	20	0%	18	-10%	▼	G	Only slight drop in volumes, but high volume service	Green
Car Parks / Parking Fines / Traffic Wardens	1	-67%	2	100%	▲	R	Small number for comparison	Amber: Monitor
Cycle Routes	0	0%	0	0%	◀	G	--	--
Fleet Services	0	0%	1	100%	▲	R	Small number for comparison	Amber: Monitor
Flooding	0	-100%	2	200%	▲	R	Small number for comparison	Amber: Monitor
Gritting and Snow Clearance	0	0%	0	0%	◀	G	--	--
Highway Operations	0	-100%	0	0%	◀	G	--	--
Highway Signs / Markings and Barriers	1	100%	1	0%	◀	G	--	--
Highway Lighting incl sign illumination	0	0%	3	300%	▲	R	Small number for comparison	Amber: Monitor
Public Footpaths and Bridleways	0	-100%	0	0%	◀	G	--	--
Public Transport	1	-50%	1	0%	◀	G	--	--
Road / Pavement Maintenance	11	57%	6	-45%	▼	A	Decrease - suggests lessons are being learnt	Green
School / College Transport	0	0%	0	0%	◀	G	--	--
Streetworks	2	0%	1	-50%	▼	R	Small number for comparison	Green
Transport and Infrastructure	4	100%	1	-75%	▼	R	Decrease - suggests lessons are being learnt	Green

B3.6 Leisure, Libraries and Community Development

	Q2	(% change +/-)	Q3	(% change +/-)	Change	RAG	Comment	Recommendation
Leisure, Libraries and Community Development	14	-18%	6	-57%	▼	R	Decrease - suggests lessons are being learnt	Green
Archives	0	0%	0	0%	◀	G	--	--
Arts Service	0	0%	0	0%	◀	G	--	--
Leisure Services	12	20%	4	-67%	▼	R	Decrease - suggests lessons are being learnt	Green
Library Service	2	-71%	0	-100%	▼	R	Small number for comparison	Green
Records Management	0	0%	0	0%	◀	G	--	--
Tourism and Marketing	0	0%	2	200%	▲	R	Small number for comparison	Amber: Monitor
Youth Service	0	0%	0	0%	◀	G	--	--

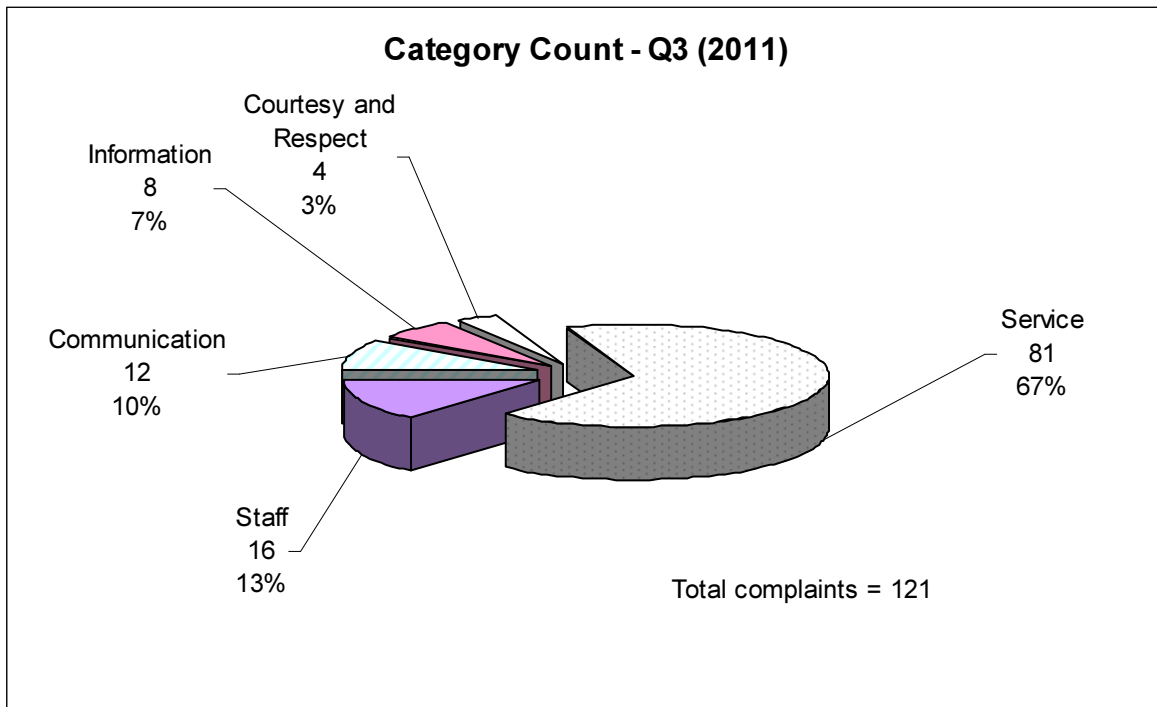
B3.7 Schools

	Q2	(% change +/-)	Q3	(% change +/-)	Change	RAG	Comment	Recommendation
Schools	3	300%	1	-300%	▼	R	Small number for comparison	Green
Modernising Education	0	0%	0	0%	◀	G	--	--
School Improvement and Inclusion	3	300%	1	-67%	▼	R	Small number for comparison	Green

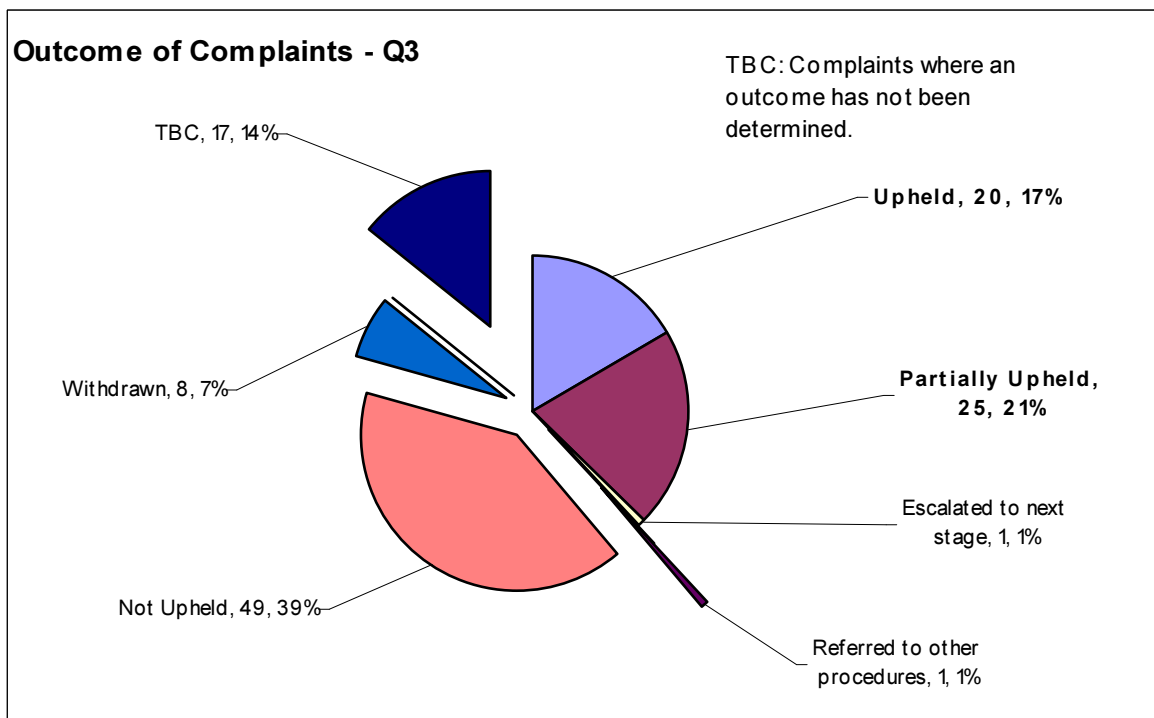
B3.8 Customer Services

	Q2	(% change +/-)	Q3	(% change +/-)	Change	RAG	Comment	Recommendation
Customer Services	6	-14%	5	-17%	▼	G	Small number for comparison	Green
Customer Care - Cashiers	1	-75%	1	0%	◀	G	--	Green
Customer Care - Complaints	3	50%	2	-33%	▼	A	Category is used for multi-service or complex complaints	Green
Customer Care - Customer Service Centre	1	0%	0	-100%	▼	R	--	Green
Customer Care - Web Team	1	100%	2	100%	▲	R	Small number for comparison	Green
ICT	0	0%	0	0%	◀	G	--	--

B4 Complaint category

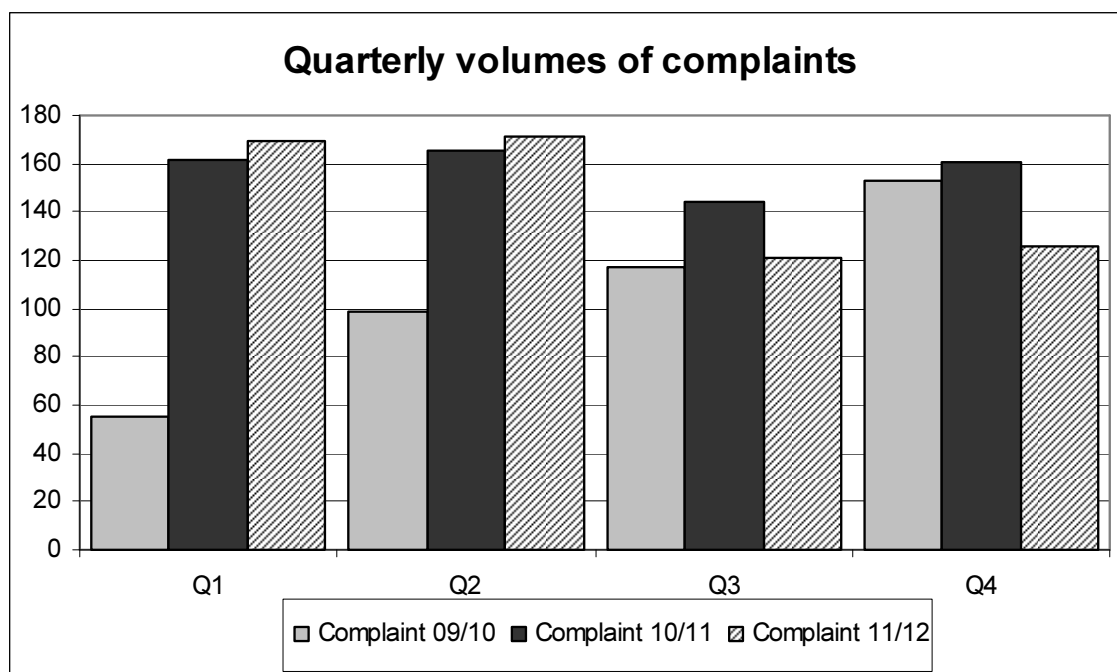


B5 Complaint outcome



Appendix C – ‘Your Voice’ Quarter 4 2011/12 data

C1 Complaint volumes



C2 Complaint response times

Service Area	Quarter 3 (11/12)				Quarter 4 (11/12)			
	Recd	Within	%	Status	Recd	Within	%	Status
Social Services	18	9	50%	▼ R	26	10	38%	▼ R
Business Planning and Performance	0	0	n/a	– –	0	0	n/a	– –
Corporate Governance	0	0	n/a	– –	0	0	n/a	– –
Customer Services	5	4	80%	▼ A	1	1	100%	▲ G
Environment	29	29	100%	▲ G	24	24	100%	◀ G
Finance and Assets	5	3	60%	▼ R	8	6	75%	▲ R
Housing Services	23	4	17%	▼ R	21	1	5%	▼ R
Regeneration, Planning and Public Protection	16	14	88%	▼ A	20	19	95%	▲ G
Highways and Infrastructure	18	14	78%	▲ R	11	8	73%	▼ R
Leisure, Libraries and Community Development	6	6	100%	▲ G	14	12	86%	▼ A
Schools	1	0	0%	▼ R	0	0	n/a	– –
Other					1	0	0%	– R
	121	83	69%	▼ R	126	81	64%	▼ R

C3 Service volumes

The table is split into the relevant service areas and associated services. Commentary and recommendations are also included.

C3.1 Social Services

	Q3	(%) change +/-	Q4	(%) change +/-	Change	RAG	Comment	Recommendation
Social Services	18	-25%	26	44%	▲	R	'Average' level - increase exaggerated due to fall in previous quarter	Amber: Monitor
Adult	9	-18%	11	22%	▲	A	Relatively small increase in terms of volumes - as above	Amber: Monitor
Children	7	-13%	12	71%	▲	R	Relatively small increase in terms of volumes - as above	Amber: Monitor
General	2	-60%	3	50%	▲	R	Relatively small increase in terms of volumes - as above	Green

C3.2 Environmental Services

	Q3	(%) change +/-	Q4	(%) change +/-	Change	RAG	Comment	Recommendation
Environment	29	-33%	24	-17%	▼	G	2nd consecutive decrease - suggests lessons are being learnt	Green
Catering	0	-100%	0	0%	◀	G	--	--
Cleaning Services	0	0%	0	0%	◀	G	--	--
Countryside Services	2	100%	0	-200%	▼	R	--	Green
Enforcement and Waste Operations	23	-4%	16	-30%	▼	A	High volume service - small change in volume	Green
Ground Maintenance - incl Trees	0	0%	0	0%	◀	G	--	--
Heritage Services	0	-100%	0	0%	◀	G	--	--
Play Areas	0	-100%	1	100%	▲	R	Small number for comparison	Green
Public Realm	3	-63%	4	33%	▲	A	Small number for comparison	Green
Sign Shop - Street Lighting - CCTV	0	-100%	1	100%	▲	R	Small number for comparison	Green
Toilets	1	-75%	2	100%	▲	R	Small number for comparison	Green

C3.3 Housing Services

	Q3	(%) change +/-	Q4	(%) change +/-	Change	RAG	Comment	Recommendation
Housing Services	23	44%	21	-9%	▼	G	Following large increase, small decrease - system settling?	Green
Building Maintenance	2	100%	1	-50%	▼	R	--	Green
Housing Administration	0	0%	0	0%	◀	G	--	--
Housing Allocations and Homelessness	4	300%	2	-50%	▼	R	Small number for comparison	Green
Housing Estates and Rents	0	-100%	0	0%	◀	G	--	--
Housing Maintenance and Improvements	17	55%	18	6%	▲	G	Small number for comparison	Green
Housing Strategy	0	-100%	0	0%	◀	G	--	--
Sheltered Housing	0	-100%	0	0%	◀	G	--	--

C3.4 Regeneration, Planning and Public Protection

	Q3	(% change +/-)	Q4	(% change +/-)	Change	RAG	Comment	Recommendation
Regeneration, Planning and Public Protection	16	-54%	20	25%	▲	A	Large drop last quarter - relatively small increase	Green
Animal Health	0	0%	0	0%	◀	G	--	--
Building Control	1	0%	0	-100%	▼	R	--	Green
Community Enforcement and Licensing	5	-67%	5	0%	◀	G	--	Green
Community Safety	0	-100%	0	0%	◀	G	--	--
Food Health and Safety	2	100%	2	0%	◀	G	--	Green
Housing Area Renewal	2	0%	1	-50%	▼	R	--	Green
Housing Enforcement	1	0%	1	0%	◀	G	--	Green
Planning	3	-73%	4	33%	▲	A	Small number for comparison	Green
Planning Policy and Land Charges	0	0%	1	100%	▲	R	Small number for comparison	Green
Public Health	1	-80%	5	400%	▲	R	Return to previous levels - need to monitor	Amber: Monitor
Regeneration	1	0%	1	0%	◀	G	--	Green
Trading Standards	0	0%	0	0%	◀	G	--	--

C3.5 Highways and Infrastructure

	Q3	(% change +/-)	Q4	(% change +/-)	Change	RAG	Comment	Recommendation
Highways and Infrastructure	18	-10%	11	-39%	▼	R	2nd consecutive decrease - suggests lessons are being learnt	Green
Car Parks / Parking Fines / Traffic Wardens	2	100%	2	0%	◀	G	--	Green
Cycle Routes	0	0%	0	0%	◀	G	--	--
Fleet Services	1	0%	0	-100%	▼	R	--	Green
Flooding	2	0%	0	-100%	▼	R	--	Green
Gritting and Snow Clearance	0	0%	0	0%	◀	G	--	--
Highway Operations	0	0%	0	0%	◀	G	--	--
Highway Signs / Markings and Barriers	1	0%	1	0%	◀	G	--	Green
Highway Lighting incl sign illumination	3	0%	0	-300%	▼	R	--	Green
Public Footpaths and Bridleways	0	0%	1	0%	▲	R	Small number for comparison	Green
Public Transport	1	0%	0	-100%	▼	R	--	Green
Road /Pavement Maintenance	6	-45%	6	0%	◀	G	--	Green
School / College Transport	0	0%	0	0%	◀	G	--	--
Streetworks	1	-50%	1	0%	◀	G	--	Green
Transport and Infrastructure	1	-75%	0	-100%	▼	R	--	Green

C3.6 Leisure, Libraries and Community Development

	Q3	(%) change +/-	Q4	(%) change +/-	Change	RAG	Comment	Recommendation
Leisure, Libraries and Community Development	6	-57%	14	133%	▲	R	Focus on customer service	Amber: Monitor
Archives	0	1%	1	100%	▲	R	Small number for comparison	Green
Arts Service	0	0%	0	0%	◀	G	--	--
Leisure Services	4	-67%	10	150%	▲	R	Focus on customer service	Amber: Monitor
Library Service	0	-100%	3	300%	▲	R	Small number for comparison	Amber: Monitor
Records Management	0	0%	0	0%	◀	G	--	--
Tourism and Marketing	2	0%	0	-100%	▼	R	--	Green
Youth Service	0	0%	0	0%	◀	G	--	--

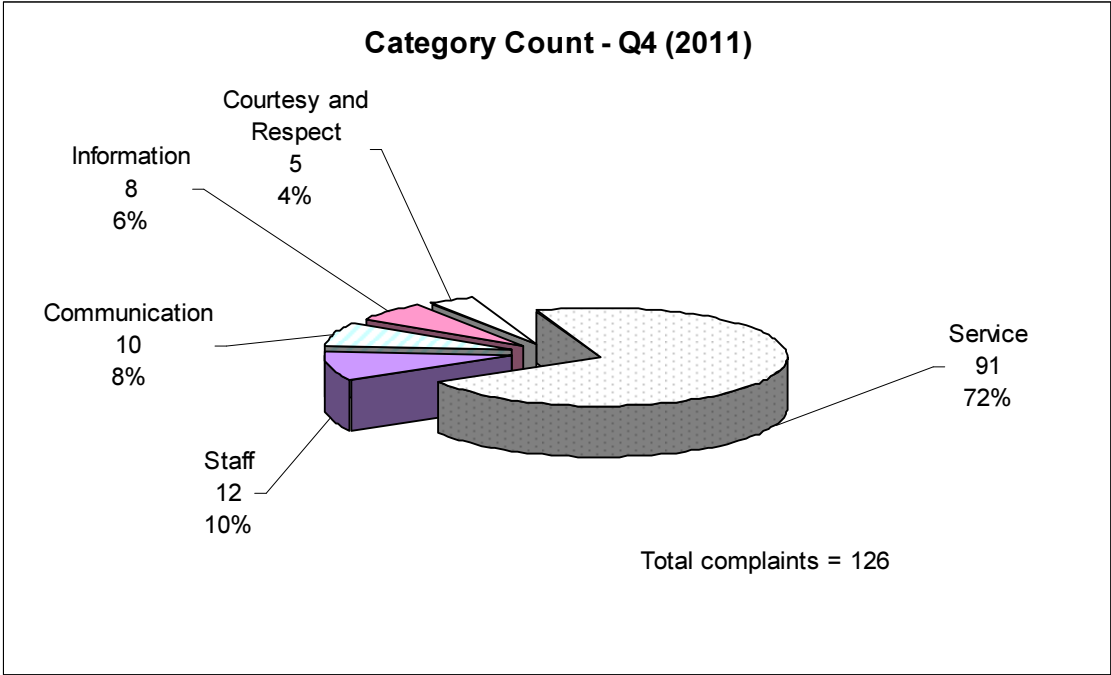
C3.7 Schools

	Q3	(%) change +/-	Q4	(%) change +/-	Change	RAG	Comment	Recommendation
Schools	1	300%	0	-100%	◀	G	--	Green
Modernising Education	0	0%	0	0%	◀	G	--	--
School Improvement and Inclusion	1	-67%	0	-100%	▼	R	--	Green

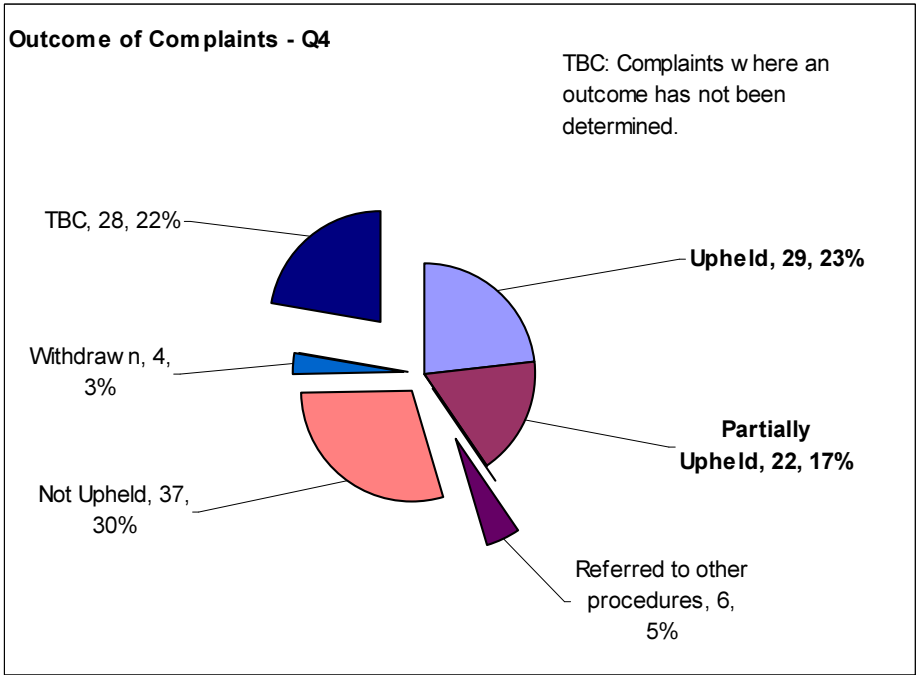
C3.8 Customer Services

	Q3	(%) change +/-	Q4	(%) change +/-	Change	RAG	Comment	Recommendation
Customer Services	5	-17%	1	-80%	▼	R	No obvious reason	Green
Customer Care - Cashiers	1	0%	1	0%	◀	G	--	--
Customer Care - Complaints	2	-33%	0	-200%	▼	R	--	Green
Customer Care - Customer Service Centre	0	-100%	0	0%	◀	G	--	--
Customer Care - Web Team	2	100%	0	-200%	▼	R	--	Green
ICT	0	0%	0	0%	◀	G	--	--

C4 Complaint category



C5 Complaint outcome



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Report to: Performance Scrutiny Committee

Date of Meeting: 28 June 2012

Report Author: Scrutiny Coordinator

Title: Scrutiny Work Programme

1. What is the report about?

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:

- 3.1 approves, revises or amends its forward work programme as it deems appropriate;
- 3.2 considers whether it would be beneficial for a workshop on the Committee's role in performance management to be arranged, and to enable it to give detailed consideration to its forward work programme for the year ahead;
- 3.3 appoints Members to serve as the Committee's lead contacts for each of the Council's Services and attend meetings of the Service Performance Challenge Groups;
- 3.4 appoints a representative to serve on the Council's Strategic Investment Group; and
- 3.5 nominates a representative from the Committee to serve on the Conwy and Denbighshire Collaboration Programme Board.

4. Report details.

- 4.1 Article 6 of Denbighshire County Council's Constitution sets out each Scrutiny Committee's terms of reference, functions and membership, whilst the rules of procedure for scrutiny committees are laid out in Part 4 of the Constitution.
- 4.2 The Constitution stipulates that the Council's scrutiny committees must prepare and keep under review a programme for their future work. By

reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.

4.3 For a number of years it has been an adopted practice in Denbighshire for scrutiny committees to limit the number of reports considered at any one meeting to a maximum of four plus the Committee's own work programme report. The aim of this approach is to facilitate detailed and effective debate on each topic.

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

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

4.5 When considering future items for inclusion on the forward work programme members may also find it helpful to have regard to the following questions when determining a subject's suitability for inclusion on the work programme:

- what is the issue?
- who are the stakeholders?
- what is being looked at elsewhere
- what does scrutiny need to know? and
- who may be able to assist?

4.6 The Committee's draft forward work programme (appendix 1) as it currently stands is one which has been inherited from the former committee. Attention is drawn in particular to the number of items scheduled for September's meeting which, at present, is twice the number recommended for consideration at any one meeting (paragraph 4.3 above refers). Members are therefore asked to consider whether the programme reflects the new Committee's wishes and priorities and whether it would be beneficial if a half-day workshop were arranged on the Committee's role in performance management and to assist it plan its future programme of work. The holding of a workshop may assist the Committee to effectively manage its work programme.

4.7 As mentioned in paragraph 4.2 above the Council's Constitution requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee's business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of suggested subjects. Returning members will be familiar with this form, but for the benefit of new members an example of one of these forms is attached at appendix 2. No completed proposal forms have been received for consideration by the Committee at the current meeting.

4.8 Cabinet Forward Work Programme

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

4.9 Progress on Committee Resolutions

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

5. Scrutiny Chairs and Vice-Chairs Group

5.1 Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. In performing this role it can seek individual scrutiny committees to take ownership of specific topics.

5.2 At its last meeting in April the SCVCG recommended that the action plan in response to Estyn's inspection findings be submitted to Performance Scrutiny Committee for consideration, hence the reason for its inclusion on the business agenda for the current meeting. The Group's next meeting is scheduled for 5 July.

6. Appointment of Committee Representatives on Council Groups and Boards

6.1 Periodically the Committee may be asked to appoint representatives from amongst its membership to serve on various Council Boards and Groups.

6.2 Since the formation of the new Council, and subsequently the new committees, requests have been received seeking the Committee to appoint members to serve on the Service Performance Challenge Groups, the Strategic Investment Group (SIG) and the Conwy and

Denbighshire Collaboration Programme Board. The relevant lead Cabinet members also take part in these Groups and Boards.

6.3 Service Performance Challenge Groups

The Service Performance Challenge process forms part of the Council's mechanism for monitoring how each of its thirteen services are delivering against, amongst other things, their business plans, and performance and efficiency targets. All scrutiny committees have been asked to appoint representatives to these Groups, one for each service, to act as the Committee's contact for each service and attend the service challenge meetings which are held twice a year. The first round of meetings are taking place during June and July. Some of these meetings have already been held and in the absence of representatives being appointed by the Committee the Chair has attended the majority of these meetings to date.

6.4 Nevertheless, representatives still require to be appointed in readiness for future meetings and for the purpose of acting as the Committee's Lead Contacts for the services as, from Performance Scrutiny Committee's perspective, these representatives undertake an additional role as they act as the Committee's lead contact with each of the services throughout the year. If areas of performance within these services do not meet the targets which have been set, and/or show signs of slippage against previous performance the lead contact members have a pivotal role to play in facilitating improvement.

6.5 To assist members to decide whether they would like to put their names forward as prospective Committee lead contacts for these services an overview of the process is attached at Appendix 5 of this report. The appendix also includes the dates, times and venues for the meetings.

6.6 Strategic Investment Group (SIG)

Similarly all scrutiny committees have been asked to nominate one representative each to serve on the Strategic Investment Group. The Strategic Investment Group, which meets on a monthly basis, considers the Council's future capital requirements and bids for capital funding and external grants. For members' information the Group's terms of reference is attached at Appendix 6.

6.7 Conwy and Denbighshire Collaboration Programme Board

In response to the increased emphasis given by the Welsh Government (WG) to collaborative and partnership working, Denbighshire and Conwy Councils have over a number of years collaborated in the delivery of services in a number of areas. During the term of office of the previous Council a Programme Board was established to oversee and provide proper governance for collaborative projects between both Councils.

- 6.8 The aim of the Board, whose membership consists of senior elected members and officers of both authorities, is to drive existing collaborative projects and ensure that they are properly integrated into the work of both councils. The Board also acts as a forum at which proposals for new collaborative projects can be considered prior to them being considered further within each individual authority.
- 6.9 Denbighshire's representatives on the Board are the Leader, Chief Executive, the Lead Members for Finance, Lead Member for Public Realm, representatives from each of the Scrutiny Committees and the Corporate Director for Economic and Community Ambition. Conwy County Borough Council's representation is similar, albeit that their job titles or portfolio names are different. A copy of the Board's terms of reference (dated February 2011) is attached at Appendix 7 to this report for members' information.
- 6.10 The Committee is therefore asked to nominate one member to serve as its representative on the Conwy and Denbighshire Collaboration Programme Board.

7. 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.

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

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

9. What consultations have been carried out?

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

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

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

11. Power to make the decision

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

Contact Officer:

Scrutiny Coordinator Tel No: (01824) 712554

Email: dcc_admin@denbighshire.gov.uk

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
26 July 2012	1	Planning Enforcement	Details of financial, legal and other resources available to the Planning Enforcement Team and its performance in delivering its services	Identification of options to alleviate pressures and improve the Council's performance in this service area	Gary Williams/Paul Mead	February 2012 (rescheduled March 2012)
	2	Financial Report 2011/12 and update 2012/13	To monitor the Council's performance against its budget strategy for 2011/12 as defined in the MTFP and receive an update on the 2012/13 position to date	(i) identification of areas of potential overspend/underspend and budgetary pressures; and (ii) delivery of the Council's budget strategy and MTFP	Paul McGrady	September 2011
	3	Monitoring of the Capital Programme	To scrutinise and monitor the Council's Capital Programme for 2011/12 and receive an update on the 2012/13 position to date	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
	4					
6 September	1	Transformation of Post 16 Education [Education]	To present the draft proposals for transforming the provision of post 16 education in Denbighshire	The development of a viable and robust policy for the delivery of post 16 education in the county	John Gambles	May 2011 rescheduled by SCVCG November 2011
	2	Post 16 School Transport	To consider the effectiveness of the delivery of post 16	Development of an effective and efficient transport strategy	John Gambles/Carly	By SCVCG November

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	[Education]	education in the County and its associated costs	that will contribute to improved achievements and outcomes for pupils and students	Wilson	2011
3	Schools in Financial Difficulty [Education]	To scrutinise the progress achieved to date by those schools identified as being in financial difficulty in delivering their recovery plans and reducing their deficits, and the potential impact on their educational performance	Efficient use of the Authority's resources and identification of measures to support financial recovery and aid educational and financial performance	Ivan Butler/Carly Wilson	January 2012
4	Denbighshire School Funding Formula Review [Education item]	To review the proposals for the framework for the new Funding Formula in Mainstream and Special Schools	Members support the outline proposals and are happy that they will provide a robust and effective formula for school funding	Carly Wilson	May 2012
5	Annual Report 2011/12	To report the Council's performance against the set PIs for 2011/12	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
6	Financial Report 2012/13	To monitor the Council's performance against its budget strategy for 2012/13 as defined in the MTFP	(i) identification of areas of potential overspend/underspend and budgetary pressures; and (ii) delivery of the Council's budget strategy and MTFP	Paul McGrady	September 2011
7	Service Challenge Process Update	To update the Committee on the outcomes of the latest round of service challenges	Identification of slippages in performance or pressures facing services for the purpose of initiating measures to address any problems	Alan Smith/Tony Ward	April 2012
8	Review of Licensing Matters	To consider the findings of the	The development of robust	Ivan	April 2012

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			comprehensive review of licensing matters and procedures conducted by the Internal Audit Department (with specific emphasis on taxi licensing and safeguarding responsibilities)	licensing polices and procedures that will provide assurances that the Council is taking all reasonable measures with respect to complying with all licensing and safeguarding legislation, and in mitigating risks to vulnerable groups who use services licensed by the Authority	Butler/Graham Boase	(rescheduled by SCVCG April 2012)
Sep/Oct [whole meeting]	1	CSSIW's Annual Review and Evaluation of Performance	To consider the CSSIW's annual report on Adult and Children's Services	Identification of performance-related issues	Sally Ellis/Phil Gilroy/Leighton Rees	November 2011
18 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	Paul McGrady/Richard Humphreys	October 2011

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
				measures and recommendations to address any risks identified		
	3	Review of Foundation Phase Provision and outcomes of KS1 and KS3 assessments [Education]	To consider the findings of the Review of the Foundation Phase and the provisional exam and teacher assessment results	Identification of any shortfalls in performance and development of measures to improve performance and the delivery of education	Gwenn/Brockley Julian Molloy	By SCVCG November 2011
	4	Corporate Risk Register	To consider the Council's Corporate Risk Register	Identification of effective measures to address the high level risks	Tony Ward	February 2012
29 November	1	Financial Report 2012/13	To monitor the Council's performance against its budget strategy for 2012/13 as defined in the MTFP	(i) identification of areas of potential overspend/underspend and budgetary pressures; and (ii) delivery of the Council's budget strategy and MTFP	Paul McGrady	September 2011
	2	Draft Tenancy Agreement and Handbook	To consult on the draft new tenancy agreement and handbook	Formulation of recommendations with respect to the new agreement and handbook for submission to Cabinet	Peter McHugh	February 2012
10 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>
21 February						

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
11 April					
23 May					

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered

Information/Consultation Reports

Date	Item (description / title)	Purpose of report	Author	Date Entered
Information Report July 2012	Library Service's 4 th Assessment Framework 2011-14 – Annual Return 2011/12	To inform the Committee of the County's Library Service's Annual Return 2011/12 to CyMAL	Arwyn Jones	October 2011
Information Report January 2013	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 recommendations to address weaknesses. <i>(to include exceptions reporting and narrative for performance areas registering red/amber)</i>	Steven Goodrum/Catherine Spencer	October 2011

18/06/2012

Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
26 July	12 July	6 September	23 August	18 October	4 October

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PROPOSAL FORM FOR AGENDA ITEMS FOR SCRUTINY COMMITTEES					
NAME OF SCRUTINY COMMITTEE					
DATE OF MEETING / TIMESCALE FOR CONSIDERATION					
TITLE OF REPORT					
PURPOSE	1. Why is the report being proposed? (see also the checklist overleaf)				
	2. What issues are to be scrutinised?				
	3. Is it necessary/desirable for witnesses to attend e.g. lead members, officers/external experts?				
	4. What will the committee achieve by considering the report?				
	5. Score the topic from 0 – 4 on aims & priorities and impact (see overleaf)*	<table border="1"> <thead> <tr> <th>Aims & Priorities</th> <th>Impact</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table>	Aims & Priorities	Impact	
Aims & Priorities	Impact				
ADDITIONAL COMMENTS					
REPORTING PATH – what is the next step? Are Scrutiny’s recommendations to be reported elsewhere?					
AUTHOR					

Please complete the following checklist:

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

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

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

SCORING

Aims & Priorities

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

0	1	2	3	4
			Impact	

PROPOSAL FORM FOR AGENDA ITEMS- JUNE 11/L.doc

CABINET: FORWARD WORK PROGRAMME

17 JULY 2012	
Regional Collaboration on Economic Development	Lead Member / Mark Dixon
Regional Collaborative Committees	Lead Member / Sally Ellis / Jenny Elliott
Regional Collaboration on Economic Regeneration Purpose: Approval for the governance arrangements for priority collaborative activities	Lead Member / Mark Dixon
Mental Health Measure	Lead Member / Sally Ellis
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Ruthin Leisure Centre Development Proposal	Cllr Huw Jones / Jamie Groves
Items from Scrutiny Committees	Scrutiny Coordinator
4 SEPTEMBER 2012	
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Regional CCTV	Cllr D Smith / Graham Boase
Items from Scrutiny Committees	Scrutiny Coordinator
25 SEPTEMBER 2012	
Review of Faith Based Education Provision	Jackie Walley Cllr Eryl Williams
23 OCTOBER 2012	
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator
20 NOVEMBER 2012	
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator

18 DECEMBER 2012	
Welsh Housing Quality Standards	Lead Member / Peter McHugh
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator

Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
5 April 2012	Planning Appeals	<p>RESOLVED – <i>that the Committee:</i></p> <p><i>a) notes the report and the results of planning appeals over the last year;</i></p> <p><i>b) recommends that performance indicators which measure the effectiveness of intervention and mediation in the planning process are developed for performance monitoring purposes;</i></p> <p><i>c) recommends that appropriate training is developed and delivered to members of Town and Community Councils and members of the Joint Advisory Committee for the AONB taking part in any formal recommendation process relating to planning applications to enable them to effectively carry out this role; and</i></p> <p><i>d) recommends that a communications strategy is drawn-up for the purpose of engaging with residents associations and the general public with respect of planning matters.</i></p>	<p>A document called ‘Bringing Planning Closer to the Community’ has been drafted which attempts to address the issues highlighted in resolutions (a), (b) and (c). The document should be presented to the Council’s Planning Committee in the autumn of 2012.</p> <p>Representatives from town and community councils will be invited to the Council’s Planning Training events throughout the year. Representatives from the Joint Advisory Committee (JAC) of the Area of Outstanding Natural Beauty (AONB) will also be attending these training events</p>

<p>Financial Report 2011/12</p>	<p>RESOLVED – <i>that the Committee:</i></p> <p><i>a) receives and notes the Finance Report and the Council's financial position against its budget strategy and its Medium Term Financial Plan (MTFP);</i></p> <p><i>b) recommends that full details of efficiency measures taken to date and an analysis of their effectiveness are given by Heads of Service at the commencement of the next round of Service Challenge meetings;</i></p> <p><i>c) recommends that an effective communication strategy is introduced to inform residents of the Council's efficiencies agenda and the impact on the services that the Council provides; and</i></p> <p><i>d) recommends that the Revenue Budget and Capital Programme Reports are, at least periodically, given a higher precedence on the agenda of full Council meetings in order to facilitate detailed debate on their contents.</i></p>	<p>This round of Service Challenge meetings is already taking place and this aspect has been incorporated into the process</p> <p>Recommendation communicated to officers</p> <p>Consideration will be given to scheduling these reports earlier on future Council agendas where no other business requires to be transacted as earlier items</p>
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Service Performance Challenges

The Service Performance Challenge Programme is a key mechanism for monitoring performance, future plans, efficiency targets, budget discipline, and risk management throughout the council.

The meetings are chaired by the relevant Corporate Director, and are attended by the Cabinet Lead Member for Finance & Assets, the Lead Member for Modernising and Performance, the Head of Business Planning & Performance, and the Head of Finance & Assets. Other key elected members from the Cabinet and Scrutiny may also attend, as may the Leader and Chief Executive. This panel will provide a comprehensive 'challenge' to each Head of Service on the running of their service.

The meetings are usually held in October-November (mid-year) and May-June (year-end). It should be noted, however, that there is a delay in the programme this year to accommodate the recent Council elections. The Service Performance Challenge meetings held in October-November each year will act as a means to update the Efficiency Programme. This will include discussion of draft budgets and plans at a time when the WG settlement is known, but before Council makes its final decision on adopting the budget. Following the May-June Service Performance Challenge, services will draw up draft Service Plan proposals and any capital or revenue bids that require funding beyond the projected service budget.

The current timetable for the Challenge programme is below. Paperwork will be emailed one week before the meeting. If you have any problems or queries, please contact the Corporate Improvement Team on 01824 706161.

Service Performance Challenge - June – July 2012 (amended timetable 11 June 2012)

Service:	Date:	Venue:
Housing & Community Development – Peter McHugh	Wednesday, June 13 2.00 p.m.	Cabinet Room, County Hall, Ruthin
Children & Family Services – Leighton Rees	Monday, June 18 2.00 p.m.	Conference Room 1a, County Hall, Ruthin
Adult & Business Services – Phil Gilroy	Wednesday, June 20 2.00 p.m.	Cabinet Room, County Hall, Ruthin
Environmental Services – Steve Parker	Tuesday, June 26 2.00 p.m.	Cabinet Room, County Hall, Ruthin
Legal & Democratic Services – Gary Williams	Wednesday, June 27 9.30 a.m.	Cabinet Room, County Hall, Ruthin
Business Planning & Performance – Alan Smith	Friday, June 29 2.00 p.m.	Conference Room 1a, County Hall, Ruthin
Education and Customers & Education Support – Karen Evans & Jackie Walley	Tuesday, July 3 9.00 a.m.	Conference Room 1a, County Hall, Ruthin
Communications, Marketing & Leisure – Jamie Groves	Wednesday, July 4 9.00 a.m.	Cabinet Room, County Hall, Ruthin
Finance & Assets – Paul McGrady	Thursday, July 5 9.30 a.m.	Conference Room 1a, County Hall, Ruthin
Regeneration – Steve Parker, Graham Boase, and Peter McHugh	Tuesday, July 10 2.30 p.m.	Conference Room 1a, County Hall, Ruthin
Highways & Infrastructure – Stuart Davies	Wednesday, July 11 2.00 p.m.	Cabinet Room, County Hall, Ruthin
Planning & Public Protection – Graham Boase	Tuesday, July 24 2.00 p.m.	Conference Room 1a, County Hall, Ruthin
Strategic Human Resources – Linda Atkin	Thursday, July 26 2.00 p.m.	Cabinet Room, County Hall, Ruthin

STRATEGIC INVESTMENT GROUP

TERMS OF REFERENCE.

1. To review the capital requirements for future years as submitted by Heads of Service and in light of likely future capital funding available, recommend a medium to long term strategy for;

Prioritising schemes for support and
Identifying options for increasing funding available.

2. Ensure bids for resources are in line with;

Statutory requirements,
Council's agreed priorities,
Corporate Asset Management Plan and
Contribute to improved service delivery, sustainability, energy use
reduction

3. Review the results of the on going Asset Challenge process to ensure asset retention is justified and that opportunities for disposal and generation of capital receipts are taken.

4. To review capital spend and project delivery on a regular basis. Requests for inclusion of 100% funded schemes in the Capital Plan to also be reviewed by the CMG.

5. To review all bids for external revenue and capital funds.

6. To act as a programme board for Regeneration.

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Terms of Reference

Conwy and Denbighshire Collaboration Programme Board

Membership from each council

Members

3 Cabinet Members
3 Scrutiny Members

Officers

Chief Executive
1 Corporate Director

Purpose

The Programme Board has been established to oversee and provide proper governance for collaborative projects between Conwy CBC and Denbighshire CC. It will drive existing collaborative projects and ensure that they are properly integrated into the work of both councils, and it will be a forum at which proposals for any new collaborative projects can be considered prior to them being considered further within each of the two Authorities.

Method of Working

The Programme Board will be owned jointly by both Conwy and Denbighshire. The chairmanship of the board will rotate annually between the counties, and the vice chair will not be from the same council as the chair. The Chair can be a member or an officer.

To be quorate there need to be at least 4 members of the board present from each authority. In order to facilitate continuity no deputies will be permitted.

Administrative support to the Board and officer group will be identified from both authorities. This will share the workload and increase ownership within both authorities.

The Board will meet bimonthly in alternate Counties and will work to an agreed project management methodology.¹

Role

1. The primary role of the Programme Board is to provide cross county and within county leadership to service collaboration projects between Conwy and Denbighshire and effectively deliver strategic change. It will achieve this through;

- ensuring time and money is not wasted on projects that do not deliver benefits and that scarce resources are prioritised
- improving communication across and within both councils in relation to collaborative projects and providing a strong mandate from executive members, scrutiny and management
- commitment to adequate resources and cash
- providing better focus to driver change through ensuring the right projects are selected and that tangible benefits are delivered

- 2. The Board will be responsible for properly co-coordinating the delivery of all collaborative projects between Conwy and Denbighshire by;**
 - Ensuring that the projects are properly scoped and considering requests for changing the scope, this could be for example where the portfolio of departments within a service differs between counties and it is felt that consistency could be of benefit;
 - Discussing the strengths, weaknesses and challenges facing the services within each county , the implications of these on collaboration and exploring alternative ways of providing services across both counties ensuring that best practice is shared and developed;
 - Ensuring that work is prioritised that will generate the most benefit in terms of service improvement, cost avoidance and efficiencies through analysing the quick and longer term wins
 - Ensuring that each project has a clear plan and an agreed set of targeted outcomes and benefits, that all the relevant stakeholders are involved in the project, for example staff representatives, and that the departments of both councils are working appropriately to support the collaboration projects;
 - Ensuring that projects respond to emergent evidence and other changes in the political and operational context;
 - Ensuring projects are implemented and that the stated benefits are realised.
3. The Board will consider all proposals for any new collaborative projects between Conwy and Denbighshire.
4. Either Cabinet or the joint meeting of both county's executive teams may request that the Board looks at a particular issue, or focuses its efforts in a particular area.
5. Representation on the Board from Scrutiny Committees will ensure there is a strong link between the work of the Board and the role of Scrutiny
6. Whilst the activity of the Board is concerned with collaboration between Conwy and Denbighshire opportunities to collaborate with other North Wales Councils are likely to be discussed and communication on the work of the Regional Programme Boards is likely to feature as part of the agenda on a regular basis.
7. The Board will also provide the ability to respond jointly to the Welsh Assembly Government regarding issues/constraints relating to the Collaboration Agenda