



To: Members of the Performance  
Scrutiny Committee

Date: 15 February 2013

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Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **10.00 am** on **THURSDAY, 21 FEBRUARY 2013** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

**PLEASE NOTE: THERE WILL BE A PRE MEETING BRIEFING SESSION FOR COMMITTEE MEMBERS ON RISK REGISTER MEASURES AT 9.30 A.M.**

Yours sincerely

G. Williams  
Head of Legal and Democratic Services

## **AGENDA**

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

#### **1 APOLOGIES**

#### **2 DECLARATION OF INTERESTS**

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

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

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

**4 MINUTES OF THE LAST MEETING (Pages 5 - 14)**

To receive the minutes of the Performance Scrutiny Committee held on 10 January 2013 (copy enclosed).

**5 PERFORMANCE STANDARDS REVEALED THROUGH THE COMPLAINTS PROCESS (Pages 15 - 20)**

To consider a report by the Corporate Complaints Officer (copy enclosed) presenting an analysis of the feedback received via Denbighshire's customer feedback policy 'Your Voice' for Quarter 3 of 2012/13.

**10.05 a.m.**

**6 CORPORATE RISK REGISTER REVIEW, FEBRUARY 2013 (Pages 21 - 36)**

To consider a report by the Corporate Improvement Officer (copy enclosed) presenting the latest version of the Corporate Risk Register.

**10.35 a.m.**

~~~~~ COMFORT BREAK ~~~~~

**7 CORPORATE PLAN 2012 - 17 BASELINE REPORT (Pages 37 - 92)**

To consider a report by the Corporate Improvement Manager (copy enclosed) presenting a baseline report for the Corporate Plan 2012 – 17.

**11.15 a.m.**

**8 SPEED AND REV LIMITER PILOT (Pages 93 - 100)**

To consider a report by the Fleet Manager (copy enclosed) seeking members' support in principle for implementing a pilot project to explore the feasibility of fitting speed limiting/rev counting devices to Council vehicles below 3.5 tonnes.

**11.45 a.m.**

**9 SCRUTINY WORK PROGRAMME (Pages 101 - 118)**

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

**12.15 p.m.**

**10 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  
Meirick Davies  
Richard Davies  
Huw Hilditch-Roberts  
Colin Hughes  
Geraint Lloyd-Williams

Peter Owen  
Dewi Owens  
Allan Pennington  
Arwel Roberts  
Gareth Sandilands

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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, 10 January 2013 at 9.30 am.

### PRESENT

Councillors Richard Davies, Huw Hilditch-Roberts, Colin Hughes (Chair), Geraint Lloyd-Williams, Dewi Owens, Arwel Roberts (Vice-Chair) and Gareth Sandilands and Co-opted Members C. Burgess, G. Greenland, D. Houghton and N. Lewis.

### ALSO PRESENT

Corporate Director: Economic and Community Ambition (RM), Head of Internal Audit (IB), Head of Education (KE), School Effectiveness Performance Officer: Secondary (JM), Corporate Improvement Manager (TW), 14-19 Education Network Co-ordinator (JG), Principal Coleg Llandrillo (JD), Coleg Llandrillo/Director Rhyl (CJ), Democratic Services Manager (SP), Scrutiny Co-ordinator (RE) and Administrative Officer (CIW).

The Chair welcomed Ms Nicola Lewis to the meeting following her appointment as Education Co-opted Member, Parent Governor – Primary and Mrs Debra Houghton who had been appointed as the Secondary Sector Parent Governor representative. Mrs Houghton had until recently been the Primary Sector Parent Governor representative on scrutiny. Members were also informed that Dr Dawn Marjoram, who unfortunately was unable to attend the meeting, had recently been re-appointed as the Special Educational Needs Sector's Parent Governor representative. He also welcomed members of the Peer Learning Exchange Team from Flintshire County Council and representatives from the Wales Audit Office who were observing the meeting as part of the Wales Audit Office's (WAO) Scrutiny Improvement Study.

### 1 APOLOGIES

Apologies for absence were received from Councillors Ian Armstrong, Meirick Davies, Dr. D. Marjoram, Peter Owen and Allan Pennington and Dr D. Marjoram (Co-opted Member).

### 2 DECLARATIONS OF INTEREST

*No Members declared any personal or prejudicial interests in any business identified to be considered at the meeting.*

### 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 a meeting of the Performance Scrutiny Committee held on Thursday, 29<sup>th</sup> November, 2012 were submitted.

Matters arising:-

5. Corporate Risk Register – Councillor H. Hilditch-Roberts explained that in terms of corporate risk he had raised the issue of possible legal and financial implications on the Council following the severe weather event in Ruthin.

8. Library Service Standards: Annual Report 2011/12 – The Chair informed the Committee that at a recent meeting Henllan Community Council had complimented the Library Service on the level and standard of provision in the area.

10. Scrutiny work Programme – In response to a question from Councillor A. Roberts regarding the problems experienced in relation to the roll-out of the x2 wheelie bin scheme, the Scrutiny Coordinator referred to page 5 of the Briefing Notes and explained that a report in respect of this matter would be presented to the meeting of the Communities Scrutiny Committee on the 28<sup>th</sup> February, 2013. She also referred to Appendix 4 of the Committee's Forward Work Programme, which detailed progress in relation to the Committee resolutions, and it was confirmed that the situation had and was continuing to improve.

**RESOLVED** – that, subject to the above, the Minutes be received and approved as a correct record.

## **5 COLEG LLANDRILLO AND DENBIGHSHIRE LEARNERS**

The Committee received a PowerPoint a presentation from Jackie Doodson, Principal Coleg Llandrillo and Celia Jones, Director Coleg Llandrillo – Rhyl which detailed the performance of Denbighshire 16-19 year olds students enrolled at Coleg Llandrillo Cymru.

The presentation highlighted the following salient points and areas:-

- Group Structure – Coleg Menai, Cloeg Meirion Dwyfor and Coleg Llandrillo.
- Llandrillo Structure – Rhyl Campus and Rhyl Sixth highlighted.
- Facts and Figures about Coleg Llandrillo – Approximations highlighted.
- Denbighshire Students (Full time (FT): 16-19) - At Rhos, Denbigh Campus, Rhyl Sixth, Rhyl Campus and Abergele Campus. Increase in numbers in Rhyl with decline in Rhos.
- Subject Choices - At non Denbighshire Campuses.
- 14-16 Provision (Denbighshire) - 14-16 Vocational Pathways and 14-16 FT (EPIC) for 2011/12 and 2012/13.
- Student Success – In relation to Denbigh College, Abergele College, Rhyl Sixth, Rhyl College and Llandrillo Total.
- Rhyl in Context - Levels of Achievement for Rhyl High, Blessed Edward Jones (BEJ), Abergele, Weighted Average Rhyl Schools and Rhyl Sixth.
- Prestatyn and Rhyl Sixth Partnership – Joint post 16 offer and extended choice.

- Literacy and Numeracy Skills – Denbighshire Students FT 2011/2012.
- Continuous Improvement – Details of Improvement.

Over the last 5 years Rhyl College, students and staff, had received a number of accolades and noteworthy successes. These included:-

- UK Automotive Young Apprentice of the year (2009).
- UK Finalist Institute for the Motor Industry Automotive Engineering Centre of the Year (2009)
- First National Retail Skills Academy in Wales, Scotland and Northern Ireland (2010)
- Colegau Cymru FE Teacher of the Year (2012)
- Unique pan Wales School/College partnership – Prestatyn High and Rhyl 6<sup>th</sup> – the only partnership where College students study in a school setting
- Finalists – Young Enterprise (Subo Soux) and winners of the best customer service and best trade stall categories (2012)

The following responses were provided to questions and issues raised by Members of the Committee:-

- In response to concerns raised by Ms C. Burgess, the Coleg Llandrillo/Director Rhyl (CLDR) explained that a more structured timetable had been introduced and additional buses provided to address the transportation problems initially experienced by students. The 14-19 Education Network Co-ordinator (ENC) explained that a link had been provided on Facebook which could be utilised by students to communicate details of any problems, such as transportation issues, which were being experienced.

- In reply to a question from Councillor A. Roberts regarding connections with Ysgol Glan Clwyd, the CLDR explained they were working closely with the Dyffryn Clwyd Partnership, which included Ysgol Glan Clwyd, Denbigh High School and Denbigh College. She highlighted work being undertaken by the Rhyl College in respect of the 14 – 16 curriculum which allowed for the extension of the curriculum, particularly through the medium of Welsh.

- The CLDR provided the following responses to questions from Councillor D. Owens:-

➤ Details of funding issues pertaining to the concerns relating to the 14 – 19 grant funding, European funding and partnership working in schools, particularly in relation to vocational qualification decline, were provided. The Principal Coleg Llandrillo (PCL) outlined the work being undertaken by the ENC to overcome and remove, through good communication and partnership working, any barriers which arise.

➤ It was explained that the lack of representation from Denbighshire on the Board had been recognised but would be difficult to address until a vacancy arose. An outline of the membership appointment process was provided and it was confirmed that a letter had been sent to Denbighshire regarding this issue.

➤ Details of the literacy and numeracy skills figures, with regards to Denbighshire, were provided by the PCL.

- The PCL responded to questions from Councillor G. Sandilands outlining the existing communication links with Prestatyn High School. She provided details of the process adopted for maintaining effective performance with regard to the school and confirmed that significant improvements had been achieved in this area. The CLDR confirmed that a strong robust working partnership existed with the school.
- Councillor G. Lloyd-Williams referred to the recent merging of the Colleges in the Group and the CLDR outlined the benefits and advantages realised. However, she explained it would be difficult to anticipate or forecast if any further mergers would take place.
- Councillor H. Hilditch-Roberts explained that it would be beneficial for the Committee to receive details relating to year on year student enrolment numbers and qualification attainment figures. He also requested that details of the cost of educating a student be provided for information purposes. The CLDR explained that there was a framework of costs related to learning units which varied depending on the individual subject.
- The CLDR responded to a question from Councillor R.J. Davies and confirmed that if the demand for a specific course at one campus increased and decreased at another site staff were flexible in their working practices to meet the needs of the service users. She also confirmed that the existence of the Rhyl site had impacted beneficially on the local economy.

Councillor E.W. Williams referred to the possible future framework of the college structure which he felt could improve the level of choice and number of options available for students in Denbighshire. He felt that it would be important to convey to both the Welsh and Central Governments the importance of offering students the opportunity to have vocational and traditional courses, which could be progressed through partnership working. The Head of Education emphasised the importance of having a broad curriculum offer available for students. Effective partnership working with the colleges and engagement with all stakeholders were integral to ensuring that Denbighshire students excelled in their chosen fields.

The Chair and Members of the Committee thanked the Principal Coleg Llandrillo and the Director Coleg Llandrillo, Rhyl for their detailed and informative presentation.

**RESOLVED** – *that the Committee receive the presentation and note its contents.*

## **6 KS4 EXAMINATION RESULTS**

A copy of a report by the School Effectiveness Performance Officer: Secondary, which verified performance of Denbighshire schools' external examinations results at Key Stage 4 and post 16, and provided an analysis of results against benchmarked information and performance against other local authorities, had been circulated with the papers for the meeting.



The School Effectiveness Performance Officer: Secondary (SEPO:S) introduced the report which provided information regarding the performance of Denbighshire schools teacher assessments and external examinations. All key indicators at KS 4 for external qualifications had improved during the year to be top ten performing in Wales. There had been significant improvement in all indicators since 2010, particularly the Level 2 Threshold and Level 2 including English, Welsh and Mathematics. A summary of Assessment and Examinations Rankings had been included in the report.

It was explained that the key performance indicator at the end of key stage 4 was the Level 2 Threshold including English, Welsh and Mathematics. Details of the percentage of pupils achieving the Level 2, and individual school performance, had been included in the Report. The Level 2 Threshold indicated the number of pupils gaining 5 GCSE A\*-C's or vocational equivalents, and this replaced the 5A\*- C indicator used in previous years. The percentage of pupils achieving the Level 2 Threshold was 83%, which had been 10% higher than the previous year. This had been the fourth year that the Level 2 indicator had increased in Denbighshire high schools and placed Denbighshire first in Wales in 2012, and this had been a significant improvement moving from eighteenth in 2010. The HE highlighted the importance of focusing on the improvements achieved with regard to the Level 2 Threshold, particular reference was made to the pupil attainment profile, the success achieved in special schools and the improvement in realised in Rhyl Schools. She emphasised that it would be important not to become complacent in order to ensure that the improvement levels were sustained.

The SEPO:S confirmed that all schools had improved this year with Blessed Edward Jones and Rhyl High School achieving the highest increases of 22% and 25% respectively for the Level 2 Threshold. In addition Prestatyn High (91%), Ysgol Dinas Bran (98%), Ysgol Glan Clwyd (91%) and St. Brigid's (96%) had all achieved over 90% for the Level 2 Threshold. Ten pupils (0.8%) had left school without a recognised qualification in 2012 and this had placed Denbighshire eighteenth in Wales. Details of the examination result achievements of pupils from Ysgol Plas Brondryffyn and Ysgol Tir Morfa had been highlighted in the report.

Welsh Government had utilised Banding as a way of using national data on school performance in context to group schools according to where they were on their improvement journey relative to other schools in Wales. Band 1 schools indicated good overall performance and progress, and those in band 5 showed weak performance and progress relative to other schools. The banding profile of schools in Denbighshire in 2012 had improved and all schools were in Band 2 except for Ysgol Dinas Bran, who remained in Band 1, and Denbigh High School who had improved from band 4 to Band 3.

The performance indicator for post 16 was the Level 3 Threshold, which equated to 2 A levels or vocational equivalents, and results at Post 16 had largely remained static.

The percentage of candidates achieving the Level 3 Threshold had improved by 3% to 99% in 2012 and this was above the Welsh average of 97%. The Average wider points score had improved to 694 in 2012 but this was below the Welsh average of 773. The percentage of A & A\* grades had decreased to 19.4% in 2012 from

22.5% in 2011 with the Welsh average being 23.6%.

The number of candidates awarded the Welsh Baccalaureate Qualification's Advanced Diploma had decreased. However, the qualification had been taken by significantly more pupils in 2012. The SEPO:S referred to the network of schools and confirmed that they had not created a negative impact and initial problems, such as transportation issues, had been addressed.

Members were informed that Improving performance in education and the quality of our school buildings was one of the Council's new Corporate Priorities for 2012-17. Details of possible risks, and the steps implemented to reduce them, had been outlined in the report.

Councillor A. Roberts referred to the findings of a recent Estyn inspection at Clocaenog school which reinforced the conclusions with respect to the progress made during recent years with the delivery of education within the county. The HE outlined the contributing factors involved in attaining significant improvements, particular reference being made to schools in Rhyl. She highlighted the benefits of partnership working with schools and the robust strategies adopted to achieve improvement and continued progression. The Head of Internal Audit referred to the internal audit report in respect of Rhyl High School and highlighted the improvements achieved in terms of the performance and management of the school. Councillor E.W. Williams explained that the success achieved had to a significant degree been influenced by the £1.2m invested in Education two years previously to improve the service.

Councillor H.Hilditch-Roberts referred to the possible risks emanating from the challenges in terms of leadership, management and Headteachers and the need to ensure positive progression. He also highlighted the need to profile School Governors when appointed and to examine accreditation for leadership for Headteachers. The HE acknowledged the challenges with regard to maintaining the current position in relation to the Level 2 Indicator. She referred to the effects of changing cohorts, particularly on smaller schools, and the consequence of pupils' performances and profiles on the overall attainment profile of a school. Reference was made to the need to meet national challenges, issues relating to the Modernising Education Review and the crisis faced with regard to the recruitment and retention of Headteachers. It was confirmed that leadership and management development courses were provided and very strong partnership work ethics had been adopted with Headteachers and Governing Bodies. Councillor E.W. Williams stressed the need to publicise and promote Headteacher posts in Denbighshire and referred to the appointment of Business and Finance Managers in schools to assist with financial administrative duties. He felt that the existence of Business and Finance Managers for schools should be more effectively used to sell headteacher posts to prospective candidates.

The HE responded to a question from Councillor G. Sandilands and confirmed that Denbighshire did work closely with the Welsh Government and that there was, collectively across Wales, lobbying of the Welsh Government with regard to funding provision, particular in relation to the 14 – 19 category. The SEPO:S provided an

outline of the 14 – 19 funding streams and made reference to the improvements achieved in the areas where the funding had been invested.

In response to questions relating to Denbigh High School, Councillors C. Hughes, R.J. Davies and the officers highlighted the success and level of improvement achieved at the school during the past twelve months.

During the ensuing discussion Councillor D. Owens highlighted the importance of the success achieved in respect of Education provision within the Authority in terms of raising the profile of the County and assisting with its regeneration.

**RESOLVED** – *that the Committee receive the report and note the performance of schools against previous performance and external benchmarks.*

## **7 ESTYN ACTION PLAN**

A copy of a report by the Head of Education, which detailed the progress made in response to the recommendations made by Estyn following the 2012 inspection, had been circulated with the papers for the meeting.

The Head of Education (HE) explained that the main findings of the Estyn Report had indicated that the Local Authority had achieved ‘Good’ for the three key questions:-

- How good are outcomes
- How good is provision
- How good is leadership and management.

All other indicators had also been judged to be ‘Good’, with the exception of 3.1 ‘Leadership’, which had been judged to be ‘Excellent’. The Estyn Report, A report on the Quality of Local Authority Education Services for Children and Young People in Denbighshire, had been included as Appendix 1. In order to improve further the following recommendations had been made by Estyn:-

Recommendation 1: Improve the accuracy of Teacher Assessments at the end of Key Stage 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.

A copy of the Estyn Action Plan – Draft, May, 2012 had been included as Appendix 2 to the report.

Progress had been made against all actions identified under Recommendation 1 in the Post Estyn Action Plan, with the exception of 1.4. The completion date for activity related to 1.4 was July 2014. Appendix 3 – Estyn Action Plan Monitoring Form and Appendix 4 – Key Stage 3 – Core Subjects – Teacher Assessments 2012 contained the relevant information with respect to Recommendation 1.

Progress had also been made against actions identified under Recommendation 2 and included in Partnerships Action Plan, Appendix 5 to the report.

In response to a question from the Head of Internal Audit, the HE outlined the follow up process adopted by Estyn in considering the progress achieved in terms of the recommendations.

In response to a question from Councillor A. Roberts, the HE provided details of the funding allocation and process for individual pupils in the primary and secondary schools. She explained that there had been a major review of the funding formula and summarised the delegated budget in terms of the funding mechanism. The School Effectiveness Performance Officer: Secondary (SEPO:S) confirmed that the moderation of standards process was robust with teachers operating in clusters.

The SEPO:S responded to a question from Councillor R.J. Davies regarding the provision of training for teachers in the use of Moodle. He explained that this had been highlighted in red due to the impact of regional working and the uncertainty as to which staff would eventually be working for the county and who would be working for the regional service.

The HE confirmed that improving performance in education and the quality of school buildings was one of the Council's Corporate Priorities for 2012-17. It was explained that in monitoring the delivery of the Action Plan the Committee could assist the Council to fulfill part of the above ambition.

During the ensuing discussion the Chair and members thanked officers for the excellent standard of work undertaken, and it was:-

**RESOLVED** – *that the Committee:-*

- (a) receive the report and note the progress achieved to date in addressing Estyn's recommendations, and*
- (b) agrees that a further progress report be included in the Committee's forward work programme for July, 2013.*

## **8 SCRUTINY WORK PROGRAMME**

A copy of a report by the Scrutiny Coordinator, which requested the Committee to review and agree its Forward Work Programme and provided an update on relevant issues, had been circulated with the papers for the meeting. A copy of the Cabinet's forward work programme had been included as Appendix 3, and a table summarising recent Committee resolutions and advising Members on progress with their implementation had been included as Appendix 4 to the report.

A proposal form, had been included as Appendix 2, which requested consideration of an item relating to the Wales Audit Office's Annual Improvement Report. Members agreed this item be included in the forward work programme for April, 2013.

The Scrutiny Chairs and Vice-Chairs Group (SCVCG) had met on the 20<sup>th</sup> December when it had been decided that a report on CCTV should be transferred from Partnerships Scrutiny Committee's forward work programme for March, 2013 to Performance Scrutiny Committee's forward work programme for April, 2013.

The Committee considered its draft Forward Work Programme for future meetings, as detailed in Appendix 1, and the following amendments and additions were agreed:-

Performance Scrutiny Committee meeting on the 21<sup>st</sup> February, 2013:-

CSSIW Annual Council Performance Evaluation 2011/12 - Members agreed that as this item had been considered and accepted by the Corporate Governance Committee as a positive report, it be presented to the Performance Scrutiny Committee as an Information Report.

Introduction of Speed Limiters and Rev Counters on Council Vehicles - At the request of the Performance Scrutiny Committee's Vice-Chair it was agreed that a report on the potential benefits and costs of introducing speed limiting/rev counting devices on Council vehicles be included in the Committee's forward work programme for February, 2013.

Corporate Plan 2012/13 (Q3) – The Corporate Improvement Manager explained that the report would detail the indicators and measures in terms of the Baseline position with regard to the Corporate Plan.

Members agreed that an item relating to the Corporate Risk Register be included in the Forward Work Programme for consideration at the July Committee meeting. It was also agreed that the Scrutiny Chairs and Vice Chairs Group be requested to consider the coordination of an item pertaining to the performance of Cefndy Enterprises.

**RESOLVED** – that, subject to the above amendments and agreements, the Future Work Programme as set out in Appendix 1 to the report be approved.

## **9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

Councillor R.J. Davies provided a detailed summary of the issues discussed and considered at the Service Performance Challenge - Environmental Services meeting held on the 28<sup>th</sup> November, 2012, which included issues relating to:-

- The Recycling Park Contract and Material Recycling Facility savings.
- Discussion with Welsh Government relating to Co-mingled Waste.
- Food Waste Processing Contract.
- Residential Waste Projects.
- Street Cleaning Coordination.
- Staff Flexible Working Conditions.
- School Meals Services.
- Health and Safety Issues.

***RESOLVED*** – *that the report be received and the position be noted.*

The Chair explained that Denbighshire's Peer Learning Exchange Team would be attending Wrexham County Borough Council Scrutiny Committee meetings as part of the WAO Scrutiny Improvement Study exercise.

Meeting ended at 12.20 p.m.

# Agenda Item 5

|                               |                                                               |
|-------------------------------|---------------------------------------------------------------|
| <b>Report To:</b>             | Performance Scrutiny Committee                                |
| <b>Date of Meeting:</b>       | 21 February 2013                                              |
| <b>Lead Member / Officer:</b> | Jackie Walley, Head of Customers and Education Support        |
| <b>Report Author:</b>         | Steven Goodrum, Corporate Complaints Officer                  |
| <b>Title:</b>                 | Performance standards revealed through the Complaints process |

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## 1 What is the report about?

To present analysis of the feedback received via Denbighshire County Council's customer feedback policy 'Your Voice' for Quarter 3 of 2012/13.

## 2 What is the reason for making this report?

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 That the Committee note and comment on the performance of services.

## 4 Report details

### Highlights

The Council responded to **89%** (160/179) of recorded complaints in accordance with the 'Your Voice' timescales in Quarter 3. This is up from the previous quarter (85%) and is short of the corporate target which is 95%. The council were 10 complaints short of achieving the target of 95%.

The authority received 210 compliments during quarter 3.

### Complaint response times

The overall performance of the council has improved in the last quarter.

- Housing and Community Development (formerly Housing Services), have improved their performance in each of the last 3 quarters, achieving 100% in quarter 3 against an increase in the volume of complaints.
- Environmental Services continue to perform well, having performed consistently at or above the corporate target. This is despite them receiving the highest volume of complaints.
- Complaint volumes for Highways dropped by almost half but the performance fell dramatically, responding to only 50% of complaints within timescale. The new Head of Service has been made aware of the situation and is taking steps to address this.
- Stage 1 complaints is where the issue is in terms of failing to respond within the timescales – with 89% responded to within timescale.

### Improving performance

The Corporate Director: Customers emailed all Heads of Service following receipt of the December monthly summary report. This is copied below and highlights the Corporate focus on improving performance.

Dear all

How the Council deals with and responds to its customers is a key element of Denbighshire County Council's Priorities for 2012-17: '**Monitoring the Council to deliver efficiencies and improve services**'. We want to be the best performing Council and deliver the best possible service to our customers. This includes complaints handling.

Having looked at the December Your Voice report (attached again for information), I note that only 90% (or 447/498) of complaints received since 1 April 2012 have been responded to within timescale. The target for this measure is 95%, and it is disappointing to see that this figure cannot now be met in the current reporting year.

Some service areas are performing well - consistently above the 95% target - and should be commended. Conversely, there are others some way from this target.

Whilst I recognise that each area of the Council faces different challenges and delivers very different services, responding to complaints within the target timescale needs to be improved. I would ask that this is given attention and staff reminded of the need to keep our customers informed of the outcome of their complaint in a timely fashion. We must strive to perform better in the coming months and I would expect that we all hit the 95% target - though I would like to see this nearer 100%.

The Corporate Complaints Officer can offer support, training and guidance in complaints handling. The post is currently being administered by Steven Goodrum whilst Clare O'Gorman is on secondment. He can be contacted by e-mail or via extension 6197.

I look forward to seeing improvements in the coming months and thank you for your support in driving improvements forward.

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

An excellent Council, close to its community.

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

None – existing role of Corporate Complaints Officer.

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

Monthly reporting to Senior Executive Team.

**8 Chief Finance Officer Statement**

Not applicable.

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

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

**10 Power to make the Decision**



Article 6.3.4 of the Council's Constitution

**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 The ‘Your Voice’ feedback policy states that 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 will be used to highlight performance in relation to response timescales to complaints. Performance is rated according to:

|               |                                                                                  |
|---------------|----------------------------------------------------------------------------------|
| <b>Red</b>    | Less than 80% of complaints responded to within timescale                        |
| <b>Orange</b> | when more than 80% but less than 90% of complaints responded to within timescale |
| <b>Yellow</b> | when more than 90% but less than 95% of complaints responded to within timescale |
| <b>Green</b>  | more than 95% 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:

| <b>Symbol</b> | <b>Indication</b>                 |
|---------------|-----------------------------------|
| ▲             | Improvement in performance        |
| ▼             | Decline in performance            |
| ◀             | No change in performance          |
| –             | No data for period for comparison |

## Appendix B – ‘Your Voice’ Quarter 3 2012/13 data

### B1 Overall complaint response times for the current year

| Service Area                         | Quarter 1 (12/13) |            |            |            | Quarter 2 (12/13) |            |            |            | Quarter 3 (12/13) |            |            |            |
|--------------------------------------|-------------------|------------|------------|------------|-------------------|------------|------------|------------|-------------------|------------|------------|------------|
|                                      | Recd              | Within     | %          | Status     | Recd              | Within     | %          | Status     | Recd              | Within     | %          | Status     |
| Social Services Adults               | 14                | 11         | 79%        | ▲ R        | 13                | 11         | 85%        | ▲ O        | 12                | 8          | 67%        | ▼ R        |
| Social Services Children             | 18                | 17         | 94%        | ▲ Y        | 20                | 15         | 75%        | ▼ R        | 10                | 6          | 60%        | ▼ R        |
| Business Planning and Performance    | 0                 | 0          | n/a        | – –        | 0                 | 0          | n/a        | – –        | 0                 | 0          | n/a        | – –        |
| Legal and Democratic Services        | 1                 | 1          | 100%       | – –        | 1                 | 1          | 100%       | ◀ G        | 1                 | 1          | 100%       | ◀ G        |
| Customers and Education Support      | 4                 | 4          | 100%       | ◀ G        | 2                 | 1          | 50%        | ▼ R        | 10                | 10         | 100%       | ◀ G        |
| Environment                          | 26                | 25         | 96%        | ◀ G        | 44                | 42         | 95%        | ▼ G        | 64                | 64         | 100%       | ▲ G        |
| Finance and Assets                   | 7                 | 5          | 71%        | ▼ R        | 8                 | 6          | 75%        | ▲ R        | 4                 | 3          | 75%        | ◀ R        |
| Housing and Community Development    | 26                | 21         | 81%        | ▲ O        | 15                | 14         | 93%        | ▲ Y        | 25                | 25         | 100%       | ▲ G        |
| Regeneration                         | 1                 | 1          | 100%       | ◀ G        | 3                 | 3          | 100%       | ◀ G        |                   |            |            |            |
| Planning and Public Protection       | 17                | 17         | 100%       | ▲ G        | 11                | 10         | 91%        | ▼ Y        | 24                | 24         | 100%       | ▲ G        |
| Highways and Infrastructure          | 24                | 23         | 96%        | ▲ G        | 33                | 31         | 94%        | ▼ Y        | 18                | 9          | 50%        | ▼ R        |
| Communication, Marketing and Leisure | 9                 | 9          | 100%       | ▲ G        | 12                | 11         | 92%        | ▼ Y        | 10                | 10         | 100%       | ▲ G        |
| School Improvement                   | 1                 | 1          | 100%       | – –        | 0                 | 0          | 0%         | – –        | 0                 | 0          | 0%         | – –        |
| Other                                | 1                 | 1          | 100%       | – –        | 4                 | 0          | 0%         | – –        | 0                 | 0          | 0%         | – –        |
|                                      | <b>149</b>        | <b>136</b> | <b>91%</b> | <b>▲ Y</b> | <b>171</b>        | <b>149</b> | <b>87%</b> | <b>▼ O</b> | <b>179</b>        | <b>160</b> | <b>89%</b> | <b>▲ O</b> |

### B2 Corporate response times according to each complaint stage for the current year

| Q1      | Count      | Within     | %         |
|---------|------------|------------|-----------|
| Stage 1 | 137        | 125        | 91        |
| Stage 2 | 8          | 7          | 88        |
| Stage 3 | 3          | 3          | 100       |
| PSOW*   | 1          | 1          | 100       |
|         | <b>149</b> | <b>136</b> | <b>91</b> |

\*Public Services Ombudsman for Wales

| Q2      | Count      | Within     | %         |
|---------|------------|------------|-----------|
| Stage 1 | 159        | 138        | 87        |
| Stage 2 | 8          | 8          | 100       |
| Stage 3 | 4          | 3          | 75        |
| PSOW*   | 0          | 0          |           |
|         | <b>171</b> | <b>148</b> | <b>87</b> |

| Q3      | Count      | Within     | %         |
|---------|------------|------------|-----------|
| Stage 1 | 161        | 143        | 89        |
| Stage 2 | 13         | 12         | 92        |
| Stage 3 | 5          | 5          | 100       |
| PSOW*   | 0          | 0          |           |
|         | <b>179</b> | <b>160</b> | <b>89</b> |

### B3 Compliments received during the current year

| Service Area                         | Q1         | Q2         | Q3         |
|--------------------------------------|------------|------------|------------|
| Social Services Adults               | 68         | 147        | 82         |
| Social Services Children             | 10         | 8          | 13         |
| Social Services Corporate            | 0          | 0          | 0          |
| Business Planning and Performance    | 0          | 0          | 0          |
| Legal and Democratic Services        | 1          | 1          | 0          |
| Customers and Education Support      | 2          | 2          | 5          |
| Environment                          | 42         | 44         | 73         |
| Finance and Assets                   | 0          | 0          | 0          |
| Housing and Community Development    | 24         | 4          | 15         |
| Regeneration                         | 1          | 1          | 0          |
| Planning and Public Protection       | 7          | 4          | 8          |
| Highways and Infrastructure          | 12         | 20         | 10         |
| Communication, Marketing and Leisure | 10         | 10         | 4          |
| School Improvement                   | 0          | 0          | 0          |
| Other                                | 0          | 0          | 0          |
|                                      | <b>177</b> | <b>241</b> | <b>210</b> |

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**Report To:** Performance Scrutiny Committee  
**Date of Meeting:** Thursday 21<sup>st</sup> February 2013  
**Lead Member / Officer:** Cllr Barbara Smith / Alan Smith  
**Report Author:** Nicola Kneale  
**Title:** Corporate Risk Register review, February 2013

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

1.1 The February 2013 formal revision to the Corporate Risk Register.

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

2.1 To present Performance Scrutiny with the latest version of the Corporate Risk Register, as agreed by CET.

**3. What are the Recommendations?**

3.1 That Members note the deletions, additions and amendments to the Corporate Risk Register

3.2 That Members confirm that the attached Corporate Risk Register provides full coverage of the major risks facing the council at this time, and that the actions identified in the Corporate Risk Register are appropriate to address the identified risks.

**4. Report details.**

4.1 The main changes made to the Corporate Risk Register are:

- i) The revision to DCC001, '*The risk of a serious safeguarding error where the council has responsibility*'. Further work is required, so a revised deadline of 31 March 2013 has been applied.
- ii) Removal of DCC002, '*The risk of a judicial review of care home fees ruling against the council*'. A regional methodology has now been agreed. The risk will continue to be monitored at a service level, but the inherent risk has reduced enough for it to be downgraded.
- iii) The revision to DCC004, '*The risk that we are unable to develop the staff and management capability to deliver the change agenda*'. It was considered that the risks around HR are wider than just the change agenda. Hence the risk has been changed to, '*The risk that the HR framework doesn't support the organisation's aims*'.

- iv) Removal of DCC005, '*The risk that the time and effort invested in existing large-scale collaboration projects is disproportionate to the benefits realised*'. Due to the fact that the collaboration projects referred to are now almost complete, and project management has been strengthened, this is no longer considered to be a risk.
- v) Revision to DCC006, '*The risk that the economic environment worsens beyond current expectations, leading to additional demand on services and reduced income*'. The residual risk was originally a C2 but has been downgraded to a D2; this reflects our predictions for the next two years. The wording has also been altered to refer to the financial climate, reflecting the fact that a partner's budget can impact on us.
- vi) Revision to DCC007, '*The risk that critical or confidential information is lost or disclosed*'. The responsibility for implementing EDRMS solutions has transferred to Alan Smith, and another mitigating action around raising awareness of information legislation to MMC has been included.
- vii) Removal of DCC009, '*The risk that strategic ICT does not enable improvement and support change*'. It was felt that this has been addressed by development and delivery of a corporately-endorsed strategy. A related risk has been developed (see DCC017).
- viii) Removal of DCC010, '*The risk that our asset portfolio becomes an unmanageable liability and an obstacle to strategic planning*'. CET felt much was in place to address this now, so the risk should reduce. Hence, it can also be managed at service level now.
- ix) Revision to DCC011, '*The risk of a severe weather event, over and above expected patterns of seasonal weather*'. A risk was proposed around an unexpected outbreak of food poisoning. CET considered that a common theme across these two events was the fact that they were emergency events, and would be responded to in similar ways through emergency planning arrangements. Hence, the risk description has changed to '*The risk of a severe weather, contamination, or public health event*', and the list of examples of problems has been extended.
- x) Revision to DCC013, '*The risk of significant financial liabilities resulting from the failure of an external organisation*'. It was felt that this risk was about more than just financial liabilities – also including health & safety, and safeguarding liabilities. Hence, it has been reworded as, '*The risk of significant financial and reputational liabilities resulting from management of an Arm's Length company.*'
- xi) Revision to the residual risk of DCC016, '*The risk that the impact of welfare reforms is more significant than anticipated*'. Originally classed as a B2 risk, this has been downgraded to a B3 (the impact has reduced). This is because the Welsh Government has recently announced that it will subsidise reductions in Council Tax Benefit, and

to potential delays to the introduction of Universal Credit.

- xii) Addition of DCC017, '*The risk that ICT investment does not deliver the efficiencies and savings required for the Modernisation priority*'. This description reflects the fact that ICT merely enables improvements – effective investment decision-making is crucial for releasing benefits.
- xiii) Addition of DCC018, '*The risk that change/modernisation projects are not implemented as intended, hindering benefit realisation*'. This risk reflects the fact that we can lay the groundwork for change, but unless associated behaviours and processes also change we will not be able to realise the projected benefits that warranted initial investment.

4.2 The Corporate Risk Register enables the council to manage the likelihood and impact of risks by evaluating the effect of any mitigating actions, and recording deadlines and responsibilities for further action to enable tighter control.

4.3 The Corporate Risk Register has been developed by, and is owned by, the Corporate Executive Team. The process for review is as follows:

- All service risk registers are reviewed by services (according to the corporate risk management methodology) prior each round of Service Performance Challenge meetings. Any issues or queries are discussed in the Service Performance Challenge meetings.
- The Corporate Improvement Team analyse service risk registers to identify risks of corporate significance or any themes emerging across services.
- Updates on current corporate risks are collected from risk owners, and updates on mitigation actions are collected from action owners.
- Individual meetings are held with the Chief Executive and each Corporate Director, to discuss the risks for which they are lead. Consideration is given to whether the risk remains, whether the scores are accurate, and whether any new risks under their jurisdiction need to be included.
- A risk workshop is held with CET to review existing risks; discuss progress on agreed mitigation actions; discuss and agree new corporate risks; review and update residual risk scores; update existing controls (in light of completed actions); and agree any new actions required to mitigate risks.

4.3 The Corporate Risk Register is formally reviewed by CET following each round of Service Performance Challenges (where each service risk register is reviewed and discussed). However, any significant new or escalating risks are brought to the attention of CET (via the Corporate Improvement Team) as and when they are identified. CET then take a view as to whether that risk should be included in the Corporate Risk Register.

4.4 Following each formal review of the Corporate Risk Register (twice per year), the revised document is presented to the Performance Scrutiny Committee.

- 4.5 Actions identified to address corporate risks are included in Service Plans, where appropriate, which enables Performance Scrutiny Members to monitor progress. Any performance issues in relation to the delivery of these activities should be highlighted as part of the Service Performance Challenge process.
- 4.6 The council's Internal Audit function provides independent assurance on the effectiveness of the internal control procedures and mechanisms in place to mitigate risks across the council. It also offers independent challenge to ensure the principles and requirements of managing risk are consistently adopted throughout the council. Internal Audit also use information from our service and corporate risk registers to inform its forward work programme.
- 4.7 An annual review and report on progress of the risk management policy, produced for the Corporate Governance Committee, will identify weak areas that need to be strengthened to improve the risk management process.

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

- 5.1 The purpose of the Corporate Risk Register is to identify the potential future events that may have a detrimental impact on the council's ability to deliver its objectives, including its corporate priorities. The identified controls and actions are therefore crucial to the delivery of the corporate priorities.

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

- 6.1 The cost of developing, monitoring and reviewing the Corporate Risk Register is absorbed within existing budgets.

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

- 7.1 This Corporate Risk Register documents identified risks, and current and proposed mitigating actions. The process of developing and reviewing the document does not impact adversely on people with protected characteristics. However, any new process, strategy or policy arising as a result of a mitigating action should be equality impact assessed at service delivery level.

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

- 8.1 Details of the consultation process to review the Corporate Risk Register are contained in paragraph 4.2.

**9. Chief Finance Officer Statement**

- 9.1 There are no financial implications arising from the process outlined in this report for developing, monitoring and reviewing the Corporate Risk Register.

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



10.1 The main risk associated with the risk management process is that the registers are not regularly reviewed and do not therefore become a dynamic and meaningful management tool. However, the new process is fully integrated into the council's performance management framework which should ensure that this does not happen.

**Power to make the Decision**

10.1 Local Government Act 2000.

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## Denbighshire County Council

Register Owner: Corporate Executive Team

[LINK TO POLICY STATEMENT](#)

Updated: 31.01.2013

[LINK TO RISK GUIDANCE](#)

| Risk Description                                                                                                                                                                                                                                                                                                                                                     | Owner                                                                          | Impact / Consequence                                                                                                                                                            | Inherent Risk    | Controls to Manage Risk (in place)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Residual Risk    | Further Actions                                                                    | Action Owner       | Action Date      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------------------------------------------------------------------|--------------------|------------------|
| <p><b>DCC001</b></p> <p><i>Professional / Managerial</i></p> <p><b>The risk of a serious safeguarding error where the Council has responsibility.</b></p> <p>This risk is increasing as the environment is changing, with growing expectations around our duties in relation to 3rd party provision. CRB criteria are also changing which may increase the risk.</p> | <p>Sally Ellis</p> <p><u>Lead Member(s):</u></p> <p>Cllr Bobby Feeley</p>      | <p>Significant reputational loss. Possible intervention by Welsh Government. Legal/compensation costs.</p>                                                                      | <p><b>B2</b></p> | <p>Child protection &amp; Safeguarding Procedures. Regular training of staff in Children &amp; Family Services. Corporate Safeguarding Training Programme. Wales Interim Policy &amp; Procedures for the Protection of Vulnerable Adults from Abuse. Framework of self-assessment for schools in relation to safeguarding has been established. Section 28 Audits, and annual reporting requirement for services to demonstrate how they are discharging their duties in relation to safeguarding. Section 28 audit tool in place for voluntary sector to ensure safeguarding practices are in place.</p> | <p><b>C2</b></p> | <p>Incorporate and embed safeguarding employment practices into the HR audits.</p> | <p>Linda Atkin</p> | <p>31-Mar-13</p> |
| <p><b>DCC004</b></p> <p><i>Professional / Managerial</i></p> <p><b>The risk that the HR framework doesn't support the organisation's aims.</b> The policies and procedures we have in place need to reflect current organisational strategy (e.g. flexible working), and HR</p>                                                                                      | <p>Rebecca Maxwell</p> <p><u>Lead Member(s):</u></p> <p>Cllr Barbara Smith</p> | <p>The council is unable to deliver the associated savings incorporated into the MTFP. In addition, this could impact on the delivery of the planned collaboration savings.</p> | <p><b>B2</b></p> | <p>There's a CRM in place in HR Direct to enhance efficiency and provide improved management information to identify areas of common enquiry. Workforce Planning is now embedded and the service is happy with its development</p>                                                                                                                                                                                                                                                                                                                                                                        | <p><b>B2</b></p> | <p>Development of the HR Improvement Plan</p>                                      | <p>Linda Aktin</p> | <p>31-Mar-13</p> |



|                                                                                 |                                                     |                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |                                                                                                                                                                                                                                  |                             |           |
|---------------------------------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------|
| <b>DCC006</b>                                                                   | Mohammed Mehmet                                     | The council suffers from a significant reduction in income, leading to an inability to deliver current levels of service provision.                                                                                                                                               | <b>C1</b> | The council has no control over the global economy or the WG settlement. Therefore the inherent risk score likely to remain high. The Medium Term Financial Plan (MTFP) contains different scenarios to ensure it can deal with changes in the external environment. All required savings for 2013-14 have been identified. Communication channels opened with BCUHB                                                                                                                                                                                                                                                                                   | <b>D2</b> | Develop alternative financial plans based on a different scenario, i.e. what would we do if our budget was cut by 5%?. <i>This is currently underway as it part of the MTFP.</i>                                                 | Paul McGrady                | 28-Feb-13 |
| <i>Economic &amp; Financial</i>                                                 | <u>Lead Member(s):</u><br>Cllr Julian Thompson-Hill |                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           | Coordinated approach to ensure services consider the implications of significantly reduced income due to the economic environment. <i>This is currently underway and will be reviewed as part of the 2013/14 budget process.</i> | Paul McGrady                | 28-Feb-13 |
| <b>DCC007</b>                                                                   | Hywyn Williams                                      | Reputational damage. Criticism from external regulators (e.g. WAO conducting a review of information management across Welsh Authorities in 2012). Fines from the Information Commissioner's Office (precedent of fines of up to £130k for single breach of Data Protection Act). | <b>B3</b> | Our controls are particularly strong on the technical (i.e. electronic side), and work has been undertaken to improve the position with paper. The council achieves GCSX accreditation every year which demonstrated compliance with UK Government Code of Connection. Mobile racking has been installed, which doubled the capacity in the corporate stores, and archiving backlog dealt with. Staff workshops delivered on good archiving practices. Additional post created to manage Freedom of Information (FOI) requests. Where staff with responsibility for different were in different services, they've now been brought together under BPP. | <b>C3</b> | Under Phase 2 of ICT Strategy, continue to move essential paper records to electronic format, utilising EDRMS. This forms part of the Modernisation Programme.                                                                   | Cara Williams               | 01-Apr-13 |
| <i>Legislative / Regulatory</i>                                                 | <u>Lead Member(s):</u><br>Cllr Barbara Smith        |                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           | Create/agree retention schedules for information: paper & electronic.                                                                                                                                                            | Alan Smith                  | 01-Apr-13 |
| <b>The risk that critical or confidential information is lost or disclosed.</b> |                                                     |                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           | Agree timescales for application of agreed retention schedules within each service.                                                                                                                                              | Alan Smith                  | 01-Apr-13 |
|                                                                                 |                                                     |                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           | Recruit to a new Information Manager post                                                                                                                                                                                        | Alan Smith                  | 31-Mar-13 |
|                                                                                 |                                                     |                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           | Ensure that our frameworks for information management are legally compliant (e.g. in relation to FOI, DPA, etc).                                                                                                                 | Alan Smith<br>Gary Williams | 01-Apr-13 |

|                                                                                                                                                                                                                                                                                                                                                                              |                                            |                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |                                                                                                                                                                                                                                                                                                                                                        |                 |           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------|
|                                                                                                                                                                                                                                                                                                                                                                              |                                            |                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           | Use MMC as a vehicle for raising awareness of Information Management and security issues                                                                                                                                                                                                                                                               | Alan Smith      | 30-Sep-13 |
| <b>DCC011</b>                                                                                                                                                                                                                                                                                                                                                                | Rebecca Maxwell                            | Significant disruption to core services. Serious injury or fatality due to road network closure, poisoning or infection. Reputational risk to the council if unable to deal with issues. | <b>D2</b> | The control environment in this area is the joint Emergency Planning Unit (Denbighshire & Flintshire). We also continually review our procedures for winter highways maintenance (e.g. this was the subject of a report to Communities Scrutiny Committee in October 2012, and we recently reviewed our emergency call-out rota system). Secondary rota established and operational. Service disruption is minimised through our arrangements for business continuity and emergency planning, with separate Directors responsible for Response, Recovery, and Information | <b>D2</b> | Review the joint arrangements with Flintshire to provide assurance that they are robust. <i>A partial review meeting has been held with the Civil Contingencies Manager regarding 'on the ground responsibilities'. This has improved the joint arrangements. The Emergency Planning Unit is currently subject to a regional collaboration review.</i> | Rebecca Maxwell | 31-Mar-13 |
| <i>Environmental</i>                                                                                                                                                                                                                                                                                                                                                         |                                            |                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |                                                                                                                                                                                                                                                                                                                                                        |                 |           |
| <b>The risk of a severe weather, contamination, or public health event.</b> Services plan for the impact of expected seasonal variations in weather, but severe weather events can impact on service delivery. Similarly, we put plans in place to monitor food, water and air quality, but any contaminations can impact on service delivery, as would any viral pandemics. | <u>Lead Member(s):</u><br>Cllr David Smith |                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |                                                                                                                                                                                                                                                                                                                                                        |                 |           |
|                                                                                                                                                                                                                                                                                                                                                                              |                                            |                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           | Debrief on the floods and our response to it to be completed and presented with lessons learnt and an action plan, as well as a report on the floods (due April/May)                                                                                                                                                                                   | Steve Parker    | 31-May-13 |
| <b>DCC012</b>                                                                                                                                                                                                                                                                                                                                                                | Hywyn Williams                             | Reputational damage. Potential intervention by the WG. Significant resources may be required to be diverted to deliver immediate and substantial change.                                 | <b>C2</b> | The corporate performance management framework (PMF) is the main control in this area. New system of "excellence thresholds" and "interventions" now used which is more robust than traditional target setting. Training on PMF has been delivered to Members, with a specific sessions for Cabinet and Performance Scrutiny. Head of Business Planning & Performance and Corporate Improvement Team Manager meet monthly with Wales Audit Office to understand and respond to their concerns.                                                                            | <b>D3</b> | Develop a more formal framework for co-ordinating self-assessments to support regulatory activities.                                                                                                                                                                                                                                                   | Alan Smith      | 31-Mar-13 |
| <i>Legislative / Regulatory</i>                                                                                                                                                                                                                                                                                                                                              |                                            |                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |                                                                                                                                                                                                                                                                                                                                                        |                 |           |
| <b>The risk of a significantly negative report(s) from external regulators.</b>                                                                                                                                                                                                                                                                                              | <u>Lead Member(s):</u><br>Cllr Hugh Evans  |                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |                                                                                                                                                                                                                                                                                                                                                        |                 |           |
| <b>DCC013</b>                                                                                                                                                                                                                                                                                                                                                                | Hywyn Williams                             | Capital liabilities. Reduction in levels of service provided to the community, or increased revenue costs to continue delivery. Reputation damage to the council.                        | <b>C2</b> | Council representation on Boards, and Heads of Service providing strategic leadership to facilities. Financial support and subsidies being provided. Resources have been committed to improve                                                                                                                                                                                                                                                                                                                                                                             | <b>C2</b> | A shadow board to be established between Clwyd Leisure and DCC to assist with operational aspects of the company and take forward recommendations from the review. and work through                                                                                                                                                                    | Jamie Groves    | 31-Mar-13 |
| <i>Partnership / Contractual</i>                                                                                                                                                                                                                                                                                                                                             |                                            |                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |                                                                                                                                                                                                                                                                                                                                                        |                 |           |
| <b>The risk of significant financial and reputational liabilities resulting from</b>                                                                                                                                                                                                                                                                                         | <u>Lead Member(s):</u>                     |                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |                                                                                                                                                                                                                                                                                                                                                        |                 |           |

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------|
| <b>management of an Arm's Length organisation</b><br>Liabilities could arise due to financial, HR, safeguarding, or general management problems                                                                                                                 |                                                                                                                                                                                                                                                                               |                                                                                                                                                                             |    | financial monitoring of facilities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |    | replacement options for declining assets. A further report is due at CET in December 2012.                                                                     |                 |                         |
| <b>DCC014</b><br><i>Physical Hazards and H&amp;S</i>                                                                                                                                                                                                            | Hywyn Williams                                                                                                                                                                                                                                                                | Serious injury or death of an employee and/or member of public. Significant reputational damage Substantial legal/compensation costs. Criminal prosecution of senior staff. | C2 | New H&S Committee established with representation from each service, plus meetings established with groups of services. Strategic leadership provided by Corporate Director with responsibility for health and safety. Improved efficiency through on-line & phone line incident reporting. Council has existing Health and Safety Management System(s): All DCC teams to identify their activities, consider the hazards associated with the work, describe how the risks are managed and then analyse any gaps in how they are managing the risks. These self analyses are now being monitored by the CH&S team who are going out into the workplaces and providing support, guidance and feedback where it is needed. The H&S training program focuses on in-house provision that is targeted at DCC activities. | E2 | Deliver cultural change, including ensuring that roles, responsibilities & systems in relation to H&S management are understood by all managers / supervisors. | Steve Parker    | 31-Dec-12 (review date) |
| <b>The risk of a health &amp; safety incident resulting in serious injury or the loss of life.</b> This could be as a result of an ineffective H&S management system; inadequate fire control systems (infrastructure); or inadequate fire management planning. | <u>Lead Member(s):</u>                                                                                                                                                                                                                                                        |                                                                                                                                                                             | C2 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | E2 | Deliver Strong Leadership Project: Year 2.                                                                                                                     | Steve Parker    | 31-Mar-13               |
|                                                                                                                                                                                                                                                                 | Cllr Julian Thompson-Hill                                                                                                                                                                                                                                                     |                                                                                                                                                                             |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |    | All Heads of Service able to demonstrate that robust managerial control is being exercised in relation to all H&S risks.                                       | Steve Parker    | 30-Jun-13               |
|                                                                                                                                                                                                                                                                 | Consolidate and enhance our systems for managing property-related fire risks.                                                                                                                                                                                                 |                                                                                                                                                                             |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |    | Steve Parker / Paul McGrady                                                                                                                                    | 31-Dec-12       |                         |
|                                                                                                                                                                                                                                                                 | Provide guidance and assistance to managers responsible for developing fire management systems (e.g. building managers)                                                                                                                                                       |                                                                                                                                                                             |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |    | Steve Parker                                                                                                                                                   | 30-Apr-13       |                         |
|                                                                                                                                                                                                                                                                 | Modify the H&S intranet pages to make them more user friendly, provide specific information on roles and responsibilities and radically amend guidance documents to ensure that they provide information that can be easily understood and used to benefit the DCC workforce. |                                                                                                                                                                             |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |    | Gerry Lapinton                                                                                                                                                 | 30-Jun-13       |                         |
|                                                                                                                                                                                                                                                                 | All Heads of Service able to demonstrate that robust managerial control is being exercised in relation to all (non-infrastructure) Fire management Systems).                                                                                                                  |                                                                                                                                                                             |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |    | Steve Parker                                                                                                                                                   | 30-Jun-13       |                         |
|                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                               |                                                                                                                                                                             |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |    |                                                                                                                                                                |                 |                         |
| <b>DCC015</b><br><i>Partnership / Contractual</i>                                                                                                                                                                                                               | Mohammed Mehmet                                                                                                                                                                                                                                                               | Denbighshire may end up with a service that's more expensive to deliver, or a reduction in service quality through losing control of its services.                          |    | Although it may not be possible to control this risk, we do need to be involved in the discussion in order to influence the agenda. We are represented on the Regional Leadership Board, but the agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |    | Put an annual review of the external collaboration environment on SLT agendas                                                                                  | Mohammed Mehmet | 31/01/2013.             |
| <b>The risk that the council cannot influence the collaboration agenda, and</b>                                                                                                                                                                                 | <u>Lead Member(s):</u>                                                                                                                                                                                                                                                        |                                                                                                                                                                             | B2 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | B2 |                                                                                                                                                                |                 |                         |

|                                                                                                                                                                                                                                                                                                                                              |                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                            |                                                                                                                                                                                                                                                                                                                        |                     |                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------|
| <p><b>that further collaboration is forced upon on us rather than entered into voluntarily.</b> Collaboration is not voluntary; it is already a requirement of the Compact. However, it is resource intensive and benefits realisation can be difficult.</p>                                                                                 | <p>Cllr Hugh Evans</p>                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                            | <p>is ultimately driven by Ministers. There's a standing agenda item at Cabinet Briefing about external collaboration, and an annual review takes place at SLT</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                            |                                                                                                                                                                                                                                                                                                                        |                     |                  |
| <p><b>DCC016</b><br/><i>Economic &amp; Financial</i></p>                                                                                                                                                                                                                                                                                     | <p>Mohammed Mehmet</p>                            | <p>Potential increase in demand for services: e.g. homelessness and homelessness prevention services; housing (especially for stock which is currently scarce); benefits support / advice, etc. Reduced income from rents and council tax payments with reduced cash flow and an increase in bad debt for the authority. Increased recovery action and administrative costs. Increase in tenants' rents. Also an impact to Social Services due to Disability Living Allowance changes. This could also impact on our ability to deliver our Corporate Priorities</p> | <p style="text-align: center; background-color: red; color: white;">B2</p> | <p>DCC Welfare Reform Group has been meeting since April 2012. This group is cross service to ensure that information is shared and pressures identified to support our customers. A joint bid with Flintshire for WG funding for a HB / Housing options co-ordinator officer for 2 years has been successful. Regular contact with Landlords (Private &amp; Social) is being maintained. Letters are being sent to all affected customers advising of changes, with benefit visiting officers available for home visits. Assumptions around the loss of income have been built into the Council's Medium Term Financial Plan.</p> | <p style="text-align: center; background-color: red; color: white;">B2</p> | <p>1. Work in ongoing to advise residents of the benefits they are entitled to claim. <i>At this stage it is difficult to update claimants on what the actual effect will be on them due to the significant uncertainties, numerous changes and the interdependencies and complexities of the benefits system.</i></p> | <p>Paul McGrady</p> | <p>31-Jan-13</p> |
| <p><b>The risk that the impact of welfare reforms is more significant than anticipated by the council.</b> Welfare reform has potentially significant implications for a large proportion of residents, and also on the council in terms of increased demand for services and reduced income. The actual impact is difficult to predict.</p> | <p><u>Lead Member(s):</u><br/><br/>Hugh Evans</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                            |                                                                                                                                                                                                                                                                                                                        |                     |                  |



|                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |                                                                                                                    |               |           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------------------------------------------------------------------------------|---------------|-----------|
| <b>DCC017</b>                                                                                                                                                                                                                                                                                                                                                                                                                          | Sally Ellis                                  | If we decide to invest in technology that does not sufficiently contribute to our Modernisation agenda, not only are we likely to miss our targets, but we're also going to waste money. Even if we do invest in effective technology and implement it, many technological solutions require behavioural change (i.e. working from home; reducing business travel) or process changes (EDRMS, Central Invoice Registration) for the benefits to be realised. | <b>B2</b> | ICT Strategy (developed in conjunction with SLT) agreed. ICT Business Partners work with services to forecast their ICT needs. All decisions for investment taken at Capital Investment Strategy group. ICT Strategy offers a mechanism for estimating net savings that investments can make. Communication of the 'Run, Grow and Transform' theory helps the organisation to understand how projects might benefit the organisation                                         | <b>C2</b> | Review of benefits from Phase I of the ICT Strategy.                                                               | Cara Williams | 31-Mar-12 |
| <i>Technological</i>                                                                                                                                                                                                                                                                                                                                                                                                                   | <u>Lead Member(s):</u><br>Cllr Barbara Smith |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           | Decide whether to invite a peer review to take place for ICT                                                       | Cara Williams | 31-Mar-13 |
| <b>The risk that ICT investment does not deliver the efficiencies and savings required for the Modernisation priority.</b> The main risk here is around the organisation taking decisions to invest in IT infrastructure that is not effective in reducing overheads. This can happen for two reasons: 1) we don't understand the current and necessary ICT requirements, and 2) we don't accurately predict the anticipated benefits. |                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           | Gather user feedback to steer future ICT strategy                                                                  | Cara Williams | 31-Mar-13 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           | Development of a corporate 'workstyle' for every role (in terms of what technology is required to perform in role) | Cara Williams | 31-Mar-13 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           | Agree (and then deliver) Phase II of the ICT Strategy . <i>This forms part of the Modernisation programme.</i>     | Cara Williams | 31-Mar-13 |
| <b>DCC018</b>                                                                                                                                                                                                                                                                                                                                                                                                                          | Sally Ellis                                  | The forecast changes that were alluded to in business cases do not materialise and, hence, neither do their benefits                                                                                                                                                                                                                                                                                                                                         | <b>B2</b> | Corporate Programme Office established. HR resource identified to support restructures. Business Partners involved in workforce planning have identified a need for Change management training, and resource has been identified to support his. Programme Manager in place for the Modernisation priority (to co-ordinate projects). Establishment of a Modernisation Board, which can track projects and their benefits. Introduction of Verto to record benefit tracking. | <b>C2</b> | Change management training                                                                                         | Linda Atkin   | 31-Mar-13 |
| <i>Professional / Managerial</i>                                                                                                                                                                                                                                                                                                                                                                                                       | <u>Lead Member(s):</u><br>Cllr Barbara Smith |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |                                                                                                                    |               |           |
| <b>The risk that change/modernisation projects are not implemented as intended, hindering benefit realisation.</b> The Council currently does not consistently deliver all benefits from projects. Some of the issues include: inconsistent management; resistance to change; staff behaviour and processes not changing as planned.                                                                                                   |                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |                                                                                                                    |               |           |

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## Risk Assessment Criteria

|                            |                                                            |                 |                       |          |                                              |                                                                          |                                                                   |                                                                 |                                                                  |
|----------------------------|------------------------------------------------------------|-----------------|-----------------------|----------|----------------------------------------------|--------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------|------------------------------------------------------------------|
| <b>LIKELIHOOD</b>          | Event is almost certain to occur in most circumstances     | >70%            | <b>Almost Certain</b> | <b>A</b> |                                              |                                                                          |                                                                   |                                                                 |                                                                  |
|                            | Event likely to occur in most circumstances                | 30-70%          | <b>Likely</b>         | <b>B</b> |                                              |                                                                          |                                                                   |                                                                 |                                                                  |
|                            | Event will possibly occur at some time                     | 10-30%          | <b>Possible</b>       | <b>C</b> |                                              |                                                                          |                                                                   |                                                                 |                                                                  |
|                            | Event unlikely and may occur at some time                  | 1-10%           | <b>Unlikely</b>       | <b>D</b> |                                              |                                                                          |                                                                   |                                                                 |                                                                  |
|                            | Event rare and may occur only in exceptional circumstances | <1%             | <b>Rare</b>           | <b>E</b> |                                              |                                                                          |                                                                   |                                                                 |                                                                  |
|                            |                                                            |                 |                       |          | <b>5</b>                                     | <b>4</b>                                                                 | <b>3</b>                                                          | <b>2</b>                                                        | <b>1</b>                                                         |
|                            |                                                            |                 |                       |          | <b>Very Low</b>                              | <b>Low</b>                                                               | <b>Medium</b>                                                     | <b>High</b>                                                     | <b>Very High</b>                                                 |
| <b>Service Performance</b> |                                                            |                 |                       |          | Minor errors or disruption                   | Some disruption to activities/customers                                  | Disruption to core activities/ customers                          | Significant disruption to core activities. Key targets missed   | Unable to deliver core activities. Strategic aims compromised    |
| <b>Reputation</b>          |                                                            |                 |                       |          | Trust recoverable with little effort or cost | Trust recoverable at modest cost with resource allocation within budgets | Trust recovery demands cost authorisation beyond existing budgets | Trust recoverable at considerable cost and management attention | Trust severely damaged and full recovery questionable and costly |
| <b>Financial</b>           |                                                            | <b>Cost (£)</b> |                       | <£50k    | £50k - £250k                                 | £250k - £1 m                                                             | £1 m - £5 m                                                       | >£5m                                                            |                                                                  |
| <b>IMPACT</b>              |                                                            |                 |                       |          |                                              |                                                                          |                                                                   |                                                                 |                                                                  |

### Corporate Risk Severity key

**Severity**

**Management intervention**



Minor

Risk easily managed locally no need to involve senior management



Moderate

Risk containable at Service level – senior management and SLT may need to be kept informed



Major

Intervention by SLT, Exec Group with Cabinet involvement



Critical

Significant Exec Group and Cabinet intervention

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|                             |                                                                                                    |
|-----------------------------|----------------------------------------------------------------------------------------------------|
| <b>Report to:</b>           | <b>Performance Scrutiny Committee</b>                                                              |
| <b>Date of Meeting:</b>     | <b>21 February 2013</b>                                                                            |
| <b>Lead Member/Officer:</b> | <b>Lead Member for Modernising and Performance /<br/>Head of Business Planning and Performance</b> |
| <b>Report Author:</b>       | <b>Corporate Improvement Manager</b>                                                               |
| <b>Title:</b>               | <b>Corporate Plan 2012-17 Baseline Report</b>                                                      |

---

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

1.1. This paper presents a baseline report for the Corporate Plan 2012-17.

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

2.1. To enable Members to discuss the range of indicators and performance measures to be used for monitoring the delivery of the Corporate Plan 2012-17.

2.2. To enable Members to discuss the baseline position for the Corporate Plan, i.e. the position at 1<sup>st</sup> April 2012.

2.3. To enable Members to understand the council's strategy for setting "excellence thresholds" and "interventions" for each indicator and performance measure. This system allows the council to understand our performance in context and whether the position in Denbighshire is "excellent"; "good"; "acceptable"; or a "priority for improvement".

## **3. What are the Recommendations?**

3.1. That Members consider, discuss and provide observations on the attached draft baseline report for the Corporate Plan 2012-17.

## **4. Report details.**

4.1. The baseline report presents the position for the Corporate Plan at 1<sup>st</sup> April 2012 (the start of the Corporate Plan period). An understanding of the baseline position is necessary in order to understand future performance reports on the Corporate Plan. All future Quarterly Performance Reports, as well as the council's Annual Performance Report, will compare the current position with the baseline in order to evaluate progress made in delivering the outcomes in the Corporate Plan.

4.2. Since the Corporate Plan was adopted by Council on 9<sup>th</sup> October 2012, the Corporate Improvement Team has been working with relevant officers and Lead Members to define which indicators and performance measures to use to evaluate our success in delivering each of the new corporate priorities. Subsequent discussions were held to agree the "excellence thresholds" and "interventions" for each indicator and performance measure.

- 4.3. The purpose of identifying excellence thresholds and intervention levels is to enable us to understand performance in context. They allow the council to understand how good the current position is, rather than simply telling us whether we managed to meet a particular target.
- 4.4. The intention of the excellence threshold is not to state where we may reasonably expect to be at the end of the current financial year (or even where we might necessarily expect to be by 2017), but to state where we would have to be in order to say that we had achieved "**excellence**". At this point, the indicator or performance measure would generate a **GREEN** status.
- 4.5. The intervention level is crucial as it identifies when the position will become a "**priority for improvement**". Interventions are therefore set at the level where some kind of intervention would be required to alter the direction of travel. At this point, the indicator or performance measure would generate a **RED** status.
- 4.6. The difference between the excellence threshold and the intervention will automatically divide into two sections to enable us to understand where the status is neither "excellent" nor a "priority for improvement." Essentially anything above the intervention is, by definition, acceptable. Where the current position is below the excellence threshold, but closer to the excellence threshold than the intervention, this would generate a **YELLOW** status, which we define as "**good**". Where the position is below the excellence threshold, but closer to the intervention than the excellence threshold, this would generate an **ORANGE** status, which we define as "**acceptable**".
- 4.7. As described above, the Corporate Improvement Team has been working with relevant officers and Lead Members to agree which Indicators and Performance Measures should be used for our Corporate Plan. Although this work is largely complete, some further work is required, predominantly on our "economic" and "modernisation" priorities. It is also the case that we are awaiting some research by Glyndwr University in order to be able to confirm the indicators for the housing priority. These indicators will be included in future performance reports to Performance Scrutiny and Cabinet.
- 4.8. In some cases, particularly with performance measures that we are unable to benchmark against other councils in Wales, further work is needed to agree the excellence thresholds and interventions. Again, these will be included in future performance reports to Performance Scrutiny and Cabinet.
- 4.9. The council has developed a framework for setting excellence thresholds and interventions to ensure that the system is consistent and robust. Although each indicator and performance measure must be looked at on an individual basis, the Corporate Improvement Team has developed a default position for excellence thresholds and interventions and some guidance for scenarios where we may wish to deviate from the default position (see paragraphs 4.10 – 4.12 for details).
- 4.10. The default position is that being in the top quarter of councils in Wales is "excellent", and that being in the bottom half of councils in Wales becomes a "priority for improvement" (see table 1 below). However, a different

benchmarking group can be used if Wales is deemed not to be the most appropriate comparator for a particular indicator or performance measure. For example, for the national road condition indicators, it may be more useful for us to benchmark against councils covering areas with a similar mix of rural and urban roads, than to benchmark against all of Wales, including Cardiff, Swansea, etc.

**Table 1**

|                                       |                          |
|---------------------------------------|--------------------------|
| Upper Quartile (Excellence Threshold) | Excellent                |
|                                       | Good                     |
| Median (Intervention Level)           | Acceptable               |
| Lower Quartile                        | Priority for Improvement |

4.11. We may decide to deviate from the default excellence threshold in situations where our position is already consistently in the top quartile and we desire further improvement. Alternatively, this adjustment is useful where the upper quartile threshold in the Wales is still poor when we consider comparators from further afield (e.g. private sector, UK, European or other countries). This covers those scenarios where being in the top quartile in Wales cannot be regarded as “excellent”, but it is difficult to benchmark further afield due to differences in data collection and calculation methodologies. The proposal here is that we use the position of the best in Wales as the excellence threshold (table 2, below). For example, we have decided to use the “best in Wales” as the excellence threshold for educational attainment as Wales is generally regarded as a poor performer in international terms.

**Table 2**

|                                                         |                          |
|---------------------------------------------------------|--------------------------|
| Best in Wales or Benchmark Group (Excellence Threshold) | Excellent                |
| Upper Quartile                                          | Good                     |
| Median (Intervention Level)                             | Acceptable               |
| Lower Quartile                                          | Priority for Improvement |

4.12. It does not necessary follow that current performance in the upper quartile should automatically lead to the adjustment described in table 2. Deviation from the default position is essentially a policy decision. However, the default position provides a good starting point for a discussion in most cases, and the default position will be used unless there is a logical argument for deviation.

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

5.1. This report is about defining the detail of our Corporate Priorities. The work to define and agree indicators, performance measures, excellence thresholds and interventions is necessary for the council to understand whether it is successfully delivering those priorities.

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

- 6.1. The Corporate Plan 2012-17 sets out how much additional money we aim to invest in each corporate priority during the next 5 years. Apart from that additional investment, it is assumed that the corporate plan can be delivered within existing budgets.

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

- 7.1. An EqIA was undertaken of the Corporate Plan and presented to Council when the plan was adopted on 9<sup>th</sup> October 2012. No further EqIA is required for this report.

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

- 8.1. Since the Corporate Plan was adopted by Council on 9<sup>th</sup> October 2012, the Corporate Improvement Team has been working with relevant officers and Lead Members to define which indicators and performance measures to use for the purpose of evaluating our success in delivering the new corporate priorities. SLT has discussed and approved the overall proposal.

## **9. Chief Finance Officer Statement**

- 9.1. A Chief Finance Officer statement is not required for this report.

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

- 10.1. The consequence of not selecting appropriate indicators, performance measures, excellence thresholds and intervention levels would be negative feedback from the WAO in its Annual Improvement Letter. This links to risk DCC012 on the Corporate Risk Register: "the risk of a significantly negative report(s) from external regulators". The Head of Business Planning & Performance and the Corporate Improvement Team Manager are in regular dialogue with the WAO about our progress with developing the performance management framework for the Corporate Plan. We have had positive informal feedback about the concept of "excellence thresholds" from the WAO.

## **11. Power to make the Decision**

- 11.1. This paper is not for decision. It is to enable a discussion about the range of indicators and performance measures to be used for monitoring the Corporate Plan 2012-17.
- 11.2. Article 6.1 of the Council's Constitution stipulates that scrutiny of the Corporate Plan and performance management in general lie within the remit of Performance Scrutiny Committee.

**Contact Officer:** Corporate Improvement Manager      Tel: 07825 451448



# **CORPORATE PLAN PERFORMANCE REPORT**

**2011-12**

**(Baseline at 01 APRIL 2012)**



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## INTRODUCTION

This report defines the framework by which the council will evaluate its success in delivering the Corporate Plan 2012-17. Our Corporate Plan contains seven priorities, and each priority has one or more "outcomes" which describe the benefits we aim to deliver for our communities. This report is structured according to these outcomes, with each outcome being defined by a number of "indicators" and "performance measures":

- Indicators provide us with an **indication** of whether the outcome is being successfully delivered. Because outcomes are community focussed, outcome indicators tend to reflect the external environment. The council is not necessarily in control of indicators, in the same way that it cannot usually completely control the delivery of an outcome in isolation. However, through our own work, and through our community leadership role, we aim to have a positive influence on those indicators and therefore help to deliver the outcomes.
- Performance measures **measure** the effectiveness of something the council does to contribute to delivering an outcome. The council is therefore more directly responsible for delivery against performance measures. They measure the effectiveness of the council's planned contribution to the delivery of an outcome.

This report also presents the baseline position for the Corporate Plan 2012-17, i.e. what the position was for each outcome at 1<sup>st</sup> April 2012 according to the agreed indicators and performance measures.

The analysis of the baseline position defines the position for each indicator and performance measure as being "excellent", "good", "acceptable" or a "priority for improvement" according to thresholds we have agreed for those categories. The default position is that being in the top quarter of councils in Wales is "excellent", and that being in the bottom half of councils in Wales is a "priority for improvement" (table 1). However, a different benchmarking group is used if Wales is deemed not to be the most appropriate comparator for a particular indicator or performance measure.

**Table 1**

|                                       |                          |
|---------------------------------------|--------------------------|
| Upper Quartile (Excellence Threshold) | Excellent                |
|                                       | Good                     |
| Median (Intervention Level)           | Acceptable               |
| Lower Quartile                        | Priority for improvement |

In some case, we have decided to deviate from the default position. This is either because our position is already consistently in the top quartile or because we do not feel that the upper quartile threshold in the Wales genuinely represents excellence. This will be true where we desire further improvement but potentially find it difficult to use alternative comparators (for example, private sector, UK, European or other countries) due to differences in data collection and calculation methodologies. In such instances, we use the best in Wales as the excellence threshold (table 2).

**Table 2**

|                                                            |                          |
|------------------------------------------------------------|--------------------------|
| Best in Wales or Benchmark Group<br>(Excellence Threshold) | Excellent                |
| Upper Quartile                                             | Good                     |
| Median (Intervention Level)                                | Acceptable               |
| Lower Quartile                                             | Priority for improvement |

- At the end of each financial year, we will compare our current position to the baseline in order to evaluate our progress in delivering the Corporate Plan. This progress will be published each October within our Annual Performance Review.
- During the year, we will monitor progress by presenting Quarterly Performance Reports to Cabinet and the Performance Scrutiny Committee.

## **Developing the local economy**

Outcome:

### **Summary of the Outcome**

- ...

### **Indicators**

\*\*\*\*\*Not yet available\*\*\*\*\*

### **Summary of the Council's Performance**

- ...

### **Performance Measures**

\*\*\*\*\*Not yet available\*\*\*\*\*

# Improving performance in education and the quality of our school buildings

## Outcome: Students achieve their potential

### Summary of the Outcome

- The summary of the baseline position for this outcome is based upon data for the 2010/11 academic year because this equates to the 2011/12 financial year. Data is now available for the 2011/12 academic year, which equates to the 2012/13 financial year, and will be added (and evaluated) in future performance reports.
- Instead of the council default position, where we say that being among the top quarter of councils in Wales represents "excellence", the Council has decided to use the position of the "best in Wales" as the excellence threshold for educational attainment. This is because Wales itself is not regarded as a high performer for educational attainment, but it is difficult to make direct comparisons with other countries due to the difference in examination methodology.
- Denbighshire's educational attainment is improving; however, this is also the case across Wales. Therefore, Denbighshire must improve at a faster rate in order to improve its position in Wales and continue its journey towards excellence.
- Denbighshire's position is "excellent" for pupil attendance in primary and secondary schools. In terms of all pupil educational attainment, based on the academic year 2010/11, the position in Denbighshire was a mix of "good" and "acceptable" for the five attainment based outcome indicators. Whereas the percentage of all pupils that leave education without an approved qualification is highlighted as a "priority for improvement".
- The two exclusion indicators (number and average number) for five days or fewer highlight "acceptable" performance; however, both are close to the threshold of a priority for improvement. Close monitoring of these will be required to ensure that the position does not become a "priority for improvement".
- Regarding educational attainment, there is a gender gap, a Free School Meal (FSM) gap, and English as an Additional Language (EAL) gap.
- The average attainment of girls and boys highlights girls out-performing boys in all attainment indicators.
- The average attainment of FSM and non-FSM pupils highlights non-FSM pupils out-performing FSM pupils in all attainment indicators.
- The average attainment of EAL and non-EAL pupils highlights EAL pupils out-performing non-EAL pupils in all attainment indicators.



- A request has been sent to StatsWales for FSM and EAL data broken down by Local Authority. This will help us understand Denbighshire's position relative to the rest of Wales, and will be included in future reports.

## **Indicators**

### **The percentage of pupils achieving the level 2 threshold or vocational equivalents (Key Stage 4)**

- Overall, Denbighshire's position is "good" for pupils achieving the Level 2 threshold at Key Stage 4. The Level 2 represents the volume of qualifications, equivalent to the volume of five GCSEs at grade A\*- C.
- Boys demonstrate "acceptable" attainment when compared to all boys' attainment across Wales. They are out-performed by girls, who demonstrate "good" performance within their gender group. In terms of actual attainment, a higher proportion of girls achieve the level 2 threshold or vocational equivalents than boys.
- Free School Meal (FSM) and Non-Free School Meal (Non-FSM) pupils are currently tracking above the Wales average attainment for their respective cohorts.
- Those pupils who are recognised as English as an Additional Language (EAL) pupils perform slightly higher than non-EAL pupils do.

### **The percentage of pupils achieving the level 2 threshold, including English / Welsh and mathematics (Key Stage 4)**

- Overall, Denbighshire's position is "acceptable" for pupils achieving the Level 2 threshold at Key Stage 4, including English or Welsh (first language) and mathematics.
- Boys and girls demonstrate "acceptable" attainment within their respective gender groups. In terms of actual attainment, a higher proportion of girls achieve the level 2 threshold, including English or Welsh (first language) and mathematics than boys.
- Free School Meal (FSM) and Non-Free School Meal (Non-FSM) pupils are currently tracking above the Wales average attainment for their respective cohorts.
- Those pupils who are recognised as English as an Additional Language (EAL) pupils perform higher than non-EAL pupils do.

### **The average capped points score for pupils at Key Stage 4**

- Overall, Denbighshire's position is "acceptable" for the average capped points score for pupils at Key Stage 4.
- Boys attainment is considered a "priority for improvement", performing below the Wales median for their gender group. The performance of girls is "good" when compared to all girls' attainment across Wales. In terms of actual attainment, girls achieve a higher average capped points score than boys.

- Free School Meal (FSM) and Non-Free School Meal (Non-FSM) pupils are currently tracking above the Wales average attainment for their respective cohorts.
- Those pupils who are recognised as English as an Additional Language (EAL) pupils perform higher than non-EAL pupils do.

### **The percentage of pupils who achieve the Core Subject Indicator at Key Stage 2**

- Overall, Denbighshire's position is "good" for pupils achieving the Core Subject Indicator at Key Stage 2, where pupils must achieve level 4 or above in each of the core subjects of English or Welsh (first language), mathematics and science in combination.
- Boys demonstrate "acceptable" attainment within their gender group and girls demonstrate "good" attainment within their gender group. In terms of actual attainment, a higher proportion of girls achieve the Core Subject Indicator than boys.
- Free School Meal (FSM) and Non-Free School Meal (Non-FSM) pupils are currently tracking above the Wales average attainment for their respective cohorts.
- Those pupils who are recognised as English as an Additional Language (EAL) pupils perform higher than non-EAL pupils do.

### **The percentage of pupils who achieve the Core Subject Indicator at Key Stage 4**

- Overall, Denbighshire's position is "acceptable" for pupils achieving the Core Subject Indicator at Key Stage 4, where pupils must achieve level 2 in each of the core subjects, a GCSE pass in English or Welsh (first language), mathematics and science.
- Boys demonstrate "good" attainment within their gender group and girls demonstrate "acceptable" attainment within their gender group. In terms of actual attainment, a higher proportion of girls achieve the Core Subject Indicator than boys.
- Free School Meal (FSM) and Non-Free School Meal (Non-FSM) pupils are tracking above the current Wales position, though FSM performance has reduced since 2010/11.
- Those pupils who are taking English as an Additional Language (EAL) are out-performing Non-EAL pupils.

### **The percentage of pupil attendance**

- Denbighshire's position is "excellent" for pupil attendance in primary school.
- Denbighshire's position is "good" for pupil attendance in secondary school.

### **The fixed-term exclusions from school**

- Denbighshire's position is "excellent" for the average days lost for fixed-term exclusions of 6 days or more and total. However, the position is only "acceptable" for exclusions of 5 days or fewer, and on the threshold of a "priority for improvement".
- Denbighshire's position is "excellent" for the total number of fixed-term exclusions of 6 days or more. However, for those fixed-term exclusions that are 5 days or fewer and total, Denbighshire is only "acceptable".

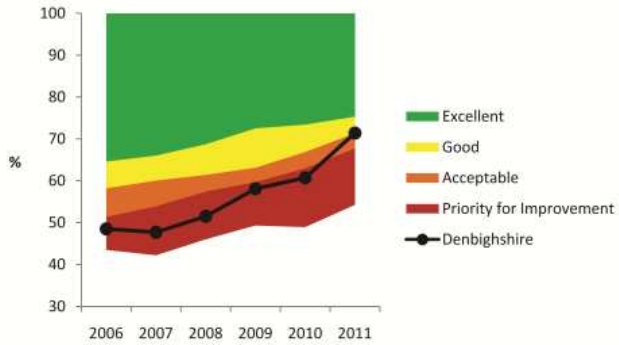
**The percentage of all pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved qualification**

- Denbighshire's position for the percentage of pupils who leave without an approved qualification is considered a "priority for improvement". The figures involved are small, and there has been some improvement in this indicator since 2008; however, never to an acceptable level.

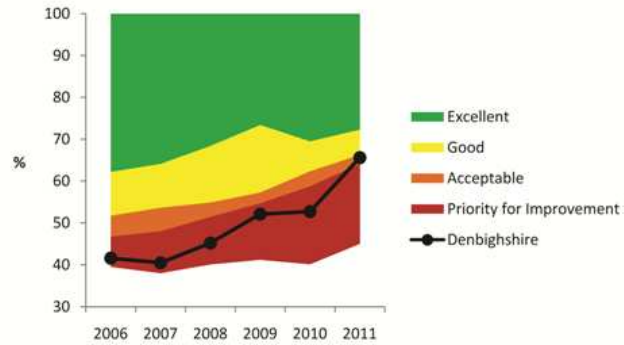


## The percentage of pupils achieving level 2 threshold or vocational equivalents

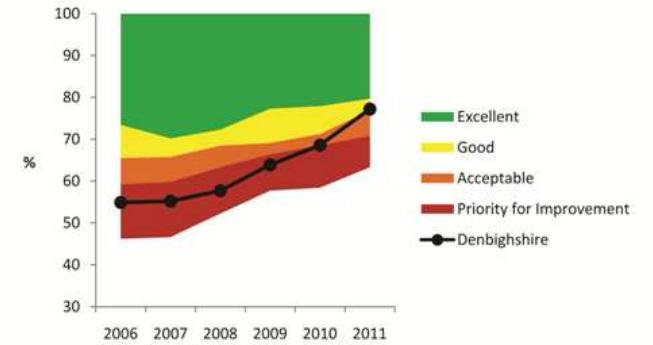
ALL PUPILS



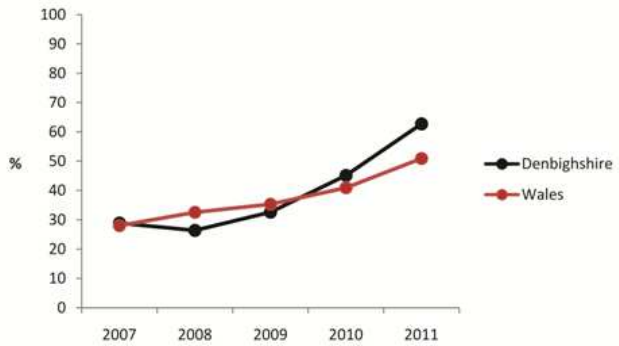
BOYS



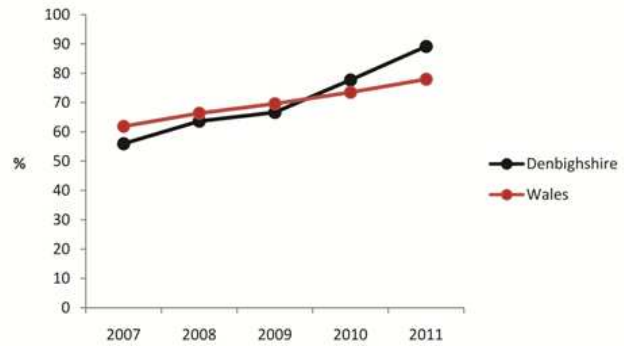
GIRLS



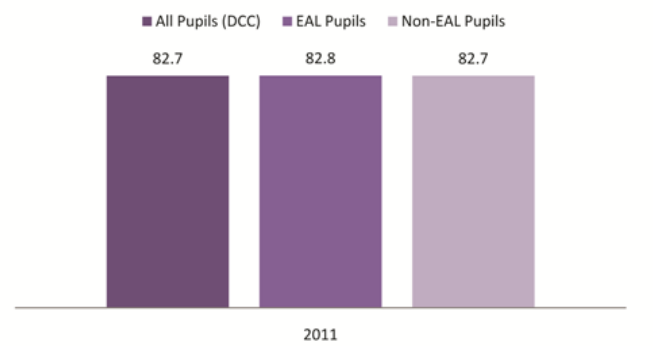
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FREE SCHOOL MEALS



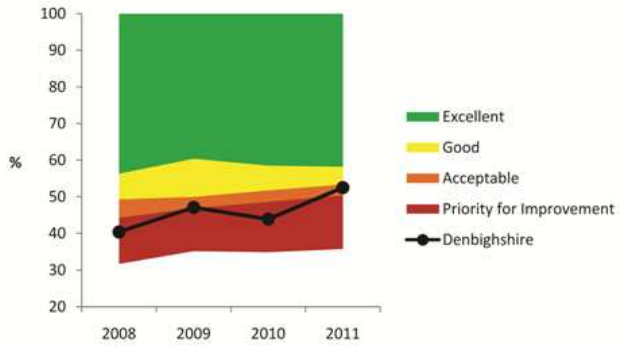
NON FREE SCHOOL MEALS



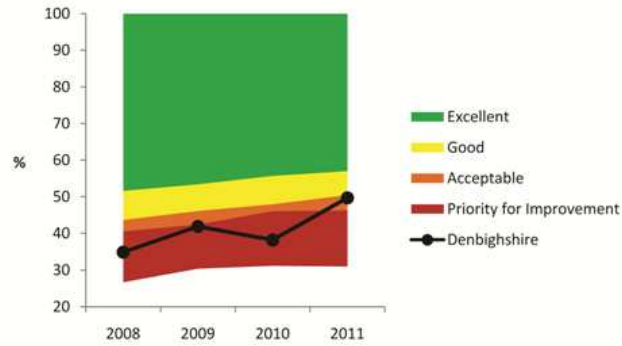
ENGLISH AS AN ADDITIONAL LANGUAGE

The percentage of pupils achieving level 2 threshold, including English / Welsh and mathematics

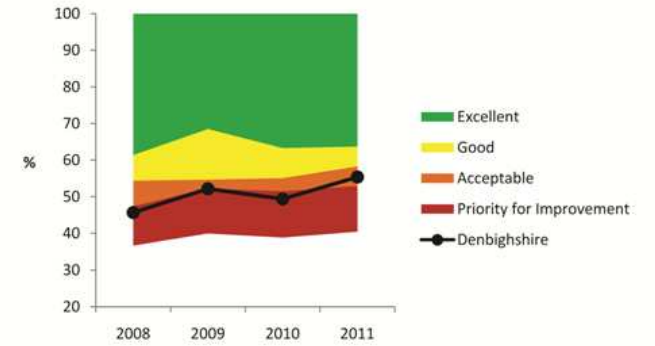
ALL PUPILS



BOYS

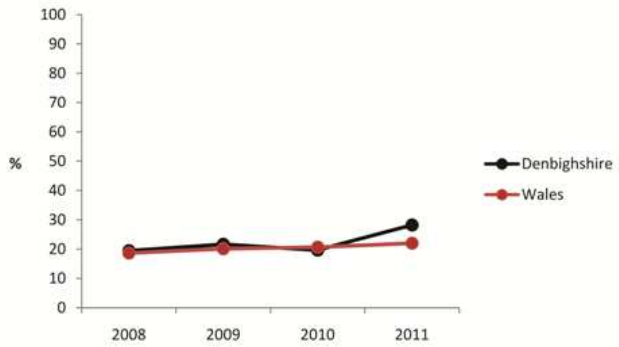


GIRLS

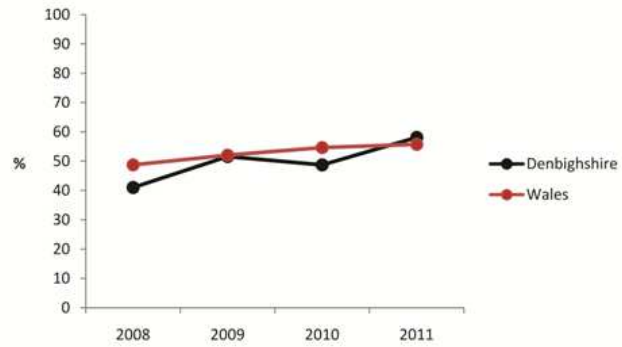


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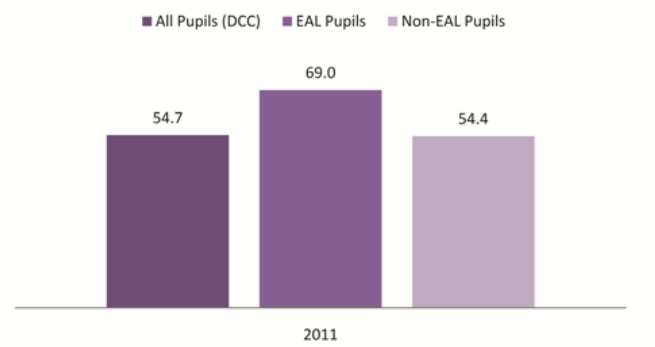
FREE SCHOOL MEALS



NON FREE SCHOOL MEALS

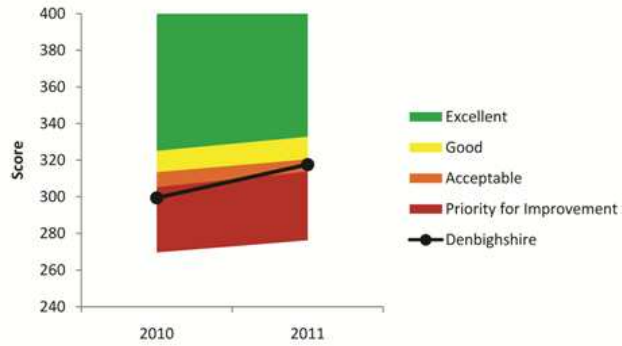


ENGLISH AS AN ADDITIONAL LANGUAGE

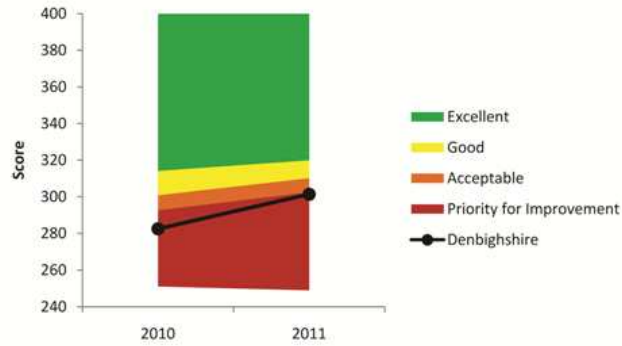


The average capped points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority

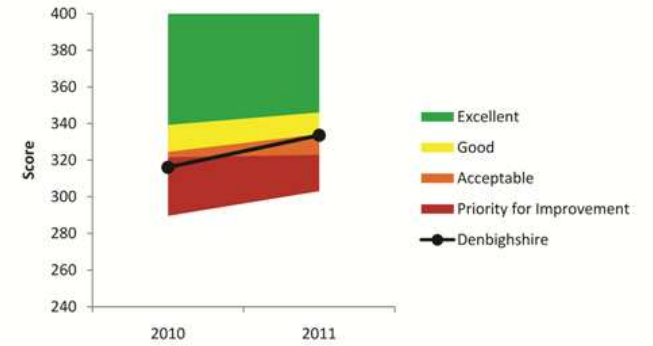
ALL PUPILS



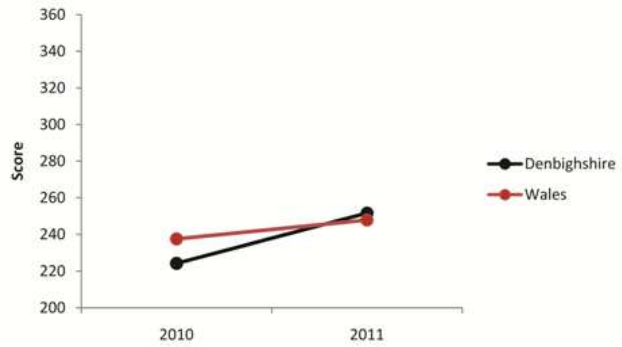
BOYS



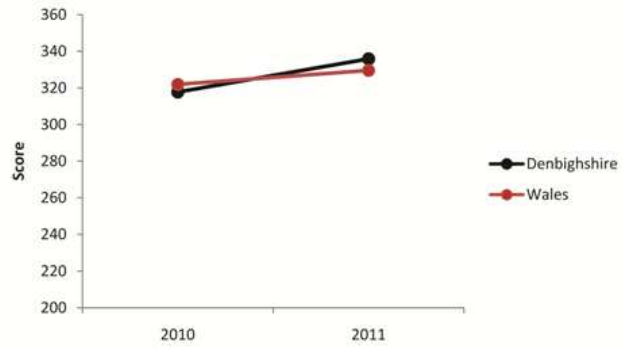
GIRLS



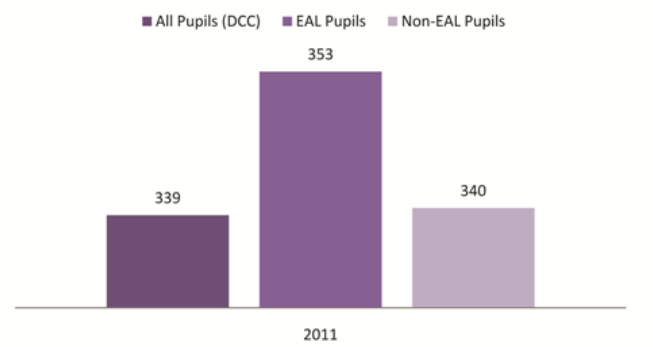
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FREE SCHOOL MEALS



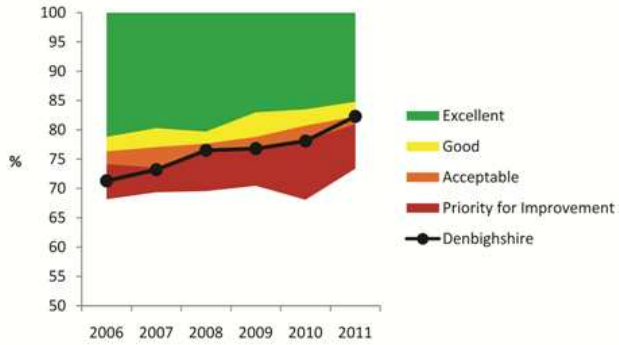
NON FREE SCHOOL MEALS



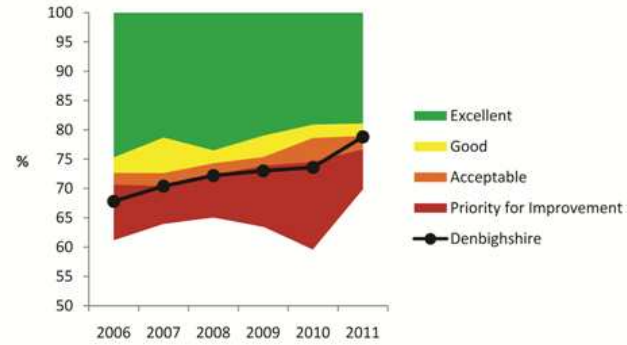
ENGLISH AS AN ADDITIONAL LANGUAGE

## The percentage of pupils achieving the Core Subject Indicator at Key Stage 2

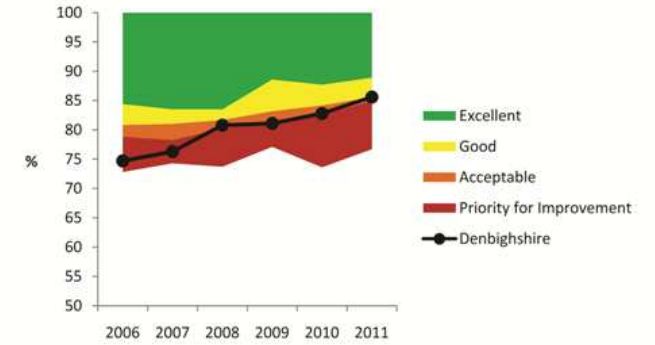
ALL PUPILS



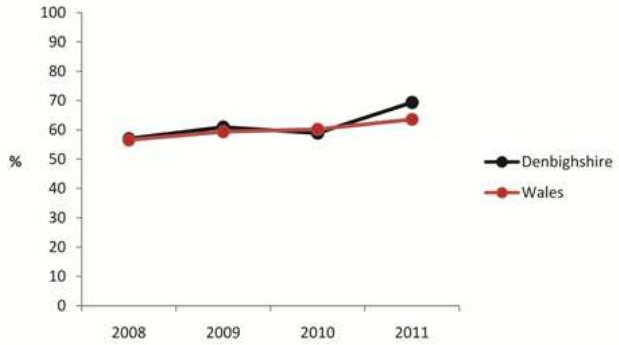
BOYS



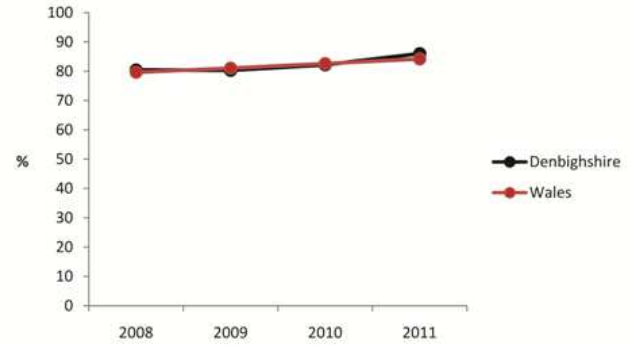
GIRLS



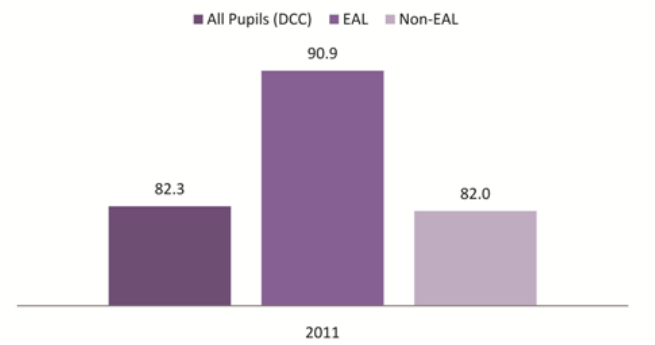
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FREE SCHOOL MEALS



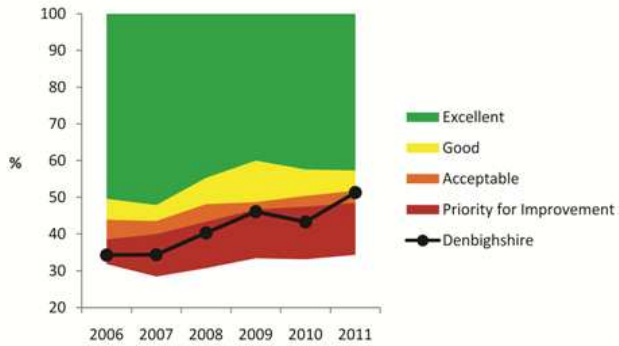
NON FREE SCHOOL MEALS



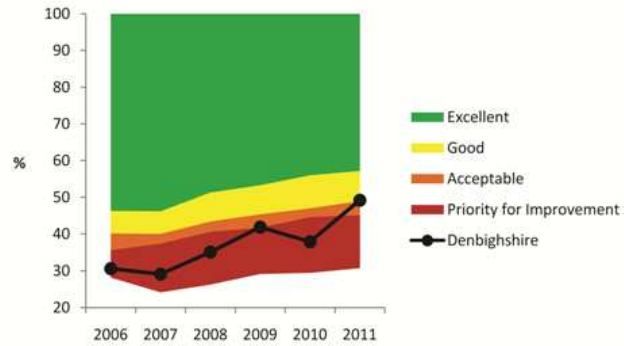
ENGLISH AS AN ADDITIONAL LANGUAGE

# The percentage of pupils achieving the Core Subject Indicator at Key Stage 4

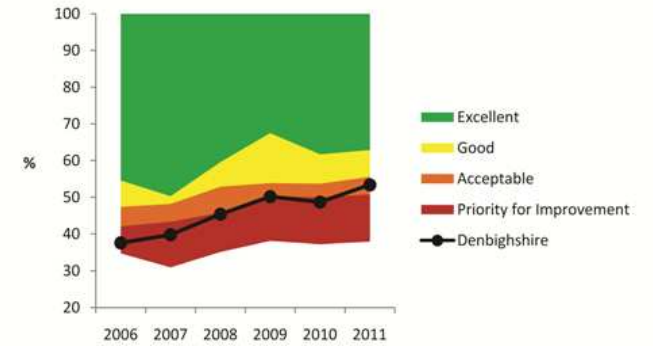
ALL PUPILS



BOYS

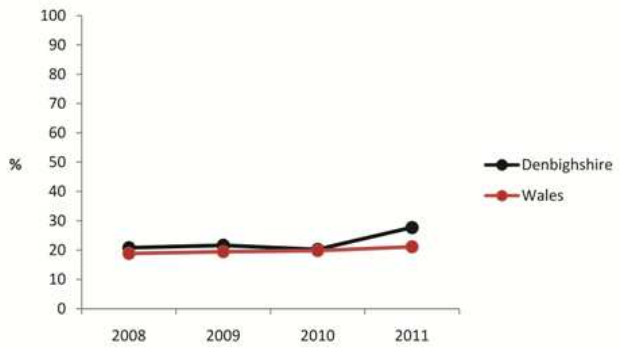


GIRLS

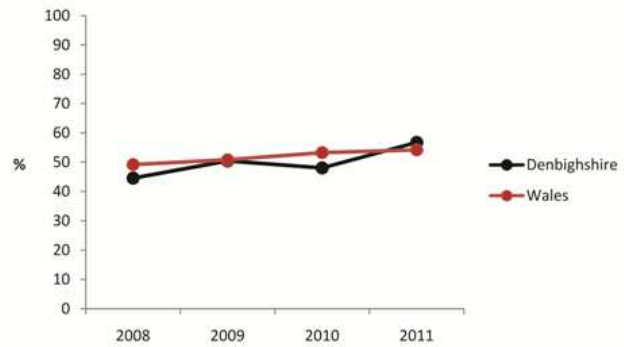


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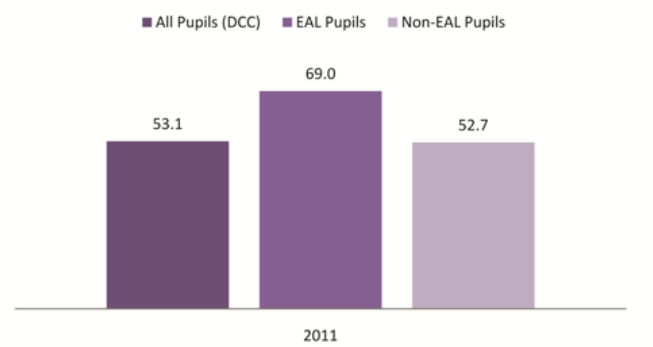
FREE SCHOOL MEALS



NON FREE SCHOOL MEALS



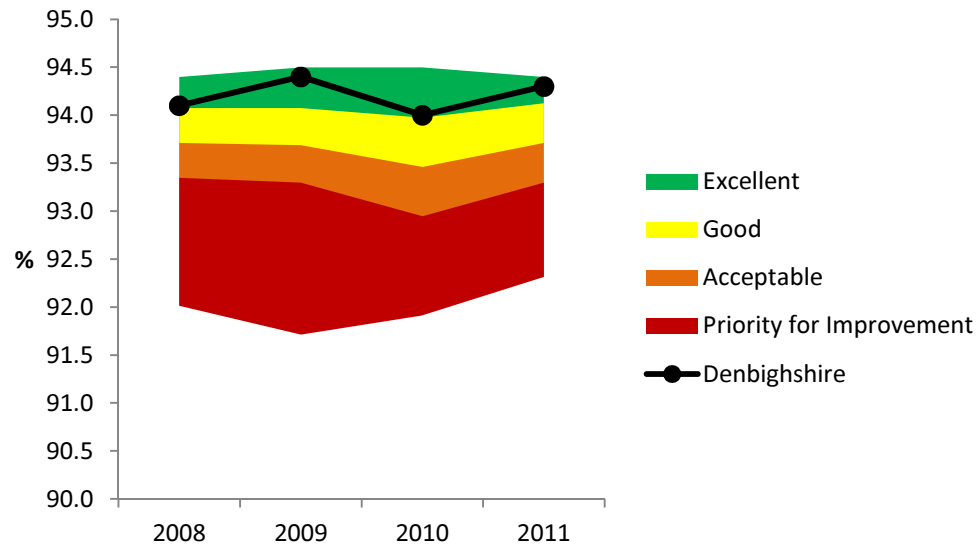
ENGLISH AS AN ADDITIONAL LANGUAGE



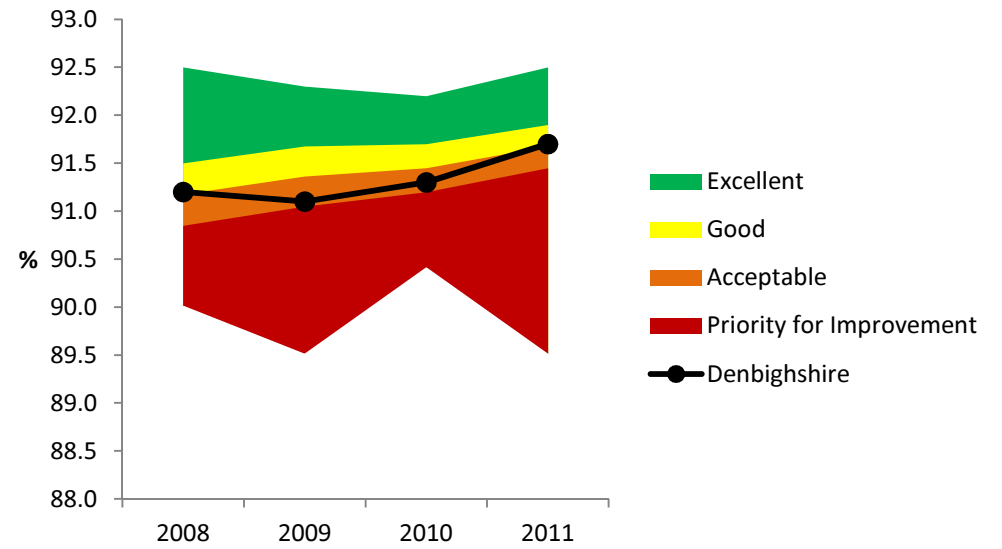


# The percentage of pupil attendance

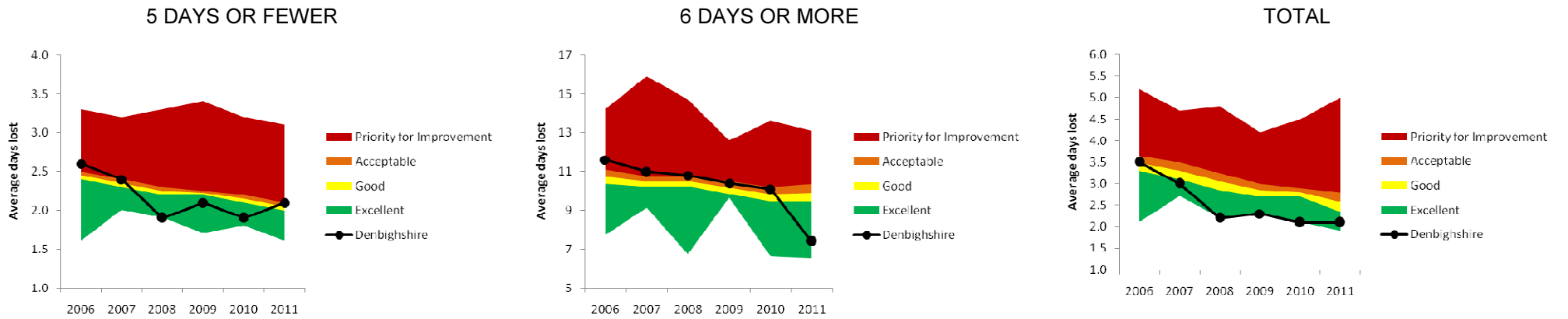
## PRIMARY SCHOOL



## SECONDARY SCHOOL

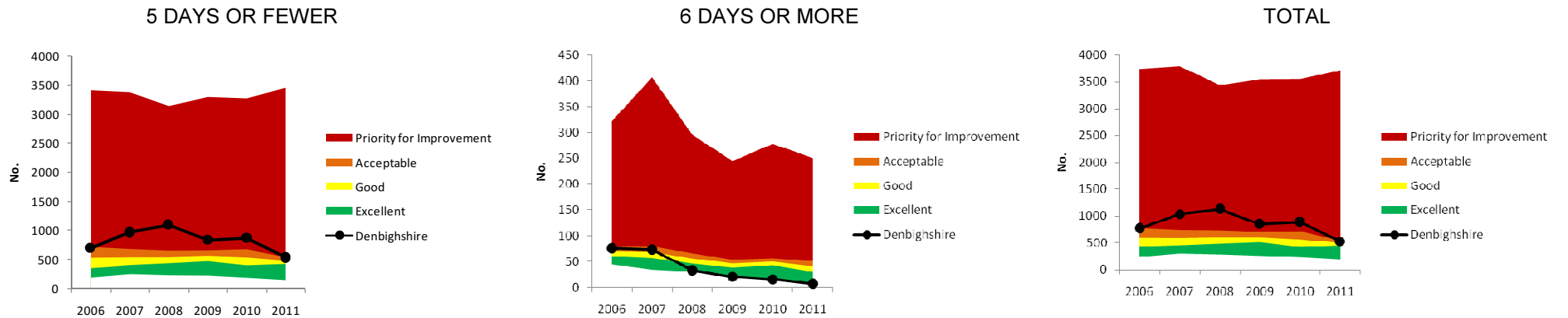


The average number of school days lost from school per fixed term exclusion by



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The number of fixed term exclusions from school by

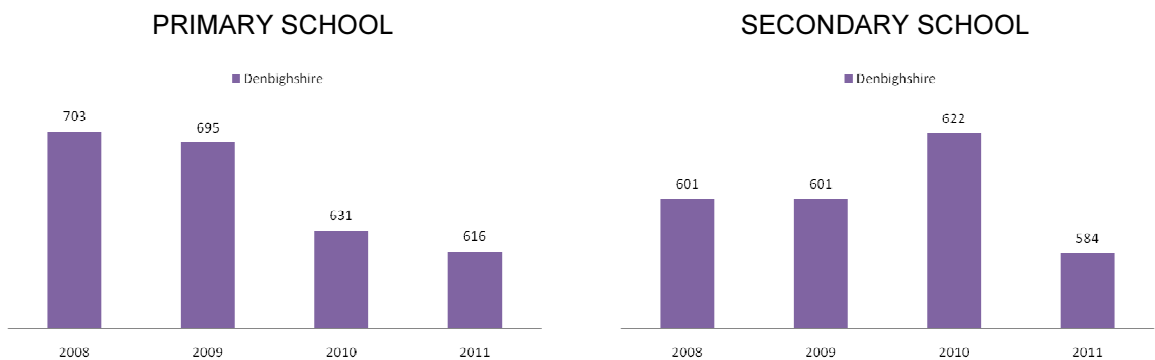


## Summary of the Council's Performance

- The known performance data highlighting the council's direct contribution to the outcome presents a positive picture. For the greater part, we are confident that we have systems in place for supporting students to achieve their potential.
- However, further work needs to be done to consider the excellence thresholds and interventions for all performance measures.

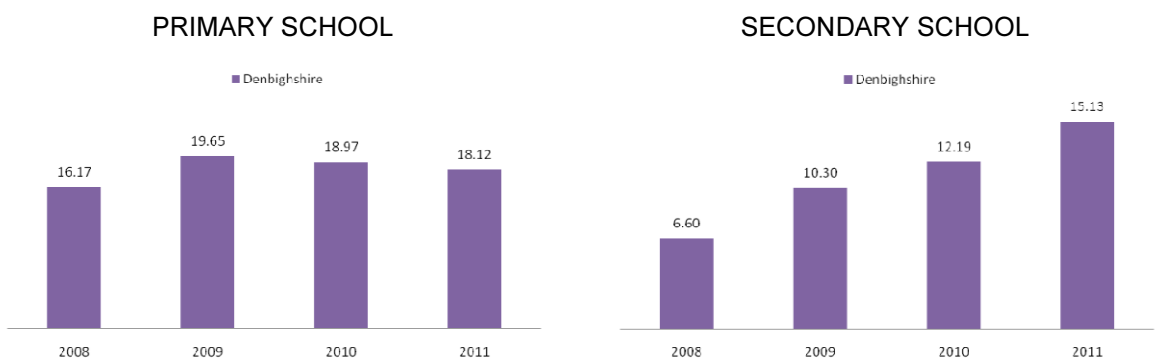
## Performance Measures

### The number of school places provided through mobile classrooms



- In terms of both primary and secondary school places provided through mobile classrooms, the overall position highlights an encouraging downward trend.
- The anomaly in secondary schools in 2010, which sees a slight increase in the number of secondary school places provided through mobile classrooms, represents only 21 places. This is compensated by the decrease seen the following year. The increase was due to an additional short-term mobile classroom at Ysgol Glan Clwyd, required to meet the increased demand for Welsh medium secondary education (until the longer-term permanent building project is completed).

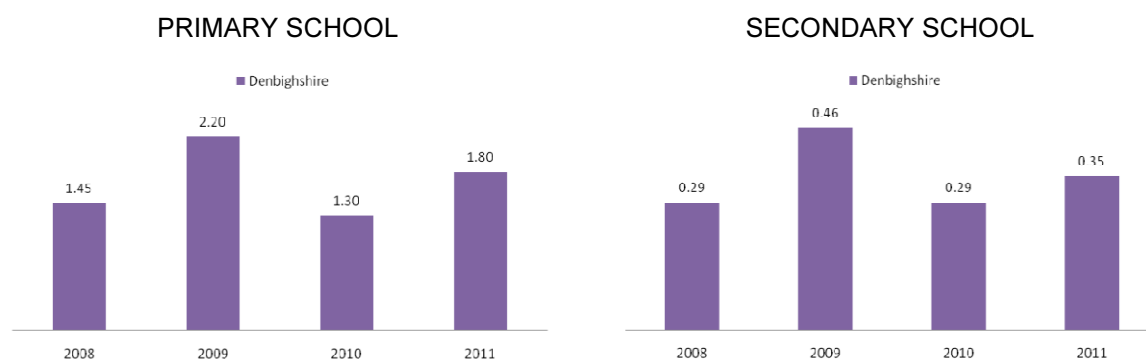
### The number of surplus places as a percentage of the total school places in Denbighshire



- The expected fall in surplus places has not materialised as expected, as falling birth rates has generally meant an increase in surplus places.

- Considering the primary school data for this measure, the rise in surplus places can in part be explained by the opening of Clawdd Offa, which impacts heavily on the figures for 2008 and 2009. This school had a phased capacity of 210 places in September 2008 and then 420 in September 2009.
- With regard to the secondary school data, both Rhyl and Blessed Edward Jones RC High Schools have lost their sixth form pupils over the years 2009 and 2010 but do not lose any capacity, which increases the surplus figures.

### The number of deficit places as a percentage of the total school places in Denbighshire



- The figures involved with the number of deficit places as a percentage of the total school places are low, and as illustrated, vary from year to year.
- The issue of school places is a complex one, but broadly speaking the county is split into deficit of places in the north and surplus in the south, so in some places capacity has needed to increase to meet demand.

## Improving our roads

**Outcome:** Residents and visitors to Denbighshire have access to a well-managed road network

### Summary of the Outcome

- For the road condition indicators, we are using the benchmarking group of rural local authorities in Wales rather than all Welsh authorities. We continue to use the council default position for performance analysis (upper quartile is the excellence threshold and the Wales median is the priority for improvement threshold).
- With this in mind, the percentage of A, B & C roads that are in overall poor condition in Denbighshire is "good", with our position improving against a general trend of decline in road condition within the family group and across Wales. It is a continual and expensive struggle to maintain roads against natural and human erosion. This highlights the positive achievements in Denbighshire to secure recent improvements against the general trend.
- Individually,
  - ◆ The condition of A roads is identified from a survey of 253km of the road network, which highlights a worsening of the road condition in 2011 and this remains a "priority for improvement".
  - ◆ The condition of B roads is identified from a survey of 260km of the road network, which highlights an improvement in the road condition in 2011; however, the improvement was not enough to elevate Denbighshire's roads to a better comparable position. In fact, Denbighshire is the worst in the rural cohort and this remains a "priority for improvement".
  - ◆ The condition of C roads is identified from a survey of 666km of the road network, which highlights an improvement in the road condition in 2011 to a "good" position.
- Public opinion, as captured by the Residents' Survey 2011, found that over one-third (39%) of people were dissatisfied with the roads they used. This figure cannot be compared nationally, so the service will be asked to agree excellence and priority for improvement thresholds based on the anticipated effects of their strategic investments.
- Some of the indicators listed here are new. They have been devised to gauge, more accurately, our success in achieving the outcome. We do not have any baseline data for them but the service will put in place the systems to collect this data for future reporting. Furthermore, neither of the two new indicators will be comparable nationally so, as with the approach to public opinion, the service will be asked to agree excellence and priority for improvement thresholds based on their anticipated achievements.

## Indicators

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

- 2011 Residents' Survey – Satisfied 61%; Dissatisfied 39%
- Less than two-thirds of respondents to the 2011 Residents' Survey were satisfied with the condition of main roads. The Residents' Survey will be repeated in 2013, and the same question will be asked, enabling us to track the trend in public opinion.

### The percentage of respondents reporting satisfaction with the council's work in: maintaining streets in towns and villages in good condition

- 2011 Residents' Survey – Satisfied 63%; Dissatisfied 37%
- Less than two-thirds of respondents to the 2011 Residents' Survey were satisfied with the condition of local streets (this is slightly different wording, but is the nearest match for comparative purposes). The Residents' Survey will be repeated in 2013, and the question above will be asked, enabling us to track the trend in public opinion.

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

- Residents have never been asked about their satisfaction with rural roads in the past, but they will be asked as part of the 2013 Residents' Survey.

### The percentage of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition

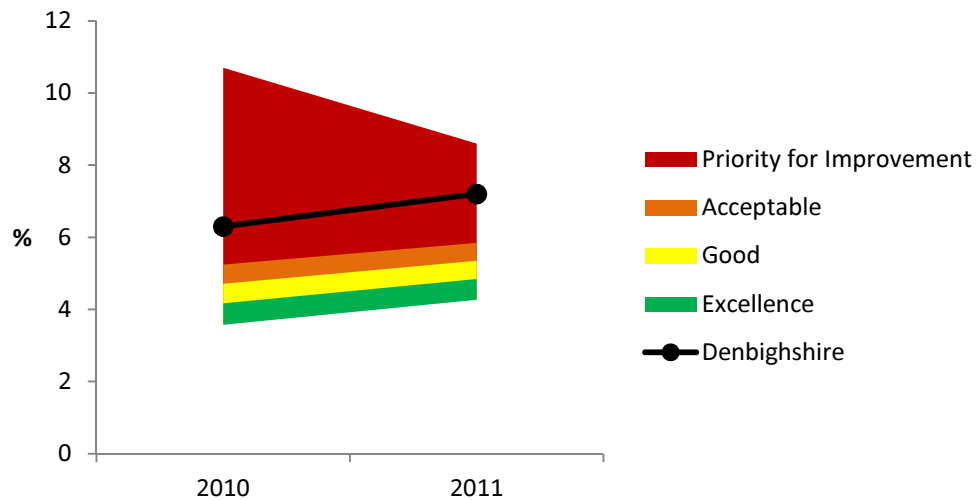


- Published data for this indicator exists for 2011; however, 2010 data can be created from historic performance against the individual components of this

indicator. It reflects the fact that, Denbighshire's position is improving, and it is now showing "good" performance.

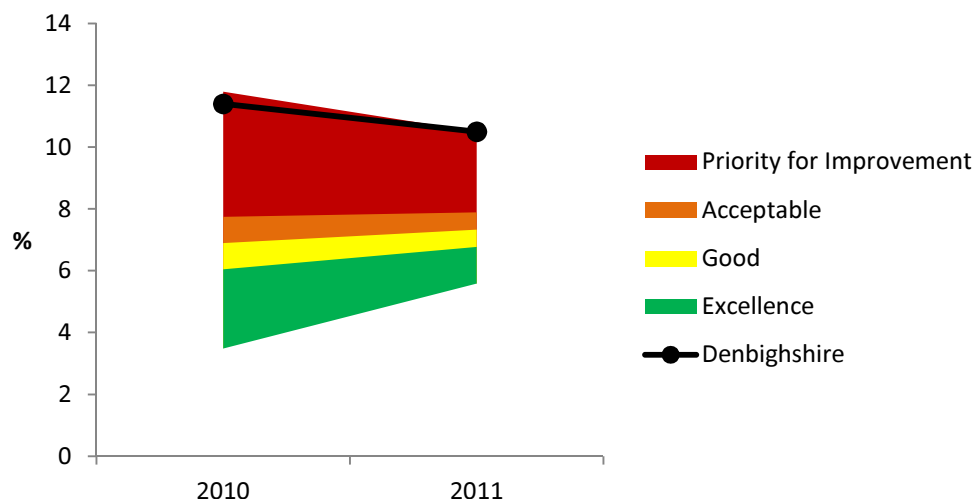
- This is a positive message, the scale of improvement is good, and when taken against the general worsening condition of roads throughout rural Wales, has the potential to cross to the excellent threshold within the next year or two.
- There is some distance between Denbighshire's position and that of the worst performing rural council in Wales for this indicator.

### The percentage of principal A roads that are in overall poor condition



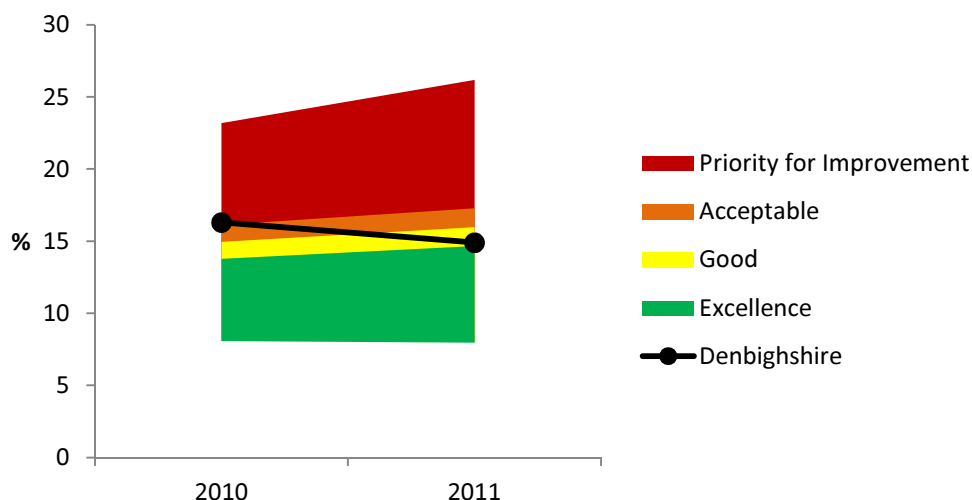
- The two-year trend that has been captured for this indicator shows that the percentage of A roads in poor condition has increased in Denbighshire, and remains a "priority for improvement". Although this general trend is reflected throughout rural Wales, the rate of increase in Denbighshire is steeper than the average, and Denbighshire moved further away from the rural Wales median boundary in 2011.

### The percentage of non-principal/classified B roads that are in overall poor condition



- Denbighshire remains firmly in the bottom half of authorities in Wales, and despite an improvement, Denbighshire has the worst B roads condition in the rural cohort. This remains a "priority for improvement".

### The percentage of non-principal/classified C roads that are in overall poor condition



- The condition of C roads in Denbighshire has improved from a "priority for improvement" in 2010 to "good" in 2011. The progress made is positive and reflects a large proportion of the road network in Denbighshire (666km).
- The progress made reflects the recent focus placed upon B & C roads in Denbighshire. In order for our position to reach excellent, this focus is probably still necessary.

### The percentage of key routes where a drop-curb route is in place

- This is a new indicator, which will be introduced from April 2013.
- The service needs to hold discussions with stakeholders and confirm which routes are to be classified as "key". This will be an identified activity within the 2013/14 Service Plan.

## Performance Summary of the Council's Contribution

### Performance Measures

#### The proportion of the planned Highways Capital Maintenance Programme achieved (schemes)

- This is a new performance measure to be introduced from April 2013. However, discussions are currently taking place with the service to establish whether past performance can be calculated from records.



## The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance



- This was a national measure (THS/003) until 2008, when it was removed from the national performance measurement framework. However, the service feels that it is a useful performance measure, and will look to collect and report on this as a local measure.
- Data is available up until 2008, and we are seeking, from the service, data for subsequent years to establish the baseline position. The service will need to discuss and agree what the appropriate excellence and priority for improvement thresholds should be.
- A higher figure is desirable as this shows that less money is being diverted from planned maintenance for emergency work. This is a sign that the service is planning its work well.

## The percentage of Category C (Final) Street Works inspections carried out on utility works before their guarantee period ends

- National guidelines recommend that a minimum of 10% of street works be inspected prior to the end of their guarantee period. However, the more we do the better the quality of the network, and we can charge should we note any defects.
- Our baseline for 2011 is 42% and we are currently working to establish whether any data exists for previous years. The service needs to agree what the appropriate excellence and priority for improvement thresholds should be for this performance measure.

## Damaged roads and pavements made safe within target time

- We pledge to make safe any damaged roads and pavement that are dangerous within seven days.
- Our baseline for 2011 was 100% and this is what we would expect to achieve in the future.

- The service needs to agree what the appropriate excellence and priority for improvement thresholds should be for this performance measure.

**The percentage of road condition defects raised as CRM queries that are resolved within timescale**

- This refers to the fact that genuine defects raised via CRM should be resolved (i.e. repaired) in line with guidance specific to each defect.
- It is a new performance measure for 2013 and the service is currently introducing handheld technology to improve the recording of this data.
- The service needs to agree what the appropriate excellence and priority for improvement thresholds should be for this performance measure.

**The number of successful claims against the council concerning road condition during the year**

- The Corporate Insurance Section has this data and provides it to the Highways and Infrastructure service annually.
- The service has decided to count the number of claims upheld against the council in the given year, even if they were submitted in previous years. This is because it can often take several years for a claim to be settled (particularly personal injury claims).
- In 2011, five (from 39 carriageway-related) claims were upheld, at a cost of £1,973 to the council.
- The service needs to agree what the appropriate excellence and priority for improvement thresholds should be for this performance measure.

## **Vulnerable people are protected and are able to live as independently as possible**

**Outcome:** Vulnerable people can live as independently as possible

### **Summary of the Outcome**

- The primary aims of the council are to promote and enhance the well-being of people in need so that vulnerable people are able to live good quality, independent lives without the need for social care intervention. Where people have care and support needs they will have access to locally based services that facilitate self-care, reablement and delay/reduce the need for ongoing care and support. Where specialist/long term services are needed, they will focus on meeting people's needs in their own community wherever possible.
- The picture at the end of 2011/12 identifies the areas that are a "priority for improvement". The data suggests Denbighshire supports a proportionally larger percentage of the adult population with formal care packages, when compared across Wales. In the context of this outcome, this is viewed as a negative.
- The position is considered as a "priority for improvement" in terms of those who cannot live with independence, especially with regard to those who require residential care support. The residential care element is a historic and known factor, and something that the council has a long-term plan to influence.
- However, when considering the council's ability to support people to live independently employing the modern supportive options, the position is "excellent". The only exception is for the cohort aged 18 to 64 where the position just crosses the threshold to "acceptable".
- The population figures changed in 2011/12 with the publication of the 2011 census results. This revealed previous overestimates in the older people population projections in Denbighshire. The new figures have had an impact on the calculations for our indicators and performance measures for this outcome. This has been most evident in the population aged 85 and over, where a significant difference is noticeable in the calculation for the indicators.

### **Indicators**

#### **The percentage adults who live independent of a formal package of social care provided/arranged by the council**

- The current position highlights a "priority for improvement" (below Wales median) for the proportion of adults who live independent of a formal package of social care provided or arranged by the council.

- This is true for all age cohorts, including the over 85 year olds, where the impact of the more accurate 2011 Census population figures is evident.
- This suggests that a greater proportion of adults in Denbighshire are in receipt of some form of care package when compared to other local authorities in Wales. The reasons for this are not explicit, but one interpretation could be that they highlight a potential greater demand for social services in Denbighshire.

### **The percentage of the population who cannot live independently**

- The data highlights a “priority for improvement” (below Wales median), i.e. a higher proportion of the population are supported in residential care accommodation when compared to Wales.
- Denbighshire has frequently had a relatively high proportion of adults in residential care accommodation, and currently Denbighshire has the highest proportion of the cohort aged 65 to 74 in residential accommodation.
- The reasons for this are historic and this is something that the council will manage; however, the current aim is to influence new admissions to residential care support in an attempt to favour independent living arrangements.

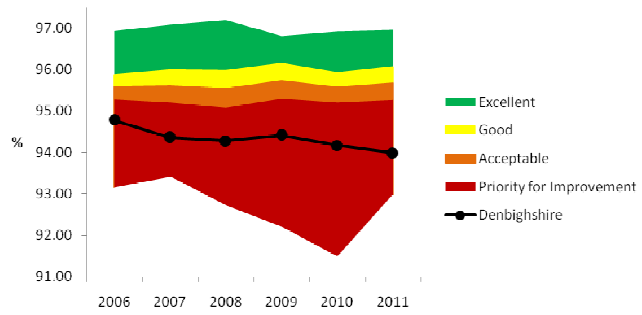
### **Of the people who can live independently with a package of care, the percentages that are supported to live independently through,**

- a) modern supportive options**
- b) traditional care options**

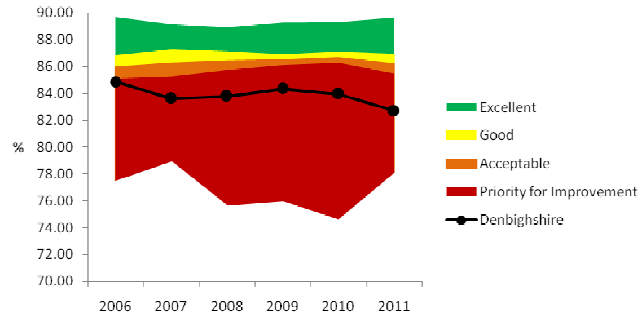
- This indicator will provide an idea of the balance between modern supportive options for a package of social care to support independent living and traditional care options.
- The components (a) and (b) will always equal 100% and thus, are mirrored opposites (as noted on the charts), which means that good performance in one will automatically mean good performance in the other. The same is also true for poor performance.
- Significant progress has been made since 2006 shifting the balance between traditional care options to modern supportive options for a package of social care support.
- The age cohort that needs most work is the 18 to 64 cohort. The current balance between modern and traditional options is currently acceptable but could benefit from future work to continue the shift towards modern options.

The percentage adults who live independent of a formal package of social care provided/arranged by the council

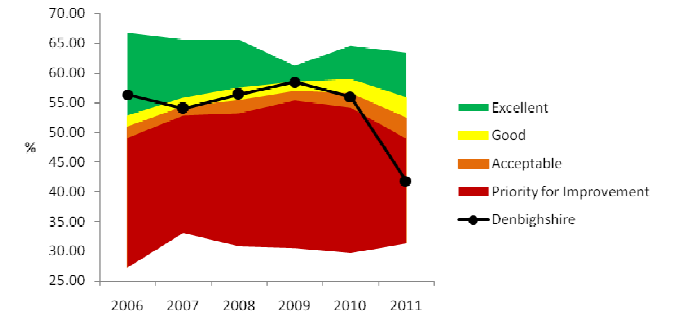
AGED 18 OR OVER



AGED 65 OR OVER

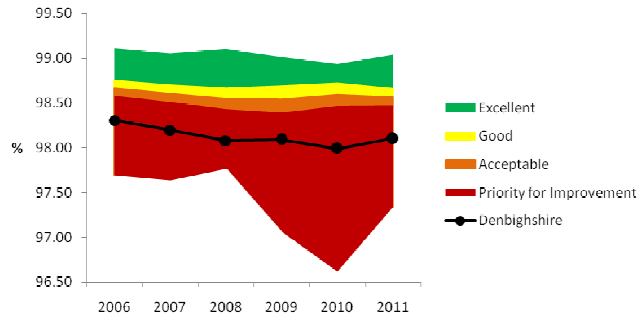


AGED 85 OR OVER

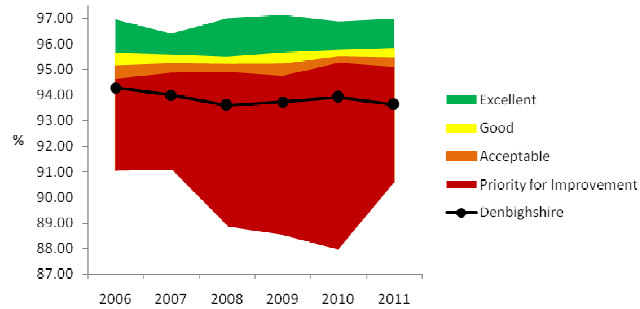


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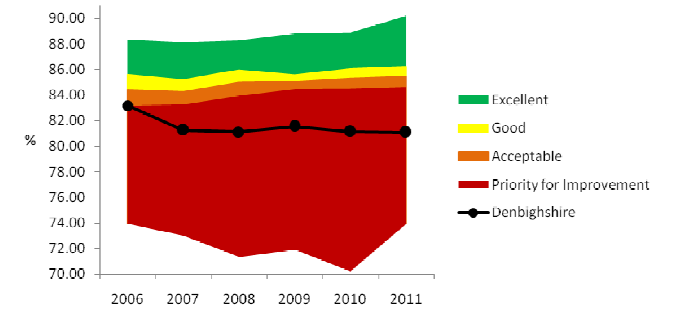
AGED 18 TO 64



AGED 65 TO 74

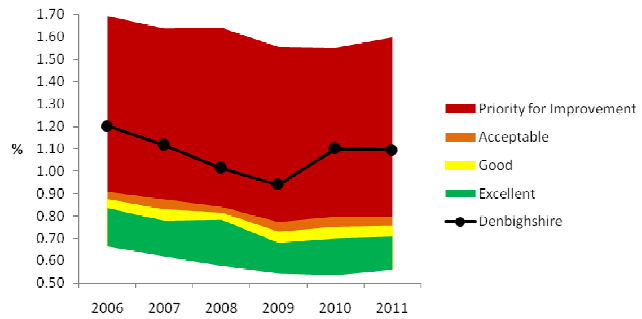


AGED 75 TO 84

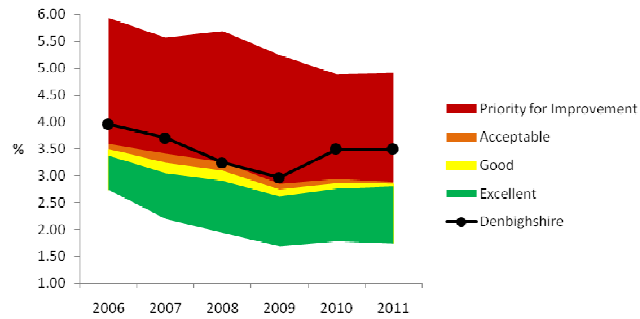


# The percentage of adults who cannot live independently

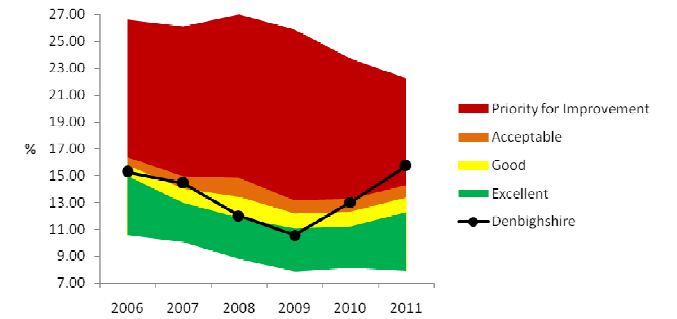
## AGED 18 OR OVER



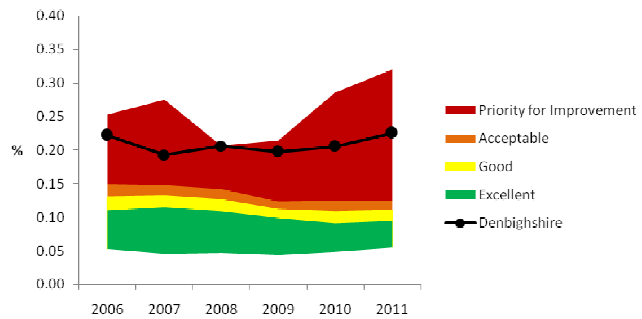
## AGED 65 OR OVER



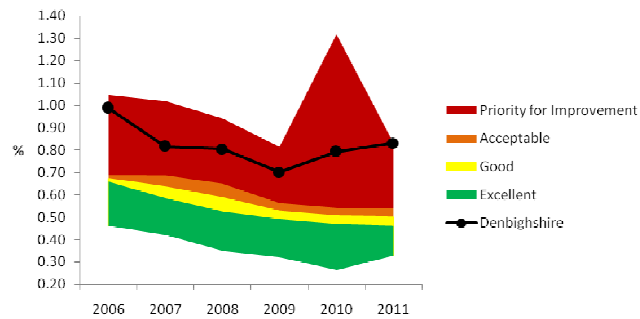
## AGED 85 OR OVER



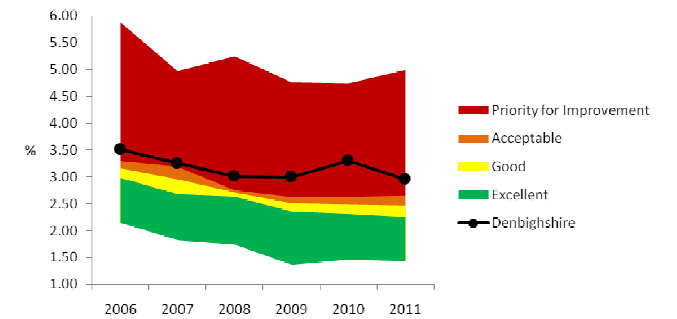
## AGED 18 TO 64



## AGED 65 TO 74



## AGED 75 TO 84

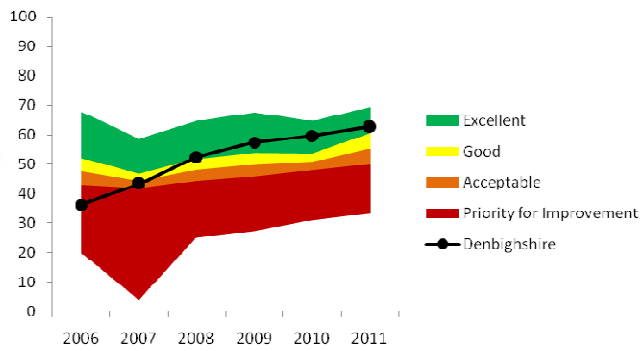


Of the people who can live independently with a package of care, the percentages that are supported to live independently through

- a) modern supportive options
- b) traditional care options

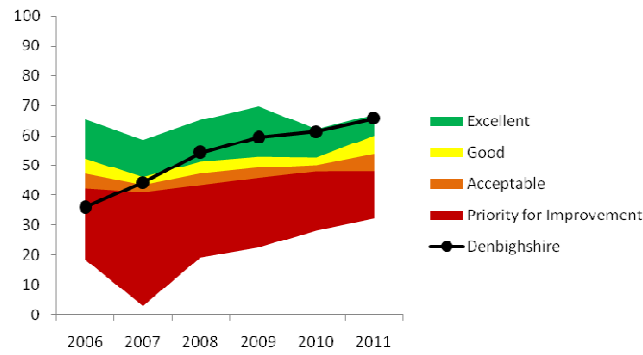
AGED 18 OR OVER

(a)



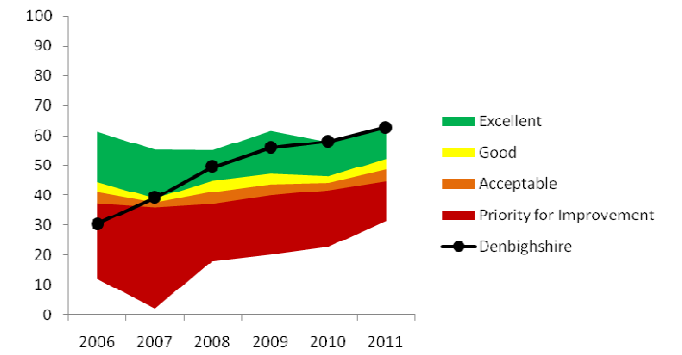
AGED 65 OR OVER

(a)

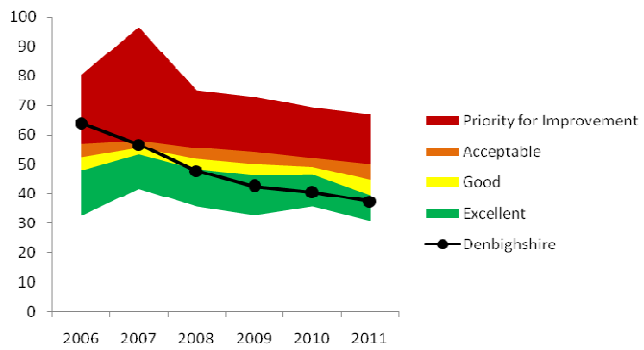


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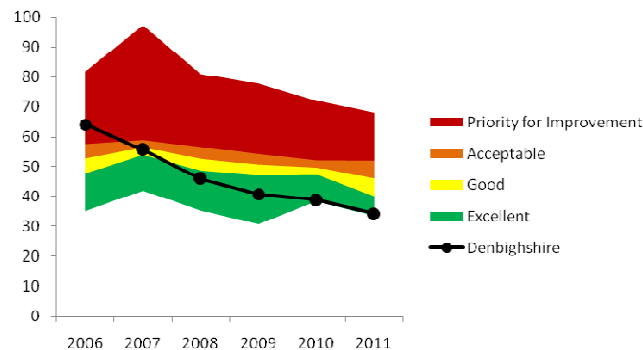
(a)



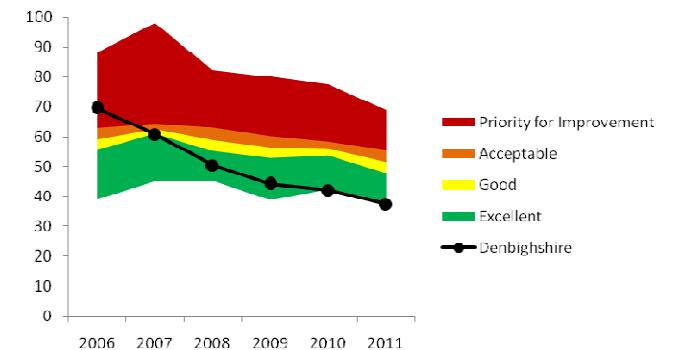
(b)



(b)



(b)



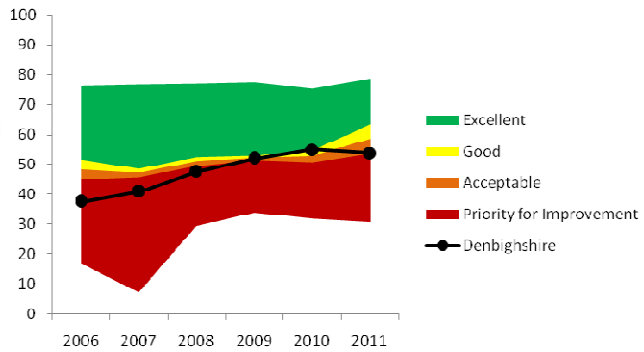
Of the people who can live independently with a package of care, the percentages that are supported to live independently through

- a) modern supportive options
- b) traditional care options

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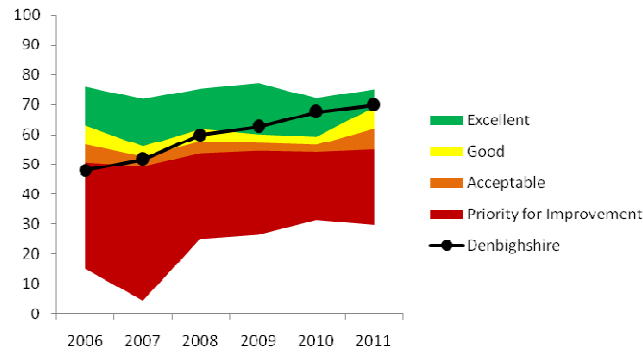
AGED 18 TO 64

(a)



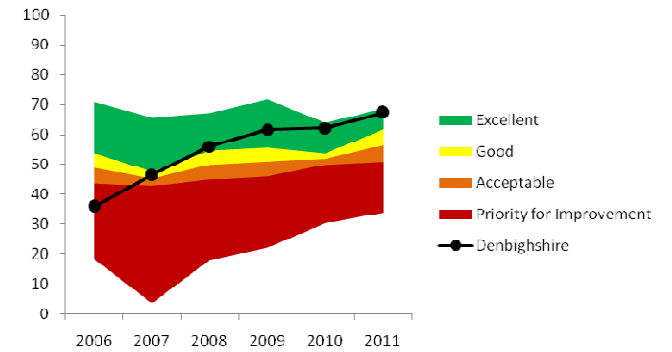
AGED 65 TO 74

(a)

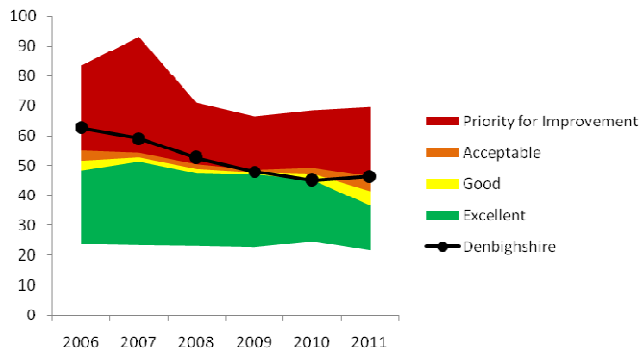


AGED 75 TO 84

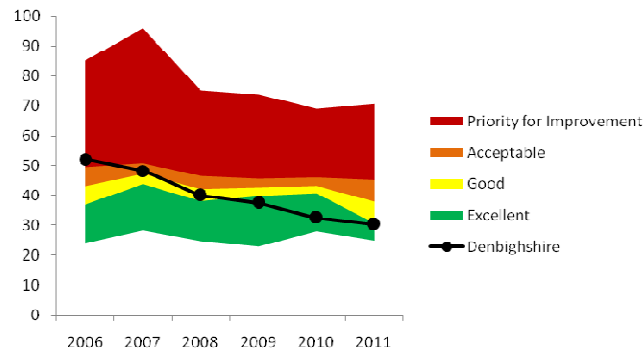
(a)



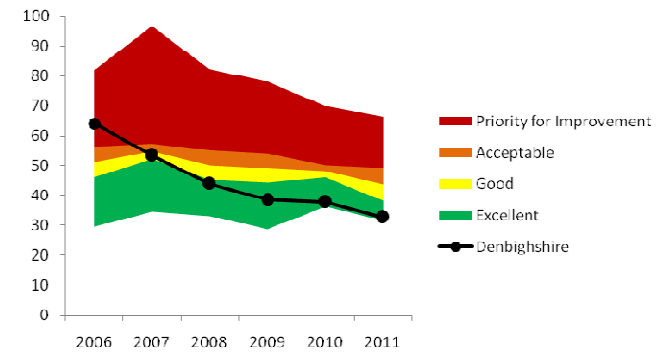
(b)



(b)



(b)



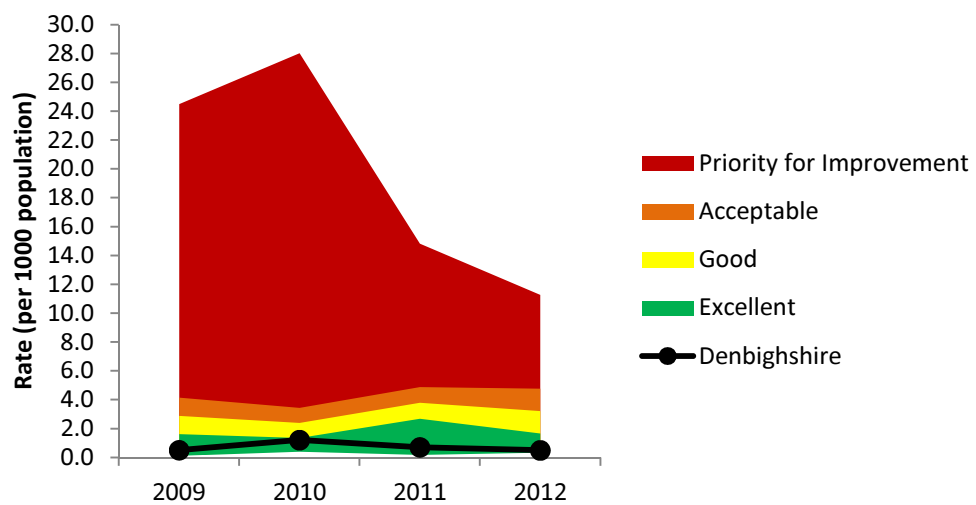


## Summary of the Council's Performance

- The known performance data highlighting the council's contribution presents a positive picture. For the greater part, we are performing well in a number of areas supporting people to live independently.
- Some data gaps require a discussion within the social services management information team to identify and report the currently known data for each missing performance measure.

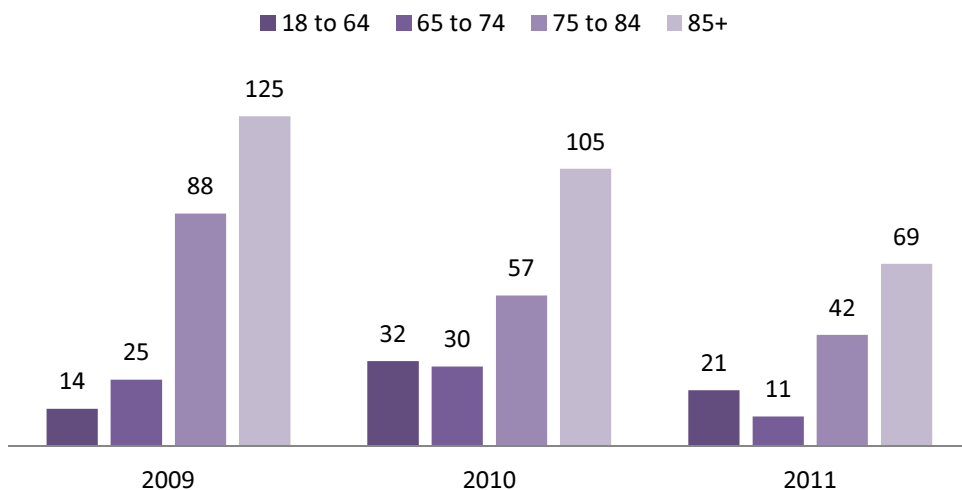
## Performance Measures

### The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over



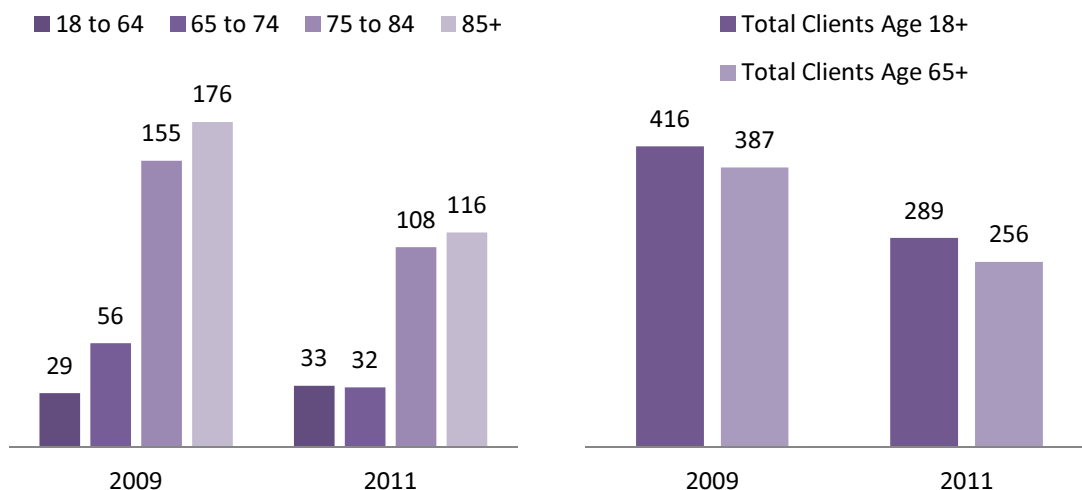
- A delayed transfer of care is when a hospital patient is ready to move on to the next stage of care but is prevented from doing so for one or more reasons. A delayed transfer of care can have a negative impact on a patient's long term well being. Timely transfer and discharge arrangements are also important in ensuring the availability of beds.
- Denbighshire has consistently shown excellent performance minimising delayed transfers of care for social care reasons.
- In 2011/12, Denbighshire ranked second in Wales, where the timely transfer and discharge arrangements for older people are excellent, with relatively few instances for social care reasons and significantly better performance than the Wales upper quartile.

### The number of new placements of adults whom the authority supports in care homes (by age cohort)



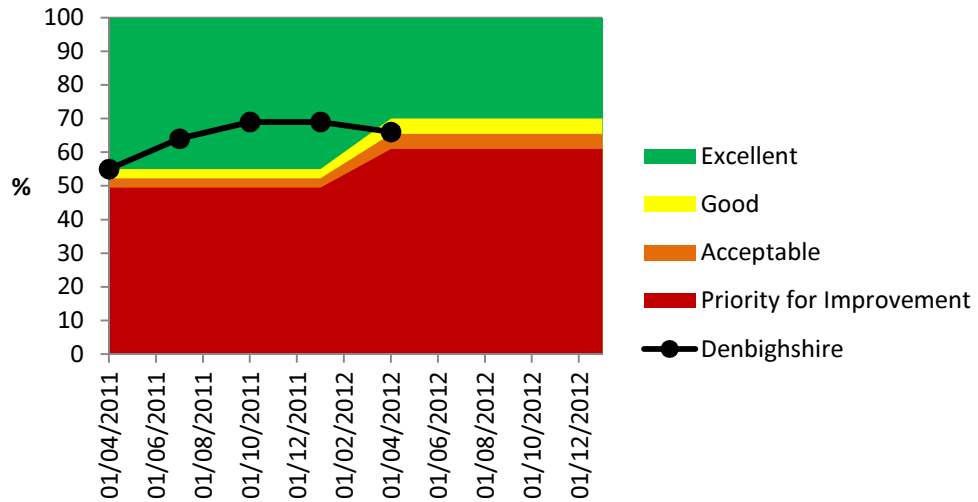
- This represents the number of new clients placed in a care home during the year. There is a clear decline in the overall number of new placements into care homes. The service expects an incremental decrease in new placements into care homes in addition to an overall reduction in the total care home placements.

### The number of service users in receipt of assistive technology



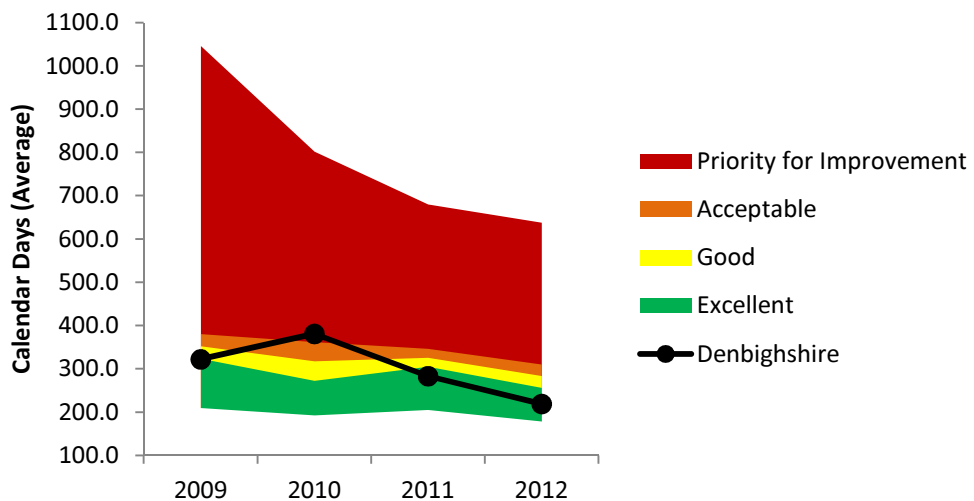
- The figures for assistive technology (Telecare) reflect new installations during the year rather than the total number of people in receipt of assistive technology (Telecare) during the year. The age breakdown is not available for 2010.
- In the introductory year of this technology, the service expected higher numbers as all users were new. Now that the service has been providing this technology for some years, and that there is a drive to provide this type of technology, the service expects an incremental increase in the number of service users in receipt of assistive technology.

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



- This measures the performance of a service function, which aligns to their current method of initial involvement with prospective adult social care clients. Current performance is good and shows a general trend of improvement (i.e. a greater proportion of initial clients able to return home to live independently).
- This measure is likely to be replaced by a new measure as the service realigns its approaches to accommodate the future National Outcome Framework for Social Services.

**The average number of calendar days taken to deliver a Disabled Facilities Grant**



- The timeliness of delivering a DFG has improved considerably since a "Sprint" workshop between Social Services and Planning and Public Protection Services (Housing Renewal Team) took place to understand each other's perspective. This led to a better understanding of the whole picture relating to pre and post DFG adaptation approval.

- Work continues to take place within the Housing Renewal Team to seek further improvements to the delivery of a DFG once they have been informed by the Occupational Therapist that one is necessary. This was discussed at the most recent Service Performance Challenge and the service left with a number of actions to explore in relation to DFG delivery.
- The DFG calculation methodology come into question in 2010/11 but the WAO did not qualify the data (despite what is noted on StatsWales) or request that we change our calculation procedure.

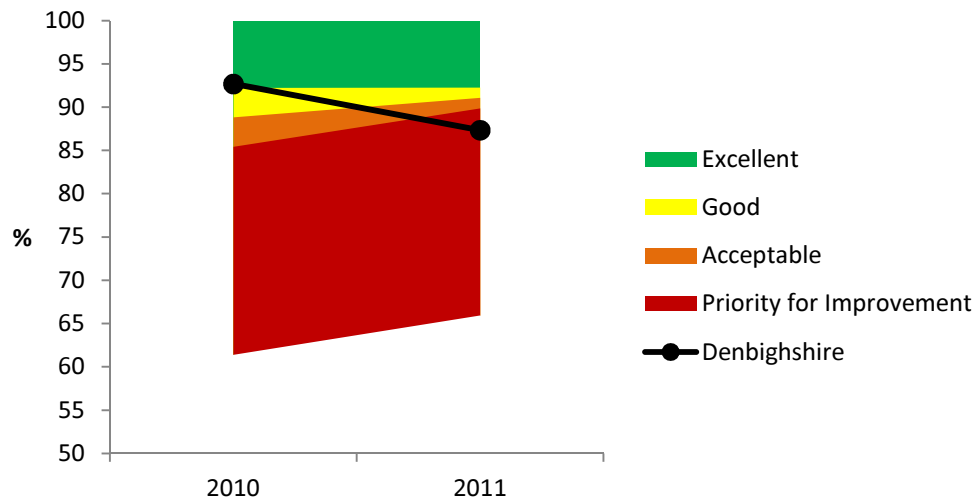
## Outcome: Vulnerable people are protected

### Summary of the Outcome

- The council identifies referrals as a proxy to provide an indication of the protection of vulnerable people. In the case of adults, in relation to where the risks have been managed, the position is currently a "priority for improvement". For children, in relation to where referrals become re-referrals within a 12-month period, the position is currently "good".

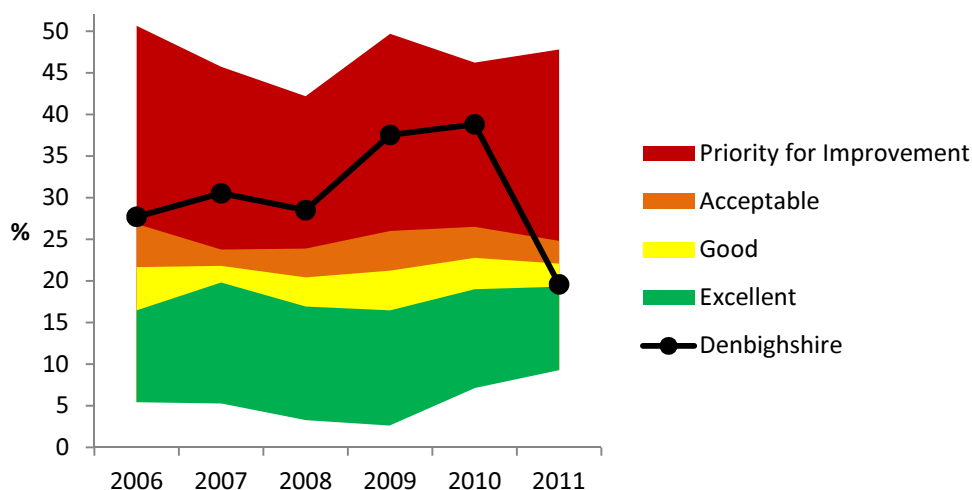
### Indicators

#### The percentage of adult protection referrals completed where the risk has been managed



- The position in Denbighshire has moved from excellent to a priority for improvement in 2011. The decline in Denbighshire has been made more prominent by a general trend of improvement in Wales, which highlights the challenge for Denbighshire. However, this proportional decline relates only to a small number of unaccounted cases.
- For the majority of unaccounted cases, the interpretation of the service would be that the risk has been managed. However, this is not explicit within the calculation methodology for this national indicator, so remain unaccounted.
- The key reasons identified by the service that can give rise to an unaccounted case are:
  - ◆ Where no risk was identified, or
  - ◆ Where the individual had the capacity to manage their risks, within allowance
- For future reporting, the service will quantify this contribution to this indicator and offer an interpretation of their position.

## The percentage of referrals that were re-referrals within 12 months (children)



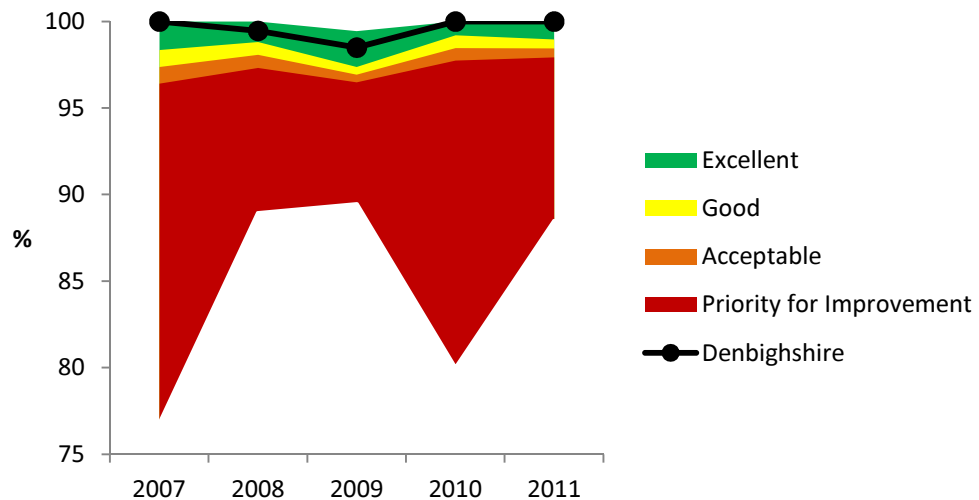
- In 2010, the Care and Social Service Inspectorate for Wales (CSSIW) highlighted the percentage of re-referral cases with Children's Services a priority for improvement in Denbighshire. For five of the past six years, the position was a "priority for improvement" and worsening. It was after intervention by CSSIW through their regulatory report that the service set about making improvements. Those improvements are evident in the latest years figures, where significant improvements now show the percentage of re-referral cases as good, and close to excellent (near the upper quartile in Wales).

### Summary of the Council's Performance

- The challenge for Denbighshire is to maintain excellent performance in all of the areas where performance is high, and look for improvements to the timeliness of initial core group meetings.
- A small improvement in the timeliness of initial core group meeting to a similar level found in 2008 should be sufficient to cross the Wales median threshold and for performance to become acceptable.

## Performance Measures

The percentage of child protection reviews carried out within statutory timescales during the year

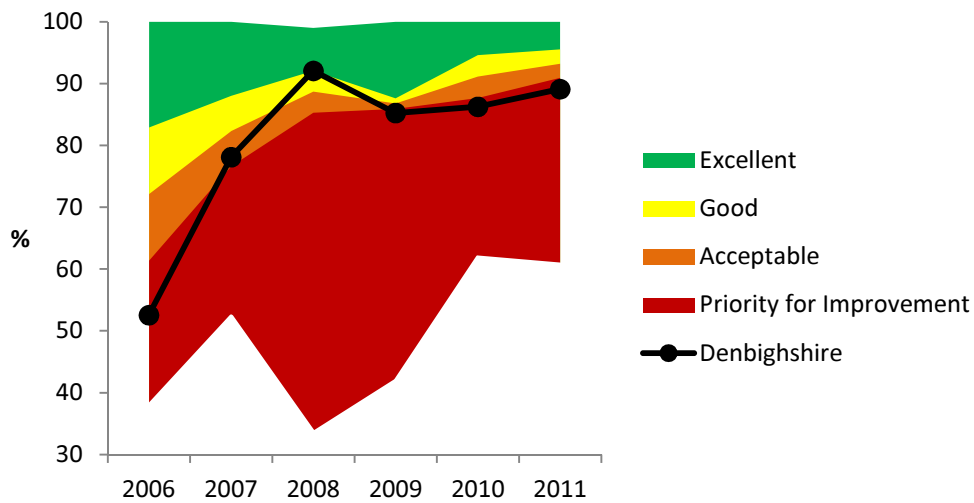


- Denbighshire has a strong record of achievement with consistently excellent performance (upper quartile) for carrying out timely child protection reviews. During the past five years, Denbighshire has shown a 100% achievement rate on three occasions and is one of only a few local authorities in Wales to have such a record.

The percentage of open cases of children on the child protection register who have an allocated social worker

- It is not possible to provide a graph as all quartile boundaries are 100% (i.e. upper quartile, Wales median and lower quartile thresholds are all at 100% as most councils perform at 100% for this measure. This means that anything less than 100% would be deemed a priority for improvement.
- Denbighshire also has excellent performance and a 100% record ensuring that open cases of children on the child protection register have an allocated social worker.

**The percentage of initial core group meetings due in the year, which were held within 10 working days of the initial child protection conference**



- Denbighshire performance is comparatively low when considering the timeliness of core group meetings. Despite a recent trend of improvement, performance has remained a consistent priority for improvement (below Wales median) during the last three years.
- A relatively small increase in performance is all that is required in order to perform above the Wales median.



## **Clean and tidy streets**

**Outcome:** To produce an attractive environment for residents and visitors alike

### **Summary of the Outcome**

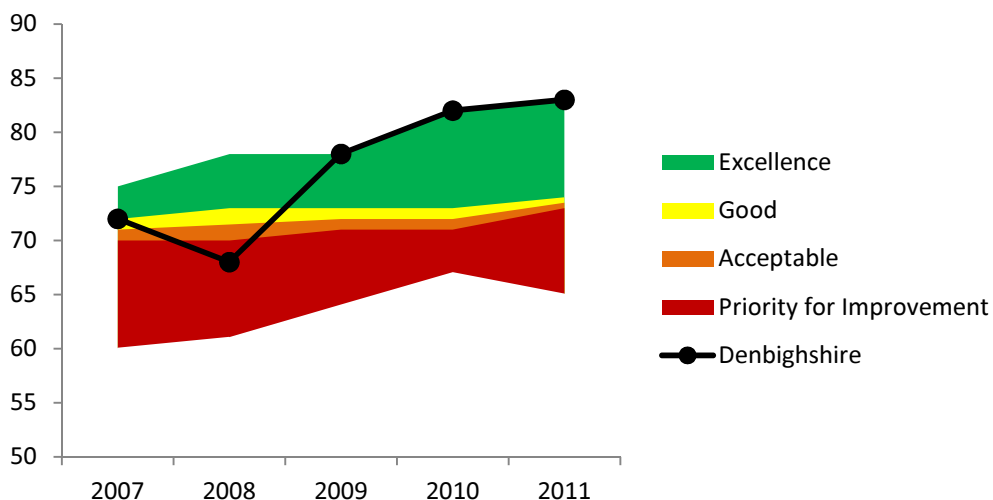
- It is difficult to determine a firm conclusion on the baseline position for this outcome. Our position with the Cleanliness Index gives some reason for optimism. The alternative perspective is to argue that the consultation work, which led to this outcome being chosen as a priority, may indicate that improvements are required in this area. However, it should be noted that cleanliness issues, in particular dog fouling, score highly as an area of concern for residents in almost all local authorities across the UK.

### **Indicators**

- Peoples' perception is a critical success factor for this outcome. We want people to be satisfied with the cleanliness of their local areas. Therefore, we have developed a set of new questions for the Residents' Survey to ascertain these views. We also identified the need to engage with Town and Community Councils to understand their perceptions, concerns and gather their suggestions for improvement. To ascertain Town and Community Councillor satisfaction, we have developed further new questions to be included in new survey work. There are no baselines for these indicators because they are new indicators for 2013. They are the percentage of respondents reporting satisfaction with:
  - ◆ Overall, how satisfied are you with the cleanliness of the streets within your local area?
  - ◆ How satisfied are you with the cleanliness of the streets within your local area in relation to dog fouling?
  - ◆ Overall, how satisfied are you with the cleanliness of the streets within your nearest town centre?
  - ◆ How satisfied are you with the cleanliness of the streets within your nearest town centre in relation to dog fouling?
  - ◆ The percentage of Town and Community Council's who report satisfaction with the cleanliness of the streets in their Town and Community Council area; and
  - ◆ The percentage of Town and Community Council's who report improvement in the problems associated with dog fouling, in their Town and Community Council area, in the last 12 months.

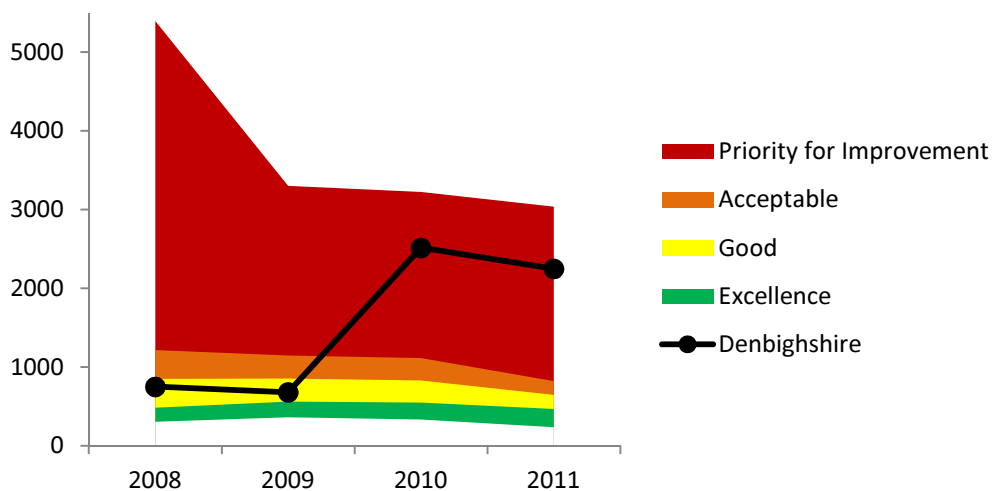
In addition to the satisfaction measures, we have also chosen the following indicators:

### The Cleanliness Index (average score)



- Since 2009, Denbighshire has been the leading authority in Wales for this indicator.

### The number of reported fly tipping incidents



- A large increase in the number of reported incidents in 2010 moved Denbighshire's position into a priority for improvement. We have seen modest improvement subsequently but this is in the context of modest improvement across the board for local authorities in Wales. The figures used to calculate the excellence and priority for improvement thresholds have been weighted by population to improve comparability.

## Clean Streets Survey – Improvement Areas

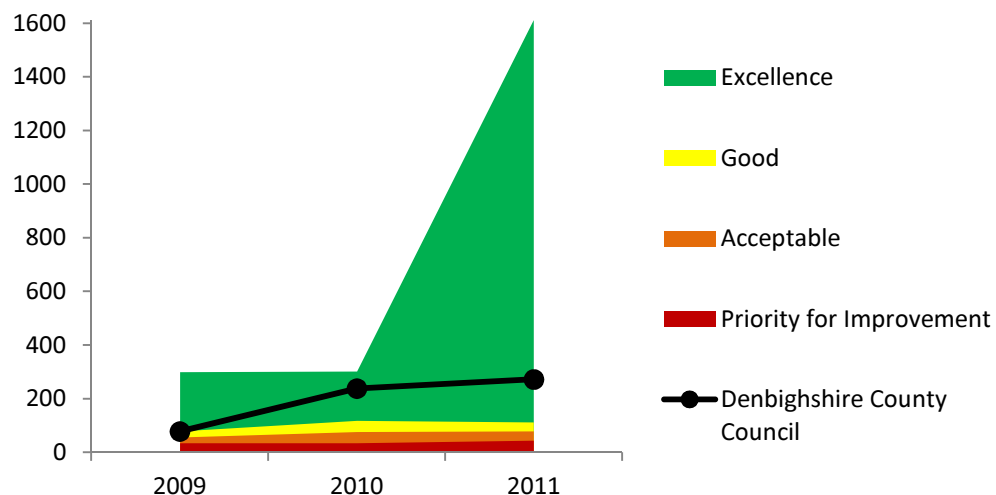
- This is also a new indicator for 2013. The method used for conducting cleanliness surveys will be the same as the national measure above (the Cleanliness Index); however, these surveys will take place in designated priority locations. The "improvement areas" will be examined each quarter to enable a time-series of data to be constructed.

## Summary of the Council's Performance

- Again, it is difficult to ascertain a firm conclusion on the council's contribution to this outcome, as a number of measures require data. Where we do have data, performance varies. Excellent performance in the number of fixed penalty notices issued (all types) is offset by a performance reduction for issues against dog fouling, and declining performance for clearing of fly tipping incidents.

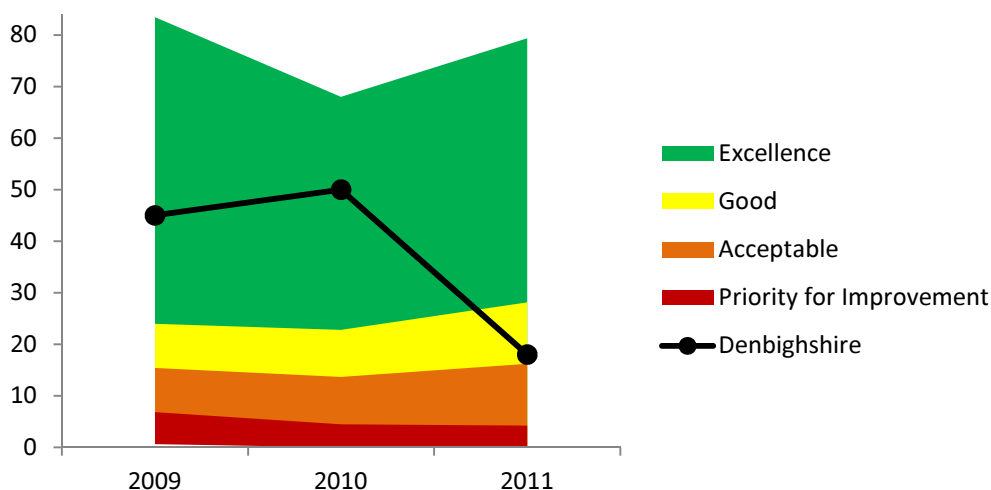
## Performance Measures

### The number of fixed penalty notices issued (all types)



- Denbighshire issues a greater number of fixed penalty notices when compared to other councils in Wales, and has been increasing that amount steadily in recent years. It is worth considering the diverse range of attitudes to issuing fixed penalty notices in different authorities. Some authorities issue very few and others issue extensively, in some cases over 1000 annually. In 2011, Denbighshire issued 272 fixed penalty notices, which equates to excellent as it is in the top quartile in Wales. The figures used to calculate the thresholds have been weighted by population to improve comparability.

### The number of fixed penalty notices issued (dog fouling)

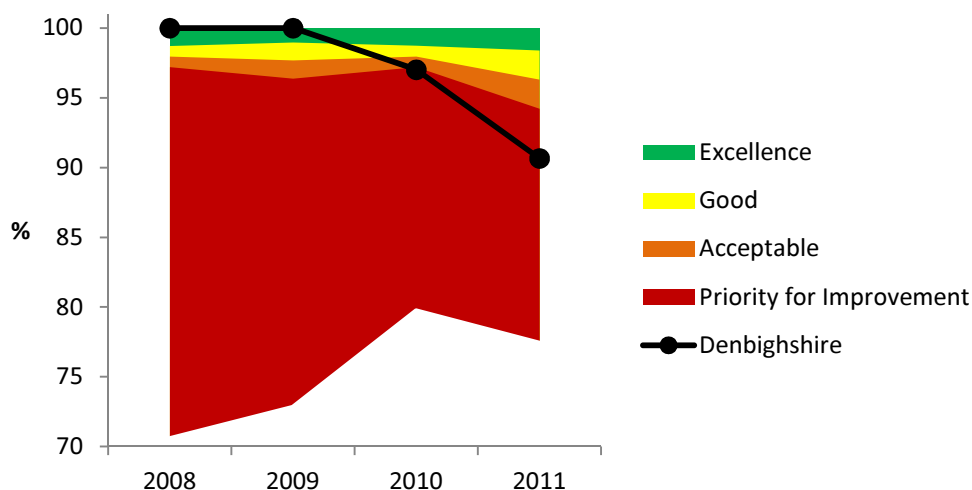


- There is similar variation in the willingness of different local authorities to issue fixed penalty notices for dog fouling. In 2011/12, Denbighshire issued 18 fixed penalty notices for dog fouling, down from 50 in 2010/11. This shifted our performance from excellent to good. Again, the figures used to calculate the zones have been weighted by population to improve comparability.

### Average Response time to litter notifications (including dog fouling)

- This is a new performance measure for 2013, so no data currently exists.

### The percentage of reported fly tipping incidents cleared within 5 working days



- This is a national indicator. Denbighshire's performance has declined in recent years, shifting the council from excellent performance (and best in Wales) to a priority for improvement.

**Effective use of Section 215 notices**

- This is a new performance measure for 2013 and the Planning and Public Protection Service is currently in discussions about the detail of how it will be calculated etc.

**Measure of the enforcement action taken by the council, as a landlord, on untidiness in council house gardens**

- This is a new performance measure and is currently being developed by the Housing and Community Development Service. There is therefore no baseline currently available.

## Ensuring access to good quality housing

**Outcome:** The housing market in Denbighshire will offer a range of types and forms of housing in sufficient quantity to meet the needs of individuals and families

### Summary of the Outcome

- A baseline evaluation of this outcome will be possible once the housing report undertaken by Glyndwr University is finalised (see below).

### Indicators

- Awaiting Glyndwr University Report

At the strategic level, an assessment and understanding of housing demand and supply has been done to inform the development of the LDP. A key function of the LDP is to address the need for additional housing to ensure a balance between supply and demand and ensure land is allocated appropriately.

The Housing strategy team and the LDP strategy team have been working for some time with Glyndwr University to develop datasets that can provide us with the indicators we need. The specific datasets are currently being developed, but the model will look like this:

1. A measure of the current supply of social housing
2. A measure of the current supply of affordable housing\*
3. A measure of the current supply of market housing\*\*
4. A measure of housing need\*\*\*
5. A measure of pent-up demand\*\*\*\*

\* We intend our definition of affordable housing to include intermediate rents, shared equity, and other schemes, which involve an intervention in the market. This may incorporate existing national measures relating to the supply of affordable housing.

\*\* Market housing would include private rent as well as owner occupied.

\*\*\* We hope to develop a measure of housing need that goes beyond statutory homeless definition and includes people in unsuitable accommodation who may benefit from social or affordable housing schemes.

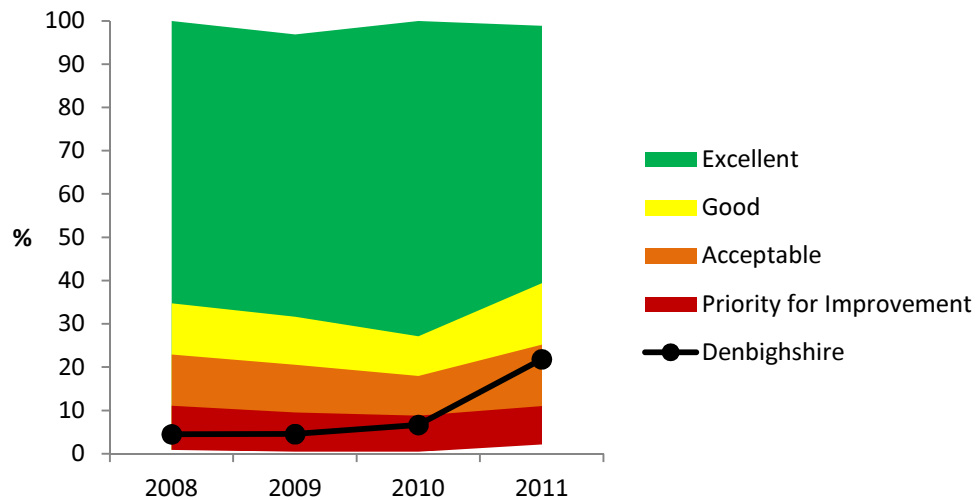
\*\*\*\* The intention behind the pent up demand measure is to identify opportunities for market lead growth.

## Summary of the Council's Performance

- There remain a number of data gaps for the performance measures; however, from the data that is accessible it presents strong or improving performance in the delivery of a number of service areas.

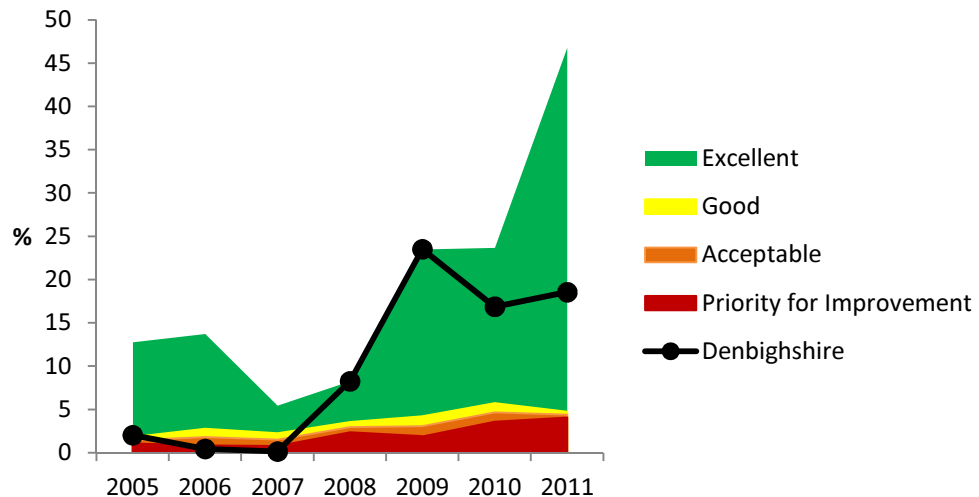
## Performance Measures

The percentage of HMOs known to the authority, which are eligible for licensing, which have a full licence or a licence with conditions (Mandatory and Additional)



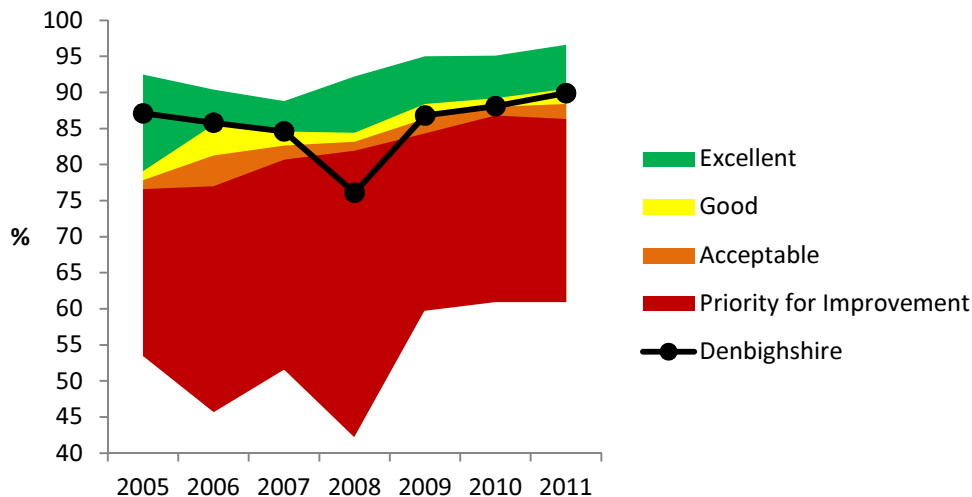
- Performance has recently improved, although there remains a significant gap between the middle achieving councils and the best performing councils in Wales.

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



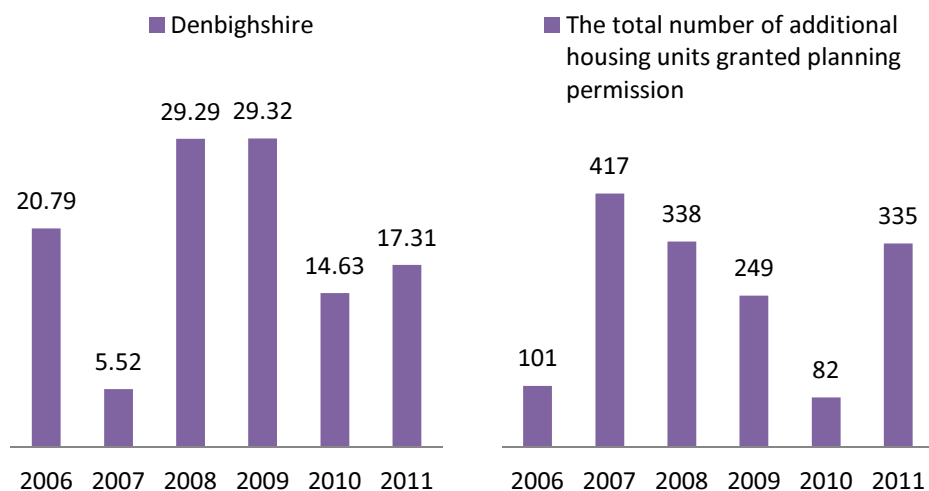
- Performance in this area reflects a clear shift in policy to focus on returning empty dwellings to occupation. In recent years the performance trend has not been consistent, rising and falling considerably. However, Denbighshire has shown consistently excellent performance (upper quartile) since 2008.

**The percentage of householder planning applications determined during the year within 8 weeks**



- There has been a steady improvement in performance across Wales since 2005. Denbighshire’s performance declined slightly from 2005, suffering a low spike in 2008. Since then, performance has bounced back and gradually improved. The general trend in Denbighshire is upward, and performance is comfortably above the Wales median and close to becoming excellent.

**The number of additional affordable housing units granted planning permission as a percentage of all additional housing units granted planning permission during the year**



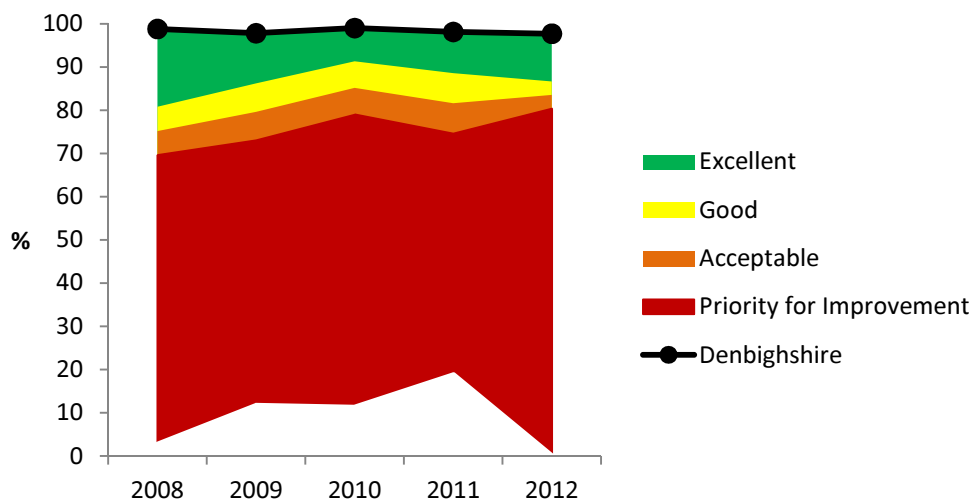


- This first chart identifies the proportion of additional housing units granted planning permission that are categorised as "affordable" in Denbighshire. The second quantifies the total number of additional housing units granted planning permission during the year.
- The above figures **excludes** planning applications that have been granted planning permission at planning committee, subject to a section 106 agreement. These planning applications will only be included in the above figures once the legal agreement has been signed and a planning certificate has been issued. It also **excludes** outline planning permissions granted.
- The service needs to agree what the appropriate excellence and priority for improvement thresholds should be for this performance measure.

#### **Supply of housing land in years as determined by the joint housing land availability study**

- A local indicator is being developed to capture the supply of housing land availability by Planning and Public Protection. This work is currently underway but is not final.

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



- Denbighshire’s performance here has been the best in Wales for some years now, and the level of performance has been broadly consistent. This suggests that the systems we have in place to manage homeless prevention are robust and effective.

**The percentage of council properties improved to Welsh Housing Quality Standard**

- At 17<sup>th</sup> January 2013, 89% of council properties were improved to the Welsh Housing Quality Standard.
- The service needs to agree what the appropriate excellence and priority for improvement thresholds should be for this performance measure.

**The number of core Key Performance Indicators benchmarked with Housemark that are in the top quartile.**

- This figure cannot be obtained until performance information for Denbighshire has been input into Housemark. The Corporate Improvement Team is working with Housing and Community Development to support the service with their planning to introduce data into Housemark. It is anticipated that this support will run through the 2013.

## **Modernising the council to deliver efficiencies and improve services for our customers**

**Outcome:** Services will continue to improve and develop

### **Summary of the Outcome**

- ...

### **Indicators**

\*\*\*\*\*Not yet available\*\*\*\*\*

### **Summary of the Council's Performance**

- ...

### **Performance Measures**

\*\*\*\*\*Not yet available\*\*\*\*\*

**Outcome:** More flexible and effective workforce supported by cost efficient infrastructure

**Summary of the Outcome**

- ...

**Indicators**

\*\*\*\*\*Not yet available\*\*\*\*\*

**Summary of the Council's Performance**

- ...

**Performance Measures**

\*\*\*\*\*Not yet available\*\*\*\*\*

**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 21<sup>st</sup> February 2013

**Lead Member / Officer:** Lead Member for Public Realm

**Report Author:** Fleet Manager

**Title:** Speed and Rev Limiter Pilot

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

The implementation of speed/rev limiters to Council vehicles below 3.5 tons.

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

To outline the potential benefits of fitting speed limiting/rev counting devices on council owned vehicles.

**3. What are the Recommendations?**

That Members support the principle of implementing a pilot project to explore the feasibility of rolling out the fitting of these devices to all Council vehicles below 3.5 tonnes.

**4. Report details.**

**4.1 Background**

In 2011/12 the Council used 616,378 litres of diesel fuel from Council Depot bunkers and spent another £110k with local petrol stations via fuel cards.

The Fleet Management Service has always aimed to reduce fuel usage in order to reduce cost and carbon emissions but has never had reliable fuel usage information to understand the success, or otherwise, of any initiatives.

In 2010 work was started to look into a new fuel delivery system. Having identified funding and procured software the new system became fully operational in Lôn Parcwr Depot, Ruthin and Kinmel Park Depot, Bodelwyddan in April 2012. The new fuel management system is already producing valuable information relating to individual fuel usage.

The Council also procures diesel from local fuel stations where this is more efficient than using either of the depots. This system, based on fuel cards, has been extended to a much larger number of garages recently and the information is now also incorporated into the Council's management systems.

This additional information makes it possible to undertake a benefit analysis of any new initiative.

#### **4.2 Limiters**

One such initiative is to fit a device to each vehicle which could control the top speed of the vehicle and also how fast the engine can rev. Controlling both through one unit is new and innovative and should ensure significant financial savings and reduced carbon footprint.

Attached as appendix 1 are a number of examples of organisations in the private and public sector that have seen significant improvements in fuel efficiency from the use of each of these devices,

Whilst there are benefits to limiting speed and revs there are also some issues which will be dealt with through training and careful monitoring throughout a six month pilot.

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

This initiative will deliver efficiencies which will directly support the modernisation priority.

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

The cost of the devices for the trial would be £300 each to include fitting, total cost for 10 units is £3,000.

The service has identified funding from last year's underspend which will be used to underwrite this potential 'spend to save' initiative. The pilot will be assessed after 6 months but it is anticipated that there will be sufficient savings realised during the first full financial year to offset the cost.

The equipment can be removed from a vehicle before disposal and re-fitted to any new vehicle.

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

Initial consultation with specific users has taken place but should this Committee agree with the recommendations these discussions would be formalised.

#### **8. Chief Finance Officer Statement**

Not required at this stage.

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

This is a low risk project but there will need to be a programme of training to ensure the impact, on every day driving, of restricting speed and revs is understood.

**10. Power to make the Decision**

Section 2 Local government Act 2000.

Article 6.3.4(c) of the Council's Constitution

**Contact Officer:**

Transport Manager

Tel: 01745 839231

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# Limiting speed to 60mph can cut fuel bills by 10%

Restricting maximum mph will only add two minutes to time of typical journey

## NEED TO KNOW

- Technology provides fleets with fuel-saving option
- Drivers over-estimate time gained by driving faster
- Typical van uses more than £7,000 of fuel each year

By Gareth Roberts

Restricting the maximum speed of a vehicle to 60mph can reduce fuel consumption by up to 10%, but only adds two minutes to the average journey time, new research suggests. DriveGain analysed 10,000 journeys uploaded to the company's web portal over the past nine months and found that limiting the maximum speed to 60mph resulted in cutting fuel spend, while not adding significantly to journey times.

"Drivers are wasting a lot of fuel for very little difference in their arrival times," said Simon East, chief executive officer of DriveGain. "We find drivers tend to over-estimate how much quicker they will arrive when driving faster. Unless the roads are totally clear, other traffic on your route will tend to slow you down considerably."

When driving at higher speeds drivers tend to accelerate until they catch up with traffic ahead, at which point they brake to slow down, and this constant acceleration and braking cycle uses much more fuel than travelling at a constant speed.

DriveGain produces an application using the iPhone's GPS to calculate how efficiently the vehicle is being driven. Combining information about acceleration, driving smoothness, and overall speed with the exact specifications of the vehicle being driven, it gives the driver feedback on how they can reduce the amount of fuel they are using.

For each journey the DriveGain app records the speed, the actual fuel used and the journey duration.

## ESTABLISHING MPG IS VITAL FIRST STEP

A recent survey of FTA's van operating members revealed that almost half didn't measure fuel consumption across their van fleet, only a quarter planned their routes and a third didn't train their drivers in fuel-efficient driving.

So what can operators do to improve their performance? The starting point must be to establish the current fuel efficiency within the fleet.

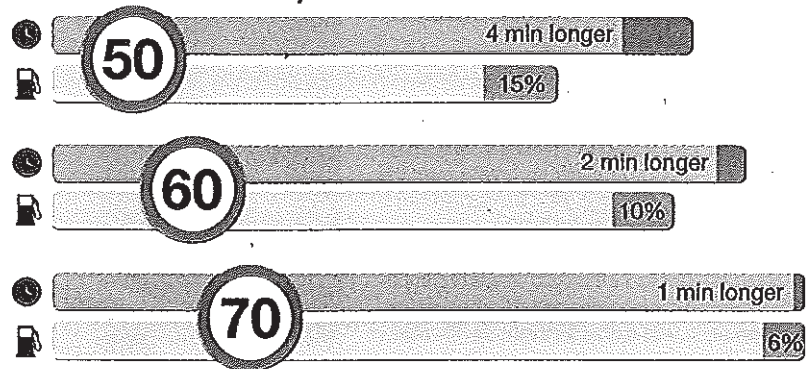
The FTA says that simply comparing the figures across similar vehicles and drivers can quickly highlight areas for attention.

Driver training is seen as having a positive effect on fuel spend and telematics has a role to play, as has simple mpg calculations, but the key is to ensure drivers are aware of the impact of their driving habits.

The FTA also reports that a major fleet operator realised more than 10% savings simply by investing in off-the-shelf sat-navs and instructing their drivers to plan their routes and to use the built-in fuel price function to identify the cheapest fuel within three miles when they need to fill-up.

The use of speed limiters was also seen as vital. Aside from the legal issues, a van travelling at 80mph can use 25% more fuel than at 70mph. Almost two-thirds of respondents regularly use speed limiters on their vans and recognise their use as being an effective fuel saving measure.

## JOURNEY TIME VS MAXIMUM SPEED



DriveGain's calculations show the time penalties and fuel savings available over average journeys if vehicles do not exceed a set speed rather than driving at any speed

**"Drivers are wasting a lot of fuel for little difference in their arrival times"**

Simon East, chief executive office, DriveGain

The company examined this data to see how many journeys exceeded a set speed, such as 60mph. It then compared the total time and fuel use of these journeys to a simulation of what would have happened if the user had been limited to the restricted speed.

This allowed DriveGain to work out what the average extra journey time and fuel saving was for these journeys if the vehicles' speed was limited.

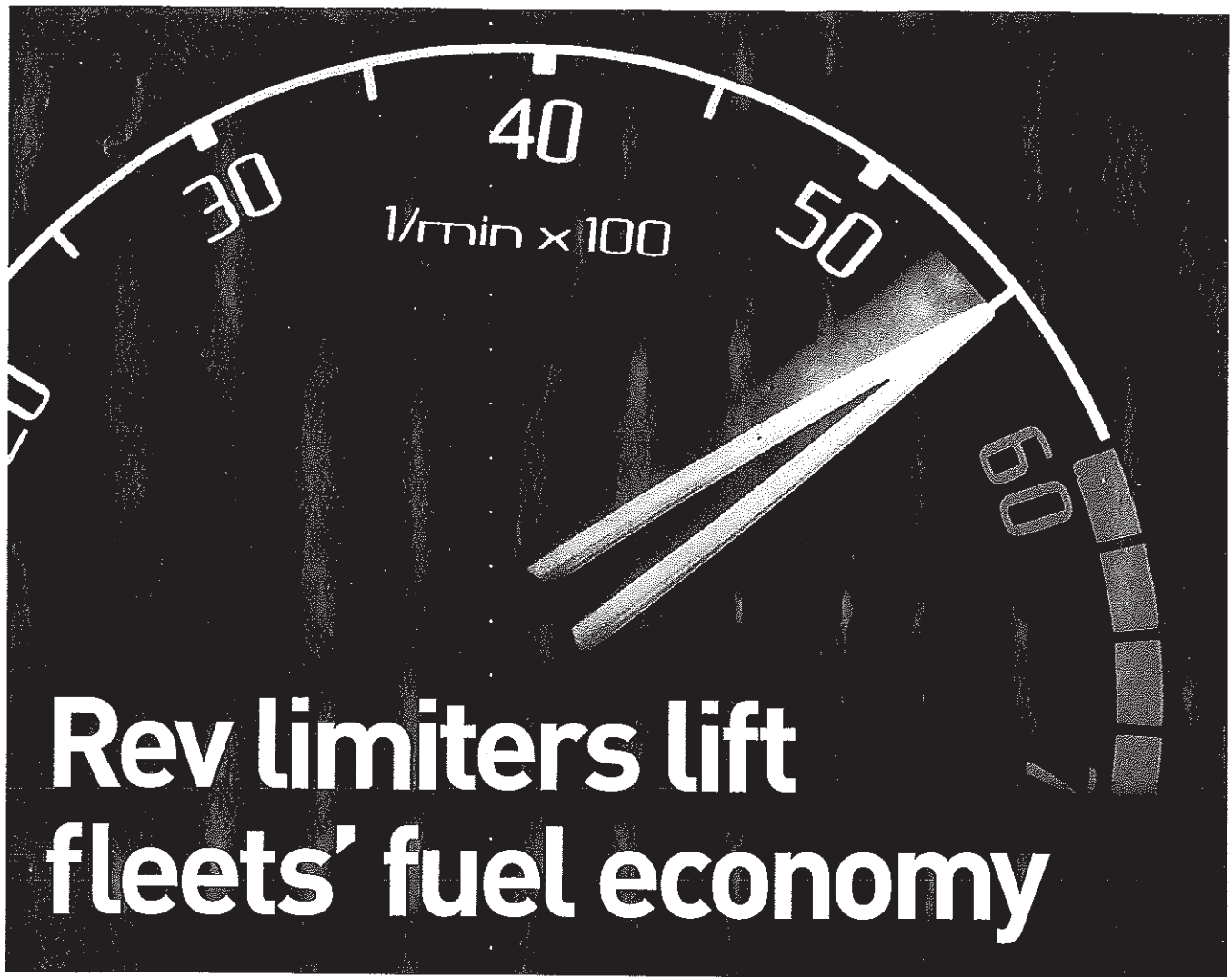
This journey data is also uploaded to the web server (for users who enable this) where it can be analysed.

DriveGain's statistics appear to support fleet operators that employ technology to limit a vehicle's speed, which is especially timely when the Freight Transport Association (FTA) says that diesel prices have increased by more than 5% since this time last year and fuel now represents more than 70% of the running costs for the average van on the UK roads. A typical van will use more than £7,000 of fuel each year.

However, despite this burden, many operators are failing to take on board straightforward measures to reduce this cost to their business, let alone turning to technology.

Mears Group has been fitting speed limiters to its vehicles for more than five years and it reduced the limit on LCVs to 60mph three years ago. Fleet manager Jo Hammonds said: "We have seen no increase in journey times, but we have seen a large increase in economy giving around 10% savings on fuel and have also seen a reduction in the number of accidents."

There is also a developing trend towards the adoption of rev limiters with several operators reporting successful trials.



# Rev limiters lift fleets' fuel economy

Up to 25% improvement recorded in fleet's mpg and CO<sub>2</sub> output during trial

By Alisdair Suttie

**A**ny van operator would welcome a 25% increase in fuel economy, especially if there was a low-cost way of achieving the improvement. The solution comes in the form of rev limiters that allow normal use of a van, but restrict its engine revs and, consequently, its maximum speed.

A trial by Autokontrol, one of the UK's leading suppliers of aftermarket limiters, showed a 24.7% improvement in economy, corresponding to a similar reduction in CO<sub>2</sub> emissions.

One utility company in north-west England fitted limiters to 19 vehicles, including Ford Transit, Land Rover Defender, Toyota Hilux and Vauxhall Movano.

The average improvement to economy across the range of vehicles was 4.42mpg to give an average consumption of 22.31mpg. The company has now ordered rev limiters for its entire fleet.

Gerry Leggat, product manager of Autokontrol, said: "This trial ran for six months and we saw improvements of as much as 13mpg for some vehicles. Even with vehicles that already had a factory-fitted speed limiter, we witnessed worthwhile economy gains."

The cost of fitting an aftermarket limiter can be spread even further than its use on the original vehicle. Leggat says: "A rev limiter is simple to

install, which means very little downtime for the vehicle, and the approximate £300 plus VAT cost is easily returned in fuel savings. The limiter can be removed from the original vehicle and fitted to a replacement van for around £90."

The amount of fuel saved using a rev limiter worked out at 5mpg for a Ford Transit 350 medium wheelbase, lifting it to 22mpg.

This van would cost £23,734 in fuel at current prices over a typical 36-month/60,000-mile period with no rev limiter. Fit the limiter and the fuel bill drops to £18,340, saving £5,394.

Richard Wiggins, head of technical fleet for Royal Mail, has fitted speed limiters on all the fleet and rev limiters on urban-based vans.

"We recognised our light fleet was capable of performance that exceeded our needs, so we adopted a policy of fitting limiters prior to the vehicle entering service," he said.

"Every LCV we purchase is limited to 70mph, as well as coming with reversing sensors and seat-belt warning devices. We have seen a small benefit in fuel economy, but just as importantly it has helped set a standard for driver behaviour."

He added: "If purchased as an option on a new vehicle, the costs is commercially viable across the life of the asset for Royal Mail. For retrospective fitting of a rev limiter, it should be undertaken as part of a scheduled service visit and is a small

job for most vehicles without attracting vehicle downtime."

Factory-fitted limiters cannot be removed or swapped, which can have an effect on the van's resale value. Many fleets have limiters as standard, but not all buyers want rev or speed restrictions.

This is where a transferable rev limiting unit can offer a van operator the best of both worlds. It also allows the owner to fulfil their duty of care to the driver by ensuring the vehicle cannot exceed the national speed limit or legal maximum for that vehicle.

Most speed limiters work by taking a signal from the speedometer, measuring its frequency and then preventing the signal from going beyond this frequency. A rev limiter works in a similar fashion, but it intercepts the signal from the throttle pedal to the rev counter and then passes it on to

**"Every LCV we purchase is limited to 70mph"**

Richard Wiggins,  
Royal Mail



## Rev Control Fuel Savings

### Angus Council

65 Renault Clio cars first six months operation saved 15.2%

### Gwynedd Council

Ford Transit Connect saved 10.64%

### North Lanarkshire Council

Ford Transit Connect consumption went from 42mpg to 49mpg (17%)

### Major Supermarket

Rev control on Automatic Sprinter vans

Two vehicles were fitted and showed a saving of 6% which rose to 7% during the last 4 weeks

Cost saving amounted to £817 per vehicle per year

### Fife Council

Rev control on Ford Transit Panel van

| Before rev control fitted | Miles  | Gallon | MPG   |
|---------------------------|--------|--------|-------|
|                           | 10,000 | 507.94 | 18.25 |

507.94 x £5.41 gallon = £2748.05 fuel cost

| After rev control fitted | Miles  | Gallon | MPG   |
|--------------------------|--------|--------|-------|
|                          | 10,000 | 436.10 | 22.93 |

436.10 x £5.41 gallon = £2359.35 fuel cost

Yearly saving £605.00 per vehicle

### West Midlands Ambulance

|          |                   |     |
|----------|-------------------|-----|
| Relay    | 24.20 – 31.50 MPG | 30% |
| Despatch | 35.80 – 36.58 MPG | 2%  |



## **Speed Limiter Trials – Fuel Savings**

A major utility company has recently completed extensive tests on a Romatic 'DbW' system. The speed was set at 70mph.

The vehicle used was a Peugeot Partner travelling on average 1200 miles per month. This particular vehicle was chosen because of the wide variety of journeys it undertook, from town work to motorway travel.

### **Fuel consumption figures**

Before speed limiter was fitted it averaged 28.41MPG.  
Following fitment consumption went to 40.58MPG

## **HIGHLAND COUNCIL**

Highland Council put three new Astravans into service and conducted a fuel trial.

**Van A, the Control Vehicle, was unlimited**

**Van B was limited to 65MPH**

**Van C was limited to 62MPH**

After nearly 12 months of careful monitoring with drivers being rotated the results were:

**Against Van A, the control vehicle**

**Van B saved 11.70%**

**Van C saved 18.24%**

**Highland Council's van fleet is now retrofitted, all vans are limited to 62MPH**

**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 21 February 2013

**Report Author:** Scrutiny Coordinator

**Title:** Scrutiny Work Programme

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**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:

- 3.1 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate; and
- 3.2 nominates a Member to serve as its representative on the 'Customers' Service Performance Challenge Group.

**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 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. One such proposal form has been received for consideration at the current meeting. It seeks the Committee to consider the Director of Social Service's draft self-assessment of the Service's performance for 2012-13 and areas for improvement for 2013-14 under the Annual Council Reporting Framework (see Appendix 2) prior to its submission to County Council.

#### Cabinet Forward Work Programme

4.7 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.

#### 4.8 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. The SCVCG met on 24 January and at that meeting it was decided that the report on Cefndy Enterprises should be scheduled into Performance Scrutiny Committee's forward work programme for 23 May 2013 and encompass the areas listed in Appendix 1 (see entry 2 for the meeting on 23 May). The Committee is asked to confirm this arrangement.

### **6. Service Performance Challenge Groups**

The Committee has already appointed a number of members to serve as its representatives on the Council's Service Business Planning and Performance Challenge Groups. When those appointments were made 'Customers' was included in the Education Services' Business Planning and Performance Challenge Group and the Committee appointed Councillor Arwel Roberts as its representative. However, as 'Customers' now forms part of one of the Council's seven corporate priorities for the period 2012-17, for the purpose of the Service Business Planning and Performance Challenge process 'Customers' has been separated from the Education Services. On that basis the Committee is asked to consider nominating a Member to act as its representative on the 'Customers' Service Performance Challenge Group.

### **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](mailto: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                       |                                                                                                    |
|----------|----------------------------|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------|
| 11 April | 1                          | Corporate Plan 2012/13 (up to Q3)       | To monitor the Council's performance in delivering its Corporate Plan 2012/13                                                                                                                | Ensuring that the Council meets its targets, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents                                                                                     | Tony Ward                          | July 2012                                                                                          |
|          | 2                          | Provision of CCTV in Denbighshire       | To consider options available and the potential impact of changes to the structure and provision of CCTV in Denbighshire resulting from the identified £100K of savings from the CCTV budget | (i) effective delivery of safer communities/town centres/retail areas within constrained budgets;<br>(ii) improved living environments for citizens and visitors and a safer environment which will assist businesses to invest and flourish                    | Graham Boase/Julian Sandham [CCBC] | June 2012 (Partnerships SC - deferred July 2012) transferred by SCVCG to Performance SC (Dec 2012) |
|          | 3                          | WAO Annual Improvement Report           | To consider the main annual report from the WAO about the performance of the Council                                                                                                         | Consideration of the findings of the report and any associated recommendations will assist the Committee to propose measures that will support the Council on its continual journey of improvement and to deliver effective and efficient services to residents | Tony Ward                          | January 2013                                                                                       |
| 23 May   | 1                          | Your Voice' complaints performance (Q4) | To scrutinise Services' performance in complying with the Council's complaints process                                                                                                       | Identification of areas of poor performance with a view to the development of recommendations to address                                                                                                                                                        | Jackie Walley/Steven Goodrum       | July 2012                                                                                          |

| Meeting         |   | Item (description / title)                | Purpose of report                                                                                                                                                                                                        | Expected Outcomes                                                                                                                                                                                                                                                                                                                            | Author                           | Date Entered                             |
|-----------------|---|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|------------------------------------------|
|                 |   |                                           |                                                                                                                                                                                                                          | weaknesses.                                                                                                                                                                                                                                                                                                                                  |                                  |                                          |
|                 | 2 | <i>Cefndy Enterprises</i>                 | <i>To consider the organisation's performance in delivering its Business Plan for 2012/13 and its business plan for 2013/14 and any risks identified with respect to subsidy reduction and health and safety matters</i> | <i>Identification of any risks or shortcomings with respect to the organisation's health and safety measures, financial and resource viability going forward to ensure that it contributes towards the delivery of the Council's corporate priority of protecting vulnerable people and assist them to live as independently as possible</i> | <i>Deborah Holmes-Langstone</i>  | <i>January 2013 (Scheduled by SCVCG)</i> |
|                 | 3 | <i>Annual Council Reporting Framework</i> | <i>To consider the Director of Social Service's draft self-assessment of the Service's performance in 2012/2013 and areas for service development and improvement for 2013/14</i>                                        | <i>Assurances that the self-assessment provides a recognisable picture of social care in Denbighshire and that identified areas for development and improvement are appropriately prioritised prior to the report's submission to full Council</i>                                                                                           | <i>Sally Ellis/Craig MacLeod</i> | <i>February 2013</i>                     |
| June/July (tbc) | 1 | Corporate Plan 2012/13 (Q4)               | To monitor the Council's performance in delivering its Corporate Plan 2012/13                                                                                                                                            | Ensuring that the Council meets its targets, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents                                                                                                                                                                  | Tony Ward                        | July 2012                                |
|                 | 2 | Corporate Risk Register                   | To consider the latest version of the Council's Corporate Risk Register following the latest round of Service Performance Challenges                                                                                     | Identification of effective measures to address the high level risks                                                                                                                                                                                                                                                                         | Tony Ward                        | January 2013                             |
|                 | 3 | Estyn Action Plan                         | To monitor the progress                                                                                                                                                                                                  | Better quality services and                                                                                                                                                                                                                                                                                                                  | Karen                            | June 2012                                |

| Meeting        |   | Item (description / title)                                                             | Purpose of report                                                                                                                                                                                                                                                         | Expected Outcomes                                                                                                                                                                                                                                                                             | Author                   | Date Entered        |
|----------------|---|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------------|
|                |   | <b>[Education]</b>                                                                     | achieved to date in implementing the actions to address the 2 recommendations in the 2012 Estyn Inspection of the Quality of Education Services                                                                                                                           | better outcomes for pupils through early identification of any slippages in progressing actions, or in implementing mitigating measures to address risks identified                                                                                                                           | Evans/Diane Hesketh      |                     |
| Sept/Oct (tbc) | 1 | Annual Performance Review 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                | July 2012           |
|                | 2 | Licensing Matters                                                                      | To consider the effectiveness of the new procedures for licensing following the implementation of the findings of the review of licensing matters conducted by the Internal Audit Department (with specific emphasis on taxi licensing and safeguarding responsibilities) | Monitoring of the new licensing policies and procedures to ensure that the processes are robust and effective in supporting the Council's compliance with all licensing and safeguarding legislation, and in mitigating risks to vulnerable groups who use services licensed by the Authority | Graham Boase/Nicky Jones | November 2012       |
|                | 3 | <i>Provisional External Examinations and Teacher Assessments</i><br><b>[Education]</b> | <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>January 2013</i> |
| Nov/Dec (tbc)  |   |                                                                                        |                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                               |                          |                     |
| January 2014   | 1 | <i>Verified External Examinations and Teacher</i>                                      | <i>To review the performance of schools and that of looked after</i>                                                                                                                                                                                                      | <i>Scrutiny of performance leading to recommendations for</i>                                                                                                                                                                                                                                 | <i>Julian Molloy</i>     | <i>January 2013</i> |

| Meeting | Item (description / title)         | Purpose of report | Expected Outcomes  | Author | Date Entered |
|---------|------------------------------------|-------------------|--------------------|--------|--------------|
|         | <i>Assessments<br/>[Education]</i> | <i>children</i>   | <i>improvement</i> |        |              |
|         |                                    |                   |                    |        |              |

**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 |
|------|----------------------------|-------------------|--------|--------------|
|      |                            |                   |        |              |
|      |                            |                   |        |              |

**Note for officers – Committee Report Deadlines**

| Meeting       | Deadline               | Meeting     | Deadline          | Meeting | Deadline |
|---------------|------------------------|-------------|-------------------|---------|----------|
| 11 April 2013 | <b>28th March 2013</b> | 23 May 2013 | <b>9 May 2013</b> |         |          |

Performance Scrutiny Work Programme.doc

Updated 05/02/13 RhE

| PROPOSAL FORM FOR AGENDA ITEMS<br>FOR SCRUTINY COMMITTEES                                               |                                                                                                                                                                              |                                                                                                                                                                                                       |                    |
|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| <b>NAME OF SCRUTINY COMMITTEE</b>                                                                       | Performance                                                                                                                                                                  |                                                                                                                                                                                                       |                    |
| <b>DATE OF MEETING / TIMESCALE FOR CONSIDERATION</b>                                                    | 23 May 2013                                                                                                                                                                  |                                                                                                                                                                                                       |                    |
| <b>TITLE OF REPORT</b>                                                                                  | Annual Council Reporting Framework                                                                                                                                           |                                                                                                                                                                                                       |                    |
| <b>P<br/>U<br/>R<br/>P<br/>O<br/>S<br/>E</b>                                                            | <b>1. Why is the report being proposed? (see also the checklist overleaf)</b>                                                                                                | There is a statutory requirement for the Director of Social Services to report annually on the delivery, performance and plans for developing and improving the authority's social service functions. |                    |
|                                                                                                         | <b>2. What issues are to be scrutinised?</b>                                                                                                                                 | The Director's self assessment of performance in 2012/2013 and areas for service development/improvement in 2013/14                                                                                   |                    |
|                                                                                                         | <b>3. Is it necessary/desirable for witnesses to attend e.g. lead members, officers/external experts?</b>                                                                    | Director of Social Services<br>ACRF lead officers                                                                                                                                                     |                    |
|                                                                                                         | <b>4. What will the committee achieve by considering the report?</b>                                                                                                         | Ensuring that the self assessment provides a recognisable picture of social care in Denbighshire and that identified areas for development/improvement are appropriately prioritised                  |                    |
|                                                                                                         | <b>5. Score the topic from 0 – 4 on aims &amp; priorities and impact (see overleaf)*</b>                                                                                     | <b>Aims &amp; Priorities</b><br>4                                                                                                                                                                     | <b>Impact</b><br>4 |
| <b>ADDITIONAL COMMENTS</b>                                                                              |                                                                                                                                                                              |                                                                                                                                                                                                       |                    |
| <b>REPORTING PATH – what is the next step? Are Scrutiny's recommendations to be reported elsewhere?</b> | It is a statutory requirement that the Annual Report be presented to Full Council each year. The final report will be presented to full Council in July 2013 for endorsement |                                                                                                                                                                                                       |                    |
| <b>AUTHOR</b>                                                                                           | Sally Ellis                                                                                                                                                                  |                                                                                                                                                                                                       |                    |

Please complete the following checklist:

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

\*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**

Cabinet Forward Work Plan

Appendix 3

| Meeting     | Item (description / title) |                                                                             | Purpose of report                                                                   | Cabinet Decision required (yes/no) | Author – Lead member and contact officer                     |
|-------------|----------------------------|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------|--------------------------------------------------------------|
| 19 February | 1                          | Finance Update Report                                                       | To update Cabinet on the current financial position of the Council                  | tbc                                | Cllr Julian Thompson-Hill / Paul McGrady                     |
|             | 2                          | Annual Report on the Housing Revenue Account / Housing Rent Increases       |                                                                                     |                                    | Cllr Hugh Irving / Peter McHugh                              |
|             | 3                          | BCU response to the consultation on “Healthcare in North Wales is changing” |                                                                                     |                                    | Cllr Bobby Feeley / Sally Ellis                              |
|             | 4                          | Communications Strategy                                                     |                                                                                     |                                    | Cllrs Hugh Irving & Huw Jones / Jamie Groves / Gareth Watson |
|             | 5                          | Regional Carers’ Strategy                                                   | Report outlines how the Strategy addresses the requirements of the Carers’ Measure. | Yes                                | Cllr Bobby Feeley / Phil Gilroy                              |
|             | 6                          | Etape Cymru Cycling Event 2013                                              |                                                                                     |                                    | Cllrs Huw Jones and David Smith / Jamie Groves               |
|             | 7                          | Changes to Bus Funding Arrangements                                         |                                                                                     | Yes                                | Cllr David Smith / Rebecca Maxwell                           |

Cabinet Forward Work Plan

| Meeting         | Item (description / title) |                                                             | Purpose of report                                                  | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|-----------------|----------------------------|-------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------|------------------------------------------|
|                 | 8                          | Extension of Denbighshire's Recycling Park Contract         | Approval required for contract worth over £250k                    | Yes                                | Cllr David Smith / Jim Espley            |
|                 | 9                          | Items from Scrutiny Committees                              | To consider any issues raised by Scrutiny for Cabinet's attention. | tbc                                | Scrutiny Coordinator                     |
|                 |                            |                                                             |                                                                    |                                    |                                          |
| <b>19 March</b> | 1                          | Finance Update Report                                       | To update Cabinet on the current financial position of the Council | tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |
|                 | 2                          | Capital Plan                                                | To consider the Council's Capital Plan                             | Yes                                | Cllr Julian Thompson-Hill / Paul McGrady |
|                 | 3                          | Recommendations of the Strategic Investment Group 2013 / 14 | To consider the recommendations                                    |                                    | Cllr Julian Thompson-Hill / Paul McGrady |
|                 | 4                          | Young Carers North Wales Contract                           | Seeking approval to develop a north Wales contract                 | Yes                                | Cllr Bobby Feeley / Rhian Allen          |
|                 | 5                          | Adoption of LDP Steering Group                              | To consider the adoption of LDP Steering Group                     | tbc                                | Cllr Eryl Williams / Angela Loftus       |
|                 | 6                          | Items from Scrutiny Committees                              | To consider any issues raised by Scrutiny for Cabinet's attention. | tbc                                | Scrutiny Coordinator                     |
|                 |                            |                                                             |                                                                    |                                    |                                          |
| <b>16 April</b> | 1                          | Finance Update Report                                       | To update Cabinet on the current financial position of the Council | tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |



Cabinet Forward Work Plan

| <b>Meeting</b> | <b>Item (description / title)</b> |                                                                       | <b>Purpose of report</b>                                                                                          | <b>Cabinet Decision required (yes/no)</b> | <b>Author – Lead member and contact officer</b>          |
|----------------|-----------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------|----------------------------------------------------------|
|                | 2                                 | WG Consultation on 2014-2020 ESF and ERDF Structural Funds Programmes | DCC's response to the consultation to be ratified by Cabinet                                                      | Yes                                       | Cllr Hugh Evans / Rebecca Maxwell / Sian Morgan Jones    |
|                | 3                                 | Town and Area Plans                                                   | To receive a progress report on expanding the Town Plans into wider Area Plans                                    |                                           | Cllrs Hugh Evans & Huw Jones / Rebecca Maxwell           |
|                | 4                                 | Items from Scrutiny Committees                                        | To consider any issues raised by Scrutiny for Cabinet's attention.                                                | tbc                                       | Scrutiny Coordinator                                     |
|                |                                   |                                                                       |                                                                                                                   |                                           |                                                          |
| <b>14 May</b>  | 1                                 | Finance Update Report                                                 | To update Cabinet on the current financial position of the Council                                                | tbc                                       | Cllr Julian Thompson-Hill / Paul McGrady                 |
|                | 2                                 | Outsourcing ICT Services to Schools                                   | To give an overview of the tendering process, evaluation and scoring and request the final decision from Cabinet. | Yes                                       | Cllr Eryl Williams / Jackie Walley / Stephanie O'Donnell |
|                | 3                                 | Review of Faith Based Education Provision                             | To consider proposals for provision in the north of the county.                                                   | Tbc                                       | Cllr Eryl Williams / Jackie Walley                       |
|                | 4                                 | Items from Scrutiny Committees                                        | To consider any issues raised by Scrutiny for Cabinet's attention.                                                | Tbc                                       | Scrutiny Coordinator                                     |
|                |                                   |                                                                       |                                                                                                                   |                                           |                                                          |

Cabinet Forward Work Plan

| Meeting | Item (description / title) |                                                                               | Purpose of report                                                                                                                                              | Cabinet Decision required (yes/no) | Author – Lead member and contact officer                   |
|---------|----------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------------------|
| June    | 1                          | Follow-up report on Outsourcing ICT Services to Schools                       | Possible follow-up report with additional information on the tendering process, evaluation and scoring and request the final decision from Cabinet.            | Yes                                | Cllr Eryl Williams / Jackie Walley / Stephanie O'Donnell   |
|         | 3                          | Mental Health Partnership                                                     | to ask Cabinet to consider and agree to a new partnership between the Council and BCU to deliver Adult Mental Health services to the citizens of Denbighshire. |                                    | Phil Gilroy/Cllr Bobby Feeley                              |
|         | 4                          | Cefndy Healthcare: Future Direction & Impact of Potential loss of DWP funding | To consider options in light of risks from loss of DWP funding & need to maintain employment for vulnerable & disabled people                                  |                                    | Cllr Bobby Feeley / Phil Gilroy / Deborah Holmes-Langstone |
|         | 5                          | Ruthin Area Primary Schools Review                                            | To seek approval for starting a formal consultation period with Ruthin Primary schools                                                                         | Yes                                | Cllr Eryl Williams / Jackie Walley                         |
|         | 6                          | Items from Scrutiny Committees                                                | To consider any issues raised by Scrutiny for Cabinet's attention.                                                                                             | Tbc                                | Scrutiny Coordinator                                       |
|         |                            |                                                                               |                                                                                                                                                                |                                    |                                                            |

Cabinet Forward Work Plan

Note for officers – Cabinet Report Deadlines

| <i>Meeting</i>  | <i><b>Deadline</b></i>   | <i>Meeting</i> | <i><b>Deadline</b></i> | <i>Meeting</i> | <i><b>Deadline</b></i> |
|-----------------|--------------------------|----------------|------------------------|----------------|------------------------|
|                 |                          |                |                        |                |                        |
| <i>February</i> | <i><b>5 February</b></i> | <i>March</i>   | <i><b>5 March</b></i>  | <i>April</i>   | <i><b>2 April</b></i>  |

Updated 14/2/2013 - KEJ

Cabinet Forward Work Programme.doc

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## Progress with Committee Resolutions

| Date of Meeting | Item number and title | Resolution                                                                                                                                                                                                                                                                                  | Progress                                                                     |
|-----------------|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| 10 January 2013 | 7. Estyn Action Plan  | <p><b>RESOLVED</b> – that the Committee:-</p> <p>(a) <i>receive the report and note the progress achieved to date in addressing Estyn’s recommendations, and</i></p> <p>(b) agrees that a further progress report be included in the Committee’s forward work programme for July, 2013.</p> | Report scheduled into the Committee’s work programme for summer meeting 2013 |

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