CYNGOR
Sir Ddinbych
Denbighshire
COUNTY COUNCIL

To:	Members of the Performance Scrutiny Committee	Date:	5 April 2013
		Direct Dial:	01824 712554
		e-mail:	dcc_admin@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 11 APRIL 2013** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN**.

Yours sincerely

G. Williams
Head of Legal and Democratic Services

> **PLEASE NOTE:** You are reminded there is to be a training session for Members held prior to the Performance Scrutiny Committee (9.30 a.m. – 10.00 a.m.) regarding the Corporate Plan Performance Measures.

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 - 12)

To receive the minutes of the Performance Scrutiny Committee held on 21 February, 2013 (copy enclosed).

5   CORPORATE PLAN QPR: QUARTER 3 2012/13 (Pages 13 - 34)

To consider a report by the Corporate Improvement Team Manager (copy enclosed) for members to monitor the Council's progress in delivering the Corporate Plan 2012-17.

10.05 a.m. – 10.35 a.m.

6   REVIEW OF SERVICE CHALLENGE PROCESS (Pages 35 - 38)

To consider a report by the Head of Business Planning and Performance (copy enclosed) for members to consider the proposals emanating from the review of the Service Challenge process.

10.35 a.m. – 11.00 a.m.

Comfort Break (11.00 a.m. – 11.10 a.m.)

7   PROVISION OF CCTV IN DENBIGHSHIRE (Pages 39 - 46)

To consider a report by the Head of Planning and Public Protection (copy enclosed) for members to consider the options available and the potential impact of changes to the structure and provision of CCTV in Denbighshire.

11.10 a.m. – 11.45 a.m.

8   SCRUTINY WORK PROGRAMME (Pages 47 - 66)

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.

11.45 a.m. – 12.15 p.m.

9   FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

12.15 p.m. – 12.30 p.m.

MEMBERSHIP

Councillors

Ian Armstrong	Geraint Lloyd-Williams
Bill Cowie	Peter Owen
Meirick Davies	Dewi Owens
Richard Davies	Arwel Roberts
Huw Hilditch-Roberts	Gareth Sandilands
Colin Hughes	

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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, 21 February 2013 at 10.00 am.

PRESENT

Councillors Meirick Davies, Richard Davies, Huw Hilditch-Roberts, Colin Hughes (Chair), Geraint Lloyd-Williams, Arwel Roberts (Vice-Chair) and Gareth Sandilands

Observers: Councillors Gwyneth Kensler and Win Mullen-James

ALSO PRESENT

Corporate Director Economic and Community Ambition (RM); Head of Customers and Education Support (JW); Head of Internal Audit Services (IB); Corporate Improvement Manager (TW); Corporate Improvement Officers (NK & EM); Fleet Manager (GT); Scrutiny Coordinator (RE), and Committee Administrator (KEJ).

1   APOLOGIES

Councillors Ian Armstrong and Peter Owen

2   DECLARATION OF INTERESTS

No declaration of personal or prejudicial interest had been raised

3   URGENT MATTERS AS AGREED BY THE CHAIR

No urgent matters had been raised

4   MINUTES OF THE LAST MEETING

The minutes of the Performance Scrutiny Committee held on 10 January 2013 were submitted.

RESOLVED *that the minutes of the meeting held on 10 January 2013 be received and approved as a correct record.*

5   PERFORMANCE STANDARDS REVEALED THROUGH THE COMPLAINTS PROCESS

The Head of Customers and Education Support (H:CES) submitted a report (previously circulated) presenting an analysis of the feedback received via Denbighshire's customer feedback policy 'Your Voice' for Quarter 3 of 2012/13. It was highlighted that –

- the Council had responded to 89% (160/179) of complaints within timescale against a target of 95%, which was an improvement of 4% on the previous quarter 2

- 210 compliments had been received during quarter 3 and a breakdown relating to individual services had been provided over the current year, and
- detailed performance relating to individual service areas for the current year in terms of response times to the number of complaints received were included in the report.

With a view to further improving performance the Corporate Director Customers had contacted Heads of Service requesting attention be focused on complaints handling. The H:CES elaborated upon performance of individual services advising that the drop in performance identified for Highways & Infrastructure was being addressed by the new Head of Service and performance had improved in January.

The committee considered their future reporting requirements in order to provide more meaningful data for scrutiny and identify areas for improvement to deliver the best possible services for customers. It was noted that current data focused on the volume of complaints and the H:CES suggested that future reporting should focus on the nature of complaints and identifying trends and patterns and whether services were addressing those issues in order to improve services. Contrary to the objective in the Corporate Plan to reduce the number of complaints, the H:CES felt complaints should be actively encouraged and addressed to effect improvement. She hoped to change the perception that complaints reflected badly on services and their reluctance to record complaints appropriately to ensure they were dealt with effectively. Members agreed with that approach and referred to the difficulties in identifying the reasons behind fluctuations in the number of complaints received and how well services were performing without that analysis.

During consideration of the report members discussed the following matters –

- the level of protection and anonymity afforded to complainants was queried and the H:CES advised that, whilst complaints against staff were dealt with separately via Personnel, it was unlikely that customer complaints would be concealed and attitudes to complaints needed to change to perceive the complaint as a positive means of effecting improvement
- in response to concerns regarding poor performance in Social Services, members were advised that the Corporate Director Modernisation and Wellbeing was addressing the issue with a view to improving performance. Members acknowledged the difficult and complex complaints in this service area and the H:CES confirmed that, as such, those complaints were subject to a different criteria. She added that percentage figures sometimes distorted results when based upon a smaller number of complaints
- the H:CES confirmed there was an ongoing debate about whether some complaints were actually service requests and acknowledged that some complaints may not be recorded properly because of the perception that they would reflect badly on the service. It should be recognised that some services attracted more complaints because of the nature of the service provided
- members were pleased to note the number of compliments received during the year and whilst the H:CES could not provide the detail behind the figures she advised that compliments could be generated by proactively dealing with complaints

- the Chair expressed concern regarding the continual increase in complaints received by Environmental Services over the last three quarters and was disappointed that the reasons behind them could not be provided at this stage. He suggested this service area be one of the first to be analysed. The H:CES confirmed an analysis would identify any trends and steps taken to address any issues identified. She added that the volume of complaints needed to be considered in the context of service delivery which was not considered high for the particular service area.

In considering the way forward the H:CES referred to the forthcoming Members' Workshop on 5 March regarding the approach to providing excellent customer services. She advised that work was ongoing with services to find mechanisms to encourage customer feedback in order to shape services to meet customer requirements. The committee discussed the merits of establishing a Working Group to scrutinise data captured through complaints and customer feedback and it was agreed to consider the matter further following the workshop discussions.

The Chair referred to the need for a scrutiny representative to serve on both the 'Customers' and 'Legal and Democratic' Service Performance Challenge Groups and sought expressions of interest in that regard. The Scrutiny Co-ordinator added that scrutiny representatives on Service Challenge Groups would be best placed to contact relevant Heads of Service regarding performance concerns for individual services.

RESOLVED that –

(a) subject to members' comments above the report be received and the performance of services be noted;

(b) future reporting be focused on analysing the nature of complaints and identifying trends and patterns and whether services were addressing those issues in order to improve services for customers, and

(c) Councillors Richard Davies and Colin Hughes be appointed the committee's representatives on the 'Customers' and 'Legal and Democratic' Service Performance Challenge Groups respectively.

6   CORPORATE RISK REGISTER REVIEW, FEBRUARY 2013

[A pre meeting briefing session had been held for committee members on Risk Management to aid with their scrutiny of this item]

The Corporate Improvement Manager (CIM) submitted a report (previously circulated) presenting the latest version of the Corporate Risk Register which detailed the major risks currently facing the Council together with actions to address those risks. By way of background the report detailed the process for reviewing the Register and the role of the Performance Scrutiny Committee in monitoring progress. Reference was also made to the role of Internal Audit in providing independent assurance on the mitigation and management of risk.

The CIM and Corporate Improvement Officer (CIO) elaborated upon each of the main changes to the Corporate Risk Register referenced within the report, clarifying issues and responding to members' questions on specific risks as follows –

- **DCC005** '*The risk that the time and effort invested in existing large-scale collaboration projects is disproportionate to the benefits realised*' – it was explained this risk had been removed because the projects were almost complete and project management had been strengthened. The two major collaboration projects referred to were the Regional Waste Project and Regional School Effectiveness and Improvement Service. Both projects would be included within their respective Service Risk Registers

- **DCC006** '*The risk that the economic environment worsens beyond current expectations, leading to additional demand on services and reduced income*' – Councillor Colin Hughes raised some concern regarding the downgrading of this risk because the subsidy from the Welsh Government for Council Tax Benefit had only been guaranteed for one year with the likelihood that the risk would increase. Officers confirmed that the financial climate was frequently changing and it remained a major risk which would be continually reviewed

- **DCC007** '*The risk that critical or confidential information is lost or disclosed*' – Councillor Gwyneth Kensler queried whether elected members were covered for the purpose of processing personal information in accordance with the Data Protection Act. It was agreed that the Scrutiny Co-ordinator be asked to clarity the position and report back thereon

- **DCC013** '*The risk of significant financial and reputational liabilities resulting from management of an Arm's Length organisation*' – the absence of an allocated Lead Member for this risk was noted and officers confirmed it was an oversight and advised that Councillor Huw Jones, Lead Member for Tourism, Leisure and Youth would likely be assigned to that risk.

- **DCC017** '*The risk that the impact of welfare reforms is more significant than anticipated*' – Councillor Meirick Davies queried whether DCC017 strictly met the definition of a risk within the Council's defined criteria. The CIM agreed that this risk did not fall strictly within the definition but it was a matter of significant importance and the Corporate Executive Team requested its inclusion together with DCC018 '*The risk that change/modernisation projects are not implemented as intended, hindering benefit realisation.*'

The Chair referred to his recent meeting with Mr. Gwilym Bury from the Wales Audit Office and referred to the positive Improvement Assessment Letter which had been issued. One of the two proposals for improvement highlighted the need for more information to be included on the status and outcomes of the Council's collaboration projects and concern had been expressed over the lack of methodology for corporate governance of such projects. Consequently the Chair queried whether this aspect should be considered a risk linked to **DCC015** '*The risk that the council cannot influence the collaboration agenda, and that further collaboration is forced upon us rather than entered into voluntarily*'. The Corporate Director Economic and Community Ambition reported upon the framework and processes to be adopted before entering into collaboration to mitigate governance issues which may also be covered in service plans on an individual basis. She agreed to raise the issue at CET as to whether it should be reflected as a corporate risk. Reference was also

made to a review of progress with the Compact and encouraging collaboration which would be reported back to members. The Head of Internal Audit Services advised that the framework had been introduced after the earlier collaboration projects and Internal Audit would be reviewing more recent projects to check whether the guidance was being adhered to. The CIM added that if governance around collaboration was considered weak it would be an issue to be dealt with as opposed to referenced within the Corporate Risk Register.

RESOLVED that the committee –

(a)   *notes the deletions, additions and amendments to the Corporate Risk Register, and*

(b)   *subject to clarification on the governance issue raised around collaboration, confirms that the 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 were appropriate to address the identified risks.*

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

7   CORPORATE PLAN 2012 - 17 BASELINE REPORT

The Corporate Improvement Manager (CIM) submitted a report (previously circulated) seeking members' consideration of the draft baseline report for the Corporate Plan 2012 – 17 including measures used for monitoring delivery of the Plan and the baseline position as at 1 April 2012.

In guiding members through the report, the CIM provided some background information to the performance management process and reported upon the work carried out to date in defining the corporate priorities and determining which indicators and performance measures to use. [The priorities relating to 'Developing the Local Economy' and 'Modernising the Council' were currently being developed and would feature in the next performance report.] Comparison of performance reports against the baseline would be undertaken in order to evaluate progress in delivering outcomes in the Corporate Plan. An explanation of the Council's strategy for setting "excellence thresholds" and "interventions" for each indicator and performance measure was also provided in order to put performance into context.

Members noted the difficulties in deciding which indicators and performance measures should be used, particularly where performance measures could not be benchmarked against other councils in Wales. They also accepted the rationale to only use relevant national indicators and to use different benchmarking groups if Wales was not deemed to be the most appropriate comparator for a particular indicator or performance measure in order to provide meaningful data. In response to a question from Councillor Gwyneth Kensler, the CIM confirmed that the Council responded to the annual consultation on national indicator sets in terms of relevance and usefulness but only minor changes had been made to indicators as a result.

In response to questions the CIM and the Corporate Improvement Officer (CIO) elaborated upon some of the benchmarked illustrations used within the report, clarifying that the fluctuations reflected the changes to the Council's position compared to other Welsh authorities over previous years. The Council's default position was that being in the top quarter of councils in Wales was "excellent" and being in the bottom half became a "priority for improvement" and that status had been colour coded accordingly within the report for ease of reference. The CIO added that the new ranking of Welsh authorities would be available in August which would enable the Council to reassess its position at that time.

Councillor Arwel Roberts queried the research being undertaken by Glyndwr University regarding the indicators to be used for the priority to ensure access to good quality housing. The CIM advised that the Council had been working with the University to develop data sets in order to provide the necessary indicators. The intention was to provide a measure of the current supply of social housing, affordable housing and market housing together with a measure of housing need and pent-up demand. The Chair mentioned work the university was undertaking in his ward where there was a high concentration of social housing looking at community facilities, open space, size of gardens and reported upon a meeting he would be attending on 4 March.

The committee considered future reporting arrangements and agreed to establish a Corporate Plan Performance Management Sub-Group to examine in detail performance reports in advance of the main committee meeting. Members also agreed that a pre meeting briefing session be arranged before their next meeting on 11 April on the performance management framework and indicator thresholds.

RESOLVED that –

(a) *the draft baseline report for the Corporate Plan 2012 – 17 be received and noted;*

(b) *a Corporate Plan Performance Management Sub-Group be established consisting of Councillors Colin Hughes, Arwel Roberts and Gareth Sandilands to examine closely quarterly performance reports in advance of the main committee meeting, and*

(c) *a pre meeting briefing session be arranged before the committee's next meeting on 11 April on the performance management framework and indicator thresholds.*

8   **SPEED AND REV LIMITER PILOT**

The Fleet Manager (FM) submitted a report (previously circulated) 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. Examples of organisations that had seen significant improvements in fuel efficiency from the use of such devices had been attached to the report (Appendix 1).

Members were advised that the new fuel management and fuel cards systems enabled a benefit analysis of new initiatives relating to fuel usage to be undertaken. Consequently a pilot project was proposed which involved fitting a device to each vehicle to control the top speed and how fast the engine could rev in order to reduce fuel usage, cost and carbon emissions. The trial would involve a cross section of vehicles in different services and a programme of training for drivers would also be required. Funding of £3000 for 10 units had been identified to cover the cost of the devices for the six month trial.

The committee welcomed the initiative and supported the implementation of a trial to assess the benefits and efficiencies of using such devices but sought assurances regarding the impact on both vehicles and drivers and how issues would be managed as a consequence. Members also felt that consideration should be given to efficient route planning to further increase fuel efficiencies. In response to members' questions and comments the FM –

- explained how the rev limiter would work in practice to ensure fuel was not wasted and confirmed that devices would be transferable at little cost; vehicle warranties would not be affected
- training would need to be provided in order to modify driver behaviour to ensure the vehicle was being driven efficiently and that drivers were aware of the impact of the device on their driving habits
- driver training would be provided in-house for the pilot therefore the cost would be minimal; if the pilot was successful and rolled out across the authority external training provision would likely be required.

During debate it was established that each council vehicle had a tracker fitted but it was the responsibility of individual service managers to manage their own transport fleets. Members expressed concern that managers were not seen to be managing fleet information effectively and highlighted the importance of monitoring vehicle speed and route planning to reduce fuel wastage and non-productive travel time.

Councillor Richard Davies commended the recent training provided by the FM which gave an insight into fleet management. He queried how the initial discussions with specific users had been received and the FT advised that concerns had been raised which should be overcome by training. In discussing the next steps the Corporate Director advised that the pilot project proposal would likely be submitted to the Senior Leadership Team for approval. Members considered the recommendation and Councillor Meirick Davies asked that the devices referred to be clarified within the resolution. Consequently it was –

RESOLVED *that implementing a pilot project to explore the feasibility of rolling out the fitting of speed/rev limiting devices to all Council vehicles below 3.5 tonnes be supported in principle.*

9   **SCRUTINY WORK PROGRAMME**

A report by the Scrutiny Coordinator was submitted (previously circulated) seeking members' review of the committee's future work programme and providing an

update on relevant issues. Various appendices had also been attached to the report requiring members' consideration.

The Scrutiny Coordinator reported upon the development of the draft work programme detailing minor changes since its preparation together with details of provisional meeting dates for the next twelve months. Members discussed potential amendments to the work programme and various business items with officers and after consideration the committee –

- noted the date change of the committee meeting from 23 to 16 May
- accepted the two information reports contained within the information brief relating to the Local Authority Social Services Inspection Evaluation and Review 2011-12 and Wales Audit Office Improvement Assessment Letter
- reaffirmed that a pre meeting briefing/training session be held before the April meeting on performance management issues
- agreed that a report on the Review of the Service Challenge Process be submitted to the April meeting together with an information report on Corporate Self-Assessment
- agreed that the item relating to the Annual Council Reporting Framework (Appendix 2 to the report) be scheduled for May, and
- decided that the scope of the report on Cefndy Enterprises scheduled for May be widened to include the future direction and impact of the potential loss of DWP funding in line with the report scheduled for Cabinet in June.

RESOLVED that, subject to the amendments and agreements referred to above, the forward work programme as detailed in Appendix 1 to the report be approved.

10   FEEDBACK FROM COMMITTEE REPRESENTATIVES

The Chair referred to a visit to Wrexham County Borough Council as part of the Wales Audit Office (WAO) Improvement Study on Scrutiny. The process involved a peer review with members and officers visiting committee meetings at another council and providing feedback. Wrexham Council's Homes, Environment and Communities Scrutiny Committee had discussed library closures and apart from not aligning the report with their asset review, it was found to be operating well overall and not dissimilar to Denbighshire. The Scrutiny Coordinator added that another visit to a committee meeting would be made the following week and that a delegation from Flintshire County Council would also be visiting Denbighshire's next Communities Scrutiny Committee. The study was taking place at all councils across Wales with a report of the findings being made available by the WAO in the summer.

RESOLVED that the verbal report from the Chair regarding the visit to Wrexham County Borough Council's Home, Environment and Communities Scrutiny Committee meeting be noted.

The meeting concluded at 12.20 p.m.

Report To: Performance Scrutiny Committee

Date of Meeting: 11 April 2013

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

Report Author: Corporate Improvement Manager

Title: Corporate Plan 2012-17 (Quarter 3 Report)

1.   What is the report about?

1.1. This paper presents a third quarter update on the delivery of the Corporate Plan 2012-17.

2.   What is the reason for making this report?

2.1. The Council needs to understand progress of its contribution to the delivery of the Corporate Plan outcomes. Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the Council exercises its duty to improve.

3.   What are the Recommendations?

3.1. That the Committee considers the report details, and follows up any performance related issues with the appropriate Head of Service and/or Lead Member.

4.   Report details

4.1. The appendix to this report presents a summary of each outcome in the Corporate Plan. The areas where further work may be required are summarised below:

4.1.1. The work to formalise plans for dropped kerbs has not progressed and is flagged as "red" which means that it does not appear to be manageable or resolvable at this stage. This is a concern as it has clear association to an indicator in the Corporate Plan and it also forms a key contribution to the Council's Strategic Equality Plan.

4.1.2. The percentage of pupils that leave without an approved qualification is a "priority for improvement" and requires continued efforts from the service to improve this to an "acceptable" status.

4.1.3. The issuing of all fixed penalty notices has exceeded expectation, but the issuing of fixed penalty notices for dog fouling is highlighted as a "priority for improvement". Current data suggests that only 2% of all fixed penalty notices issued were in relation to dog fouling.

4.1.4. Also identified as a "priority for improvement" is the percentage of initial core group meetings held within 10 days of the initial child protection conference, which is important as it highlights the safeguarding of children through timeliness of core group meetings. Performance has been improving throughout the year but needs to continue to improve by around 10% to ensure "acceptable" status.

4.1.5. The timely determination of householder planning applications is a "priority for improvement." The position has slightly worsened this year demonstrating the need for the Council to continue to focus on the determination of planning applications in a timely manner.

4.1.6. The coordination efforts to draw together the information necessary to prepare such a report highlights some data gaps, and more importantly gaps in the structure of the economic, modernisation and housing priorities.

4.1.7. A general piece of work is required to project data forward and clearly express the Council's ambition for this Corporate Plan. We understand the current position for the majority of indicators and performance measures in the Corporate Plan, but we require a better understanding of our ambition for the future. This will help the Council understand and track progress towards its ambition. It will also help reporting, as a number of outcomes do not expect immediate improvements, so continually reporting something as a "priority for improvement" without understanding if we are on track to achieve our long-term ambition for improvement could appear unnecessarily critical. The independent living outcome is one such example that will benefit from clearly identifying our long-term ambition for improvement.

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

5.1. This report focuses on summarising the delivery of the Corporate Plan. Any decisions made will be based on our current knowledge of each corporate priority, and will contribute to the successful delivery of activity to support these priorities.

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

6.1. The Corporate Plan 2012-17 sets out how much additional money the Council aims to invest in each corporate priority during the next 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 Equality Impact Assessment was undertaken on the Corporate Plan and presented to Council on 09 October 2012. No further assessment is required of this report because the recommendations in this report will not have a direct impact on staff or our communities. However, it should be noted that one of the areas highlighted as a "priority for improvement" (dropped kerbs) was identified as an activity because of the Equality Impact Assessment of the Corporate Plan. The status of this activity is therefore of particular concern from an equality perspective.

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

8.1. The information necessary to produce this report comes from individual services, and a draft of the report was circulated to the Senior Leadership Team (SLT) for comment prior to being circulated to Members.

9.   Chief Finance Officer Statement

9.1. Not required for this report.

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

10.1. There are no specific risks attached to this report. It is the role of our Corporate and Service Risk Registers to identify (and manage) the potential risk events which could lead to the Council being unable to deliver its Corporate Plan.

11.   Power to make the Decision

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

11.2. Article 6.1 of the Constitution sets out the Committee's responsibility with respect to the Corporate Plan.

Contact Officer:

Corporate Improvement Manager   Tel: 07825 451448

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Guidance on Performance Reporting

Each of the council's corporate priorities has one or more "outcomes" which describe the benefits we aim to deliver for our communities.

We use a selection of "Indicators" to indicate progress in delivering these outcomes. Indicators do not directly measure the performance of the council, as most indicators are outside of the direct control of the council. However, they are important as they are designed to tell us something about the delivery of the outcomes.

Each outcome also has a selection of "performance measures" which we use to evaluate the contribution that the council is making to the delivery of the outcome. The performance measures are designed to measure the success of the work undertaken by the council to support the outcomes.

Each indicator and performance measures is given a status which describes the current position. A colour is used to describe the status, and they are defined as:

Status	Definition
Green	The current position is excellent
Yellow	The current position is good
Orange	The current position is acceptable
Red	The current position is a priority for improvement

Where an indicator or performance measure has no status, this is either because it is new (data therefore do not yet exist) or because further work is required to define what "excellence" etc. looks like for that data.

Each outcome also has "improvement activities" which are projects and actions designed to contribute to the delivery of the outcome. We monitor to delivery of these activities by providing a "delivery confidence". The same 4 colours are used to mean the following:

Status	Delivery Confidence Definition
Green	Successful delivery appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly
Yellow	Successful delivery appears probable but significant issues already exists requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun.
Orange	Successful delivery is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and whether resolution is feasible.
Red	Successful delivery appears to be unachievable. There are major issues on definition, schedule, budget required quality or benefits delivery, which at this stage does not appear to be manageable or resolvable. The activity may need re-base lining and/or overall viability re-assessed.

Priority: Developing the Local Economy

The delivery of this priority will be through the Economic and Community Ambition Programme, which will focus on six outcomes (or key strategy themes). As the programme develops, so will the indicators and performance measures. Their status remains in development, so the summary below focusses only on the activities identified to support the priority in the Corporate Plan Delivery Document 2012/13.

Outcome: The infrastructure that connects the county internally, to the wider region and beyond, will enable individuals and businesses based in Denbighshire to compete effectively in wider markets for jobs and trade

Summary of the council's contribution to the outcome	
The North Wales Economic Ambition Board is now formally agreed by all 6 Councils. Alongside the three identified priorities (Advanced Manufacturing, led by Flintshire; Energy & Environment, led by Anglesey; and Inward Investment , led by Wrexham), Denbighshire is leading on the development of an integrated Infrastructure Investment Plan and a Skills Development Plan. Understanding the economic benefit for investment in Rail Electrification in North Wales has been identified as an early priority for the Infrastructure Investment Plan. Denbighshire will work closely with TAITH and the Welsh Government to develop business case evidence.	
Improvement Activity	**Status**
Updated on:	
The North Wales Regional Economic Ambition Board	Green

Outcome: Denbighshire will have a workforce with the skills required for business growth

Summary of the council's contribution to the outcome	
The status of discussions between Rhyl City Strategy and the Honey Club is orange, which identifies that successful delivery of the project is in doubt with major risks or issues apparent in a number of key areas. The issue relates to the compulsory purchase order of the adjoining property. This is causing delays to the project, although this should be resolved in June.	
Improvement Activity	**Status**
Updated on:	**31.12.2012**
Closing the skills gap in Denbighshire[1]	Green
Facilitate discussion between Rhyl City Strategy and Honey Club[2]	Orange

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[1] This council will work with businesses, the Sector Skills Council, and Careers Wales to identify skills gaps and then work with schools, careers advisors, and colleges to develop advice and courses for young people.
[2] This is work to facilitate discussions with the new owners of the former Honey Club site and Rhyl City Strategy.

Outcome: Businesses will develop and grow in Denbighshire

Summary of the council's contribution to the outcome	
Delivery of the local economic ambition strategy has been incorporated into the overall Economic and Community Ambition (ECA) Programme. This offers an opportunity to streamline the output so that it feeds directly into the ECA programme. The Task and Finish Group is about half way through its deliberations and is on track for delivery of a draft Strategy and Action Plan by the July Council meeting, enabling public consultation (including with businesses) over the summer, and final sign off in September.	
Improvement Activity	**Status**
Updated on:	31.12.2012
Bee and Station Hotel[3]	Green
Fund capital projects to micro rural enterprises[4]	Green
Develop a Local Economic Ambition Strategy	Yellow
Restructure support for Economic Development & Regeneration	No information

Outcome: Denbighshire's existing economic strengths and new potential will be maximised

Summary of the council's contribution to the outcome	
Improvement Activity	**Status**
Updated on:	31.12.2012
Develop the tourism sector by delivering new and improved mountain bike trail initiatives:	
• Llyn Brenig Area	Yellow
• Llantyslio Mountain	Yellow
• Moel Famau	Yellow
Develop the tourism sector by delivering six web based digital trails	Green
The Regional Economic Ambition Board will work on three key priorities:	Yellow
• Attracting Inward Investment	No information
• Energy & Environment Sector	No information
• Advanced Manufacturing Sector	No information

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[3] This is the work to redevelop the derelict Bee & Station Hotel in Rhyl into quality business accommodation.
[4] The council will publicise funding opportunities for capital projects to micro rural enterprises under the Rural Development Plan's rural Denbighshire business creation and development project.

Outcome: Towns and rural communities will be revitalised

Summary of the council's contribution to the outcome	
The work to deliver this outcome is progressing as planned; there are no outstanding issues threatening delivery.	
Improvement Activity	**Status**
Updated on:	31.12.2012
Year 1 projects within Town Plans will be delivered with our support	Green
Finance plans for projects will be developed for subsequent years	Green

Outcome: Deprivation in parts of Rhyl and upper Denbigh will be reduced

Summary of the council's contribution to the outcome	
Three physical regeneration projects in Rhyl identify an orange status, which means that successful delivery of the project is in doubt with major risks or issues apparent in a number of key areas. The harbour issue relates to benefits realisation causing the orange status and both the Honey Club and Rhyl Housing Improvements relate to compulsory purchase orders delaying the projects.	
Improvement Activity	**Status**
Updated on:	31.12.2012
Parental support for deprived 0-4 year olds[5]	Yellow
Delivery of Welfare Rights Support in Denbighshire[6]	Green
Delivery of additional Welfare Rights Support in Denbighshire[7]	Green
North Denbighshire Cluster bid for Communities First Scheme[8]	Yellow
Rhyl Harbour development	Orange
Honey Club Hotel development in Rhyl	Orange
West Rhyl Housing Improvement Project	Orange

[5] A conglomerate of activity from outcome four in the Big Plan where parents will have access to Health Visitors, Language & Play sessions, Childcare, and Parenting Programmes.
[6] The delivery of free phone advice lines, office interviews, home visits, outreach services, and representation at appeal tribunals will be available to families, children, young people, and communities.
[7] The provision of information on housing and employment rights, resolving personal debts, money management, saving energy, and accessing other relevant family and community services to families, children, and young people.
[8] The North Denbighshire Cluster is made up of parts of Rhyl and part of Upper Denbigh.

Priority: Improving performance in education and the quality of our school buildings

Outcome: Students achieve their potential

Summary of the current position for the outcome
The overall position for this outcome is positive. We are using the "best in Wales" as the benchmark for excellent performance in educational attainment. Using this benchmark, Denbighshire has an "excellent" or "good" status for three of the five attainment indicators. The two remaining attainment indicators fall below the upper quartile in Wales, which represents an "acceptable" status. However, the percentage of pupils that leave without an approved qualification is a "priority for improvement".   In order for our position to become "acceptable" in future years, a reduction of around 0.5% (from our current position of 0.82%) looks necessary.

Indicator	Status
Updated on:	**31.12.2012**
% pupils achieving the level 2 threshold or vocational equivalents	Excellent
% pupils achieving the level 2 threshold, inc English/Welsh & maths	Acceptable
Average Capped Points Score for pupils at Key Stage 4	Good
% pupils who achieve the Core Subject Indicator at Key Stage 4	Good
% pupils who achieve the Core Subject Indicator at Key Stage 2	Acceptable
% pupil attendance in primary schools	Excellent
% pupil attendance in secondary schools	Excellent
Average number of school days lost per fixed term exclusion	Excellent
% all pupils that leave without an approved qualification	Improvement Priority

Summary of the council's contribution to the outcome
Overall, we are confident that the council has systems in place to support students to achieve their potential. However, further work needs to be done to consider the excellence thresholds and interventions for all performance measures. This is necessary for the council to understand how good the current position is. The current data is therefore presented as is, without any contextual analysis.

Performance Measure	Status
Updated on:	**31.12.2012**
No. of primary school places provided by mobile classrooms	616
No. of secondary school places provided by mobile classrooms	584
No. of surplus places as a % of total primary school places	18.12%
No. of surplus places as a % of total secondary school places	15.13%
No. of deficit places as a % of total primary school places	1.80%
No. of deficit places as a % of total secondary school places	0.35%
Improvement Activity	**Status**
Updated on:	**31.12.2012**
Support and challenge governing bodies to secure strong leadership	Yellow
Work with education services in North Wales (RESIS)	Green
Works to improve Ysgol Dyffryn Ial	Green
Works to improve Ysgol y Llys	Green
Works to improve Ysgol Dewi Sant	Green
Works to improve Ysgol Twm O'r Nant	Yellow
Works to create an area school in Cynwyd	Green
Replace gymnasium used by Denbigh High School	Green
Consultation on the Ruthin Area primary education review	Green
Potensial Project to work with young people at risk of NEET	Green
Welsh in Education Strategic Plan	Green
Pilot a system for collecting data on incidences of bullying in schools	Green

Priority: Improving our roads

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

Summary of the current position for the outcome
For the road condition indicators, we are using the benchmarking group of rural local authorities in Wales rather than all Welsh authorities. In this context, the combined indicator for A, B & C roads shows that our current position is "good". Our focus in recent years upon rural roads is reflected in an improvement in our C roads, which are also classified as "good".   However, the indicators for A and B roads show that improvement in these roads remains a "priority for improvement." The satisfaction indicators came from the 2011 Residents Survey, and updated results will come from the next survey which will take place over the Summer of 2013. We hope that this will show an improvement in peoples' perception of the road condition in Denbighshire relative to the actual improvements shown by the road condition indicators.

Indicator	Status
Updated on:	**31.03.2012**
% satisfaction: maintain main roads in good condition	Improvement Priority
% satisfaction: maintain streets in towns & villages in good condition	Improvement Priority
% satisfaction: maintain rural roads in good condition	New
% A, B & C roads that are in overall poor condition	Good
% principal A roads that are in overall poor condition	Improvement Priority
% non-principal/classified B roads that are in overall poor condition	Improvement Priority
% non-principal/classified C roads that are in overall poor condition	Good
% key routes where a drop-curb route is in place	No data

Summary of the council's contribution to the outcome
The council has an "excellent" status for the percentage of damaged roads and pavements made safe within the targeted time and of category C (Final) Street Works inspections are carried out on utility works before their guarantee period ends. Concerning the percentage of annual structural maintenance expenditure that was spent on planned structural maintenance, more work is required from the service to identified recent data and thresholds. This is also true of another two performance measures. The work to formalise plans for dropped kerbs has not been developed. The project is red, which means, "there are major issues on project definition, schedule, budget, required quality, or benefits delivery, which at this stage does not appear to be manageable or resolvable. The project potentially requires re-base lining and/or overall viability re-assessed." This is a concern as it has a clear association with an indicator for this priority and it also forms a key contribution to the council's Strategic Equality Plan.

Performance Measures	Status
Updated on:	**31.03.2012**
% planned Highways Capital Maintenance Programme achieved	No data
% of planned spend spent on planned structural maintenance	No data
% timeliness of category C (Final) Street Works inspections	Excellent
% damaged roads and pavements made safe within target time	Excellent
% road condition defects (CRM queries) resolved within timescale	No data
No. of successful claims concerning road condition during the year	5
Improvement Activity	**Status**
Updated on:	**31.12.2012**
Focus capital maintenance on roads important to communities	Green
Resurfacing works	Yellow
Surface dressing works	Yellow
Major reconstruction of the B4391 in the Berwyn mountains	Green
Review preparations for Highways Winter Maintenance	Yellow
Formalise plans for dropped kerbs	Red

Priority: 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 current position for the outcome

The data shows that 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. To date the primary focus has been on developing short-term support that enables people to live independently and reduce the need for long-term care/support (reablement). This approach has been successfully targeted at new people approaching the Department for support. To date 1278 people have been helped by our intake and reablement service. Positively, 71% of these people no longer need a social care package. However, to improve performance we will need to take a wider strategic focus to reduce dependency for people already in receipt of services. This will require continued investment in developing appropriate community based activities and support networks that promote and support people to live independent lives. The approach is in line with the new Social Services and Wellbeing Bill. However, it will inevitably mean some tough decisions about how we remodel existing services, which will require close working with communities and elected members.

This is also true 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. Indeed this year our placement rate into Care Homes for older people has been 4.68. When historic cases are included, the rate is 22.77.

The indicators relating to the percentage of people who receive particular care options both show the current position as being "excellent."

Indicator	Status
Updated on:	31.03.2012
% adult population who live independently	Improvement Priority
% adult population who cannot live independently	Improvement Priority
% who receive modern supportive options	Excellent
% who receive traditional care options	Excellent

Summary of the council's contribution to the outcome

The known performance data highlighting the council's contribution presents a positive picture and we are performing well in a number of areas supporting people to live independently.

However, further work needs to be done to consider the excellence thresholds and interventions for two performance measures. This is necessary for the council to understand how good the current position is. The data for these two measures are therefore presented as is, without any contextual analysis. All the identified improvement activity also shows a green status for delivery confidence.

Performance Measures	Status
Updated on:	**31.12.2012**
Rate of delayed transfers of care for social care reasons	Excellent
No. new placements of council supported adults in care homes	93
No. service users in receipt of assistive technology	337
% adult clients no longer needing a social care service	Excellent
Average number of calendar days taken to deliver a DFG	Excellent
Improvement Activity	**Status**
Updated on:	**31.12.2012**
New Work Connections Project	Green
Commissioning to deliver short-term support	Green
We will research Individual Service Funds	Green

Outcome: **Vulnerable people are protected**

Summary of the current position for the outcome	
The council can be reasonably confident that vulnerable people are being protected. Based on the selection of indicators, the known vulnerable people cohort is being protected to what is comparably an "excellent" position.	

Indicator	Status
Updated on:	**31.12.2012**
% adult protection referrals completed & the risk has been managed	Excellent
% referrals that were re-referrals within 12 months (children)	Excellent

Summary of the council's contribution to the outcome	
There is a mixed position with regard to the performance measures. The percentage of initial core group meetings held within 10 days of the initial child protection conference is identified as a "priority for improvement". This is an important performance measure as it highlights the safeguarding of children through timeliness of core group meetings. Performance has been improving throughout the year, but needs to continue to improve by around 10% to ensure "acceptable" status.	
The council aims to improve on the "acceptable" position for the timeliness of child protection reviews, to ensure that they all are carried out within statutory timescales. This is important as timely reviews are essential as part of effective care planning in order to safeguard and promote the welfare of children.	

Performance Measures	Status
Updated on:	**31.12.2012**
% child protection reviews carried out within statutory timescales	Acceptable
% open cases of children on CPR[9] with an allocated social worker	Excellent
% initial core group meetings held within 10 days of the initial CPC[10]	Improvement Priority

Improvement Activity	Status
Updated on:	**31.12.2012**
Referrals & on-going cases to identify vulnerable children & families	Green
Targeted support to families facing challenges or complex needs	Yellow
Training Events: All Wales Adult Protection Policy and Procedures	Green
Training Events: Child Protection	Green

[9] Child Protection Register
[10] Child Protection Conference

Priority: Clean and tidy streets

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

Summary of the current position for the outcome
Denbighshire has an "excellent" status for the Cleanliness Index (and has done since 2009). However, instances of fly tipping in the county are high in the context of Wales and this is therefore considered a "priority for improvement." A considerable change would be required in order for this indicator to improve to an "acceptable" status. There was an increase in reporting two years ago because we became better at recording incidents, and since then has started to reduce, which is a positive sign. To offer an idea of scale, the number of reported fly tipping incidents would have to reduce by around 1500 per year to become "acceptable."

Indicator	Status
Updated on:	**31.03.2012**
The Cleanliness Index	Excellent
The number of reported fly tipping incidents	Improvement Priority
A Cleaner Denbighshire (Clean Streets Survey)	(Q3) Excellent

Summary of the council's contribution to the outcome
The number of fixed penalty notices issues increased in quarter 3, and the current position is considered to be excellent. This correlates with the start of the external contracted enforcement service. However, the notices issued for dog fouling is a "priority for improvement" and requires some attention. Only 2% of all fixed penalty noticed issued were in relation to dog fouling. One of the reasons for the inclusion of this priority was to tackle the dog fouling issue, something that was strongly expressed during many consultation and engagement sessions.

In addition, the percentage of reported fly tipping incidents cleared within 5 working days is a "priority for improvement". The past few years have seen a decline in performance, at a faster rate than the rest of Wales. In order to return to an "acceptable" status, the council would need to improve by around 5%. |

Performance Measures	Status
Updated on:	**31.12.2012**
No. of fixed penalty notices issued (all types)	Excellent
No. of fixed penalty notices issued (dog fouling)	Improvement Priority

Average Response time to litter notifications (including dog fouling)	New
% reported fly tipping incidents cleared within 5 working days	Improvement Priority
Effective use of Section 215 notices	Excellent
Enforcement by the council on untidiness in council house gardens	New
Improvement Activity	**Status**
	Updated on: **31.12.2012**
More enforcement officers on the streets	Green
We will increase publicity on the issue of dog fouling	Green
We will provide sufficient waste bins	Green
We will review our street cleansing methods	Green
We will work proactively to improve cleanliness of neighbourhoods	Green

Priority: 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 current position for the outcome	
Glyndwr University has provided the council with an update report of housing need and demand in Denbighshire. This is now being analysed and will inform the structure of this priority for the year-end report.	

Indicator	Status
Updated on:	**31.12.2012**
A measure of the current supply of social housing	New
A measure of the current supply of affordable housing	New
A measure of the current supply of market housing	New
A measure of housing need	New
A measure of pent-up demand	New

Summary of the council's contribution to the outcome	
The timely determination of householder planning applications is a "priority for improvement." The position has worsened slightly this year demonstrating the need for the council to continue to focus on the determination of planning applications in a timely manner. An improvement of around 5% for this performance measure would likely place the council at an "acceptable" status. There are a number of new performance measures for which data will only become available at the end of 2012/13. However, the data that is available highlights positive performance in the delivery of a number of service areas.	

Performance Measures	Status
Updated on:	**31.12.2012**
% HMO[11] with full licence or a licence with conditions	Acceptable
% private sector dwellings returned to occupation	Excellent
% householder planning applications determined within 8 weeks	Improvement Priority

[11] House in Multiple Occupation

% additional affordable housing units granted planning permission	Acceptable
Supply of housing land by joint housing land availability study	New
% potentially homeless households with homelessness prevented	Good
% council properties achieving Welsh Housing Quality Standard	Annual
No. core KPI benchmarked in HouseMark that are in the top quartile	New
Improvement Activity	**Status**
Updated on:	**31.12.2012**
Explore housing options for people at threat of becoming homeless[12]	Green
Family support to deal with Welfare Reform Act[13]	Green
Improve the Housing Options website	Green
Continue to licensing HMOs	Green
External refurbishment of 25 properties in Rhyl[14]	Green

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[12] The council will explore options such as affordable housing and private renting with people who are under threat of becoming homeless.

[13] The council will seek to identify individual residents who will be adversely affected by the Welfare Reform Act and contact them to discuss specific options for dealing with the effects.

[14] The council will undertake external refurbishment of 25 properties at Millbank Road and Norman Drive, Rhyl, including front boundary walls, in addition to the replacement of windows for two listed buildings in Russell Road, Rhyl.

Priority: Modernising the council to deliver efficiencies and improve services for our customers

The Modernisation Programme will define what is meant by each outcome within this priority. A programme definition document is in development with a final draft expected in May 2013. As the indicators and performance measures are still in development, this report focusses only on the activities identified to support the priority in the Corporate Plan Delivery Document 2012/13.

Outcome: Services will continue to improve and develop

Summary of the council's contribution to the outcome
The outcome of recent work for (co) managed assets by Town and Community Councils has been successful; however, recent experience has also shown that successful delivery of the projects are often in doubt with major risks or issues apparent in a number of key areas due to the nature of the work.

Improvement Activity	Status
Customer Service Standards[15]	Green
System to improve customer communication[16]	Yellow
Customer feedback[17]	Yellow
Self analysis from improvement tools[18]	Yellow
We will introduce "The Hwb"	Green
We will develop a new website for the council	Yellow
Town & Community Councils: Charter[19]	Green
Town & Community Councils: (co) managed assets[20]	Orange
Map services for childcare provision and 11-25 year olds	Yellow

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[15] To develop Customer Service Standards and publish them so our customers know what level of service they can expect from us.
[16] To implement a system that will allow customers to share their ideas with the council and improve their local area.
[17] To use feedback as a learning mechanism and improve services.
[18] To analyse learning from improvement tools, sharing experiences and skills across the council.
[19] The Charter between the council and Town & Community Councils (T&CCs) will be further developed, launched, and promoted among staff.
[20] The council will ask all T&CCs if they would like to take up any opportunities for managing (or co-managing) community assets and services.

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

Summary of the council's contribution to the outcome	
The work to deliver this outcome is progressing as planned; there are no outstanding issues threatening delivery.	
Improvement Activity	**Status**
Expansion of wireless provision in council buildings	Green
Continued removal of all desktop printers	Green
Develop "work-styles" for all council roles and equip to deliver roles[21]	Green
Service Performance Challenge[22]	Green
Analysis from Office Rationalisation[23]	Green

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[21] The development of 'work-styles' for all council roles (e.g. office-based, mobile and home-based) and equip them with skills and technology to make them flexible and efficient.
[22] Improve our use of benchmarking information to support Service Performance Challenges.
[23] To analyse lessons learnt from office rationalisation, hot-desking, electronic document management, and pilots in mobile working technology as a foundation for rolling out flexible working across the council.

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Report to:	**Performance Scrutiny Committee**
Lead Member/Officers:	**Lead Member - Modernisation**
	Corporate Director: Customers
	Corporate Director: Economic & Community Ambition
Report Author:	**Head of Business Planning & Performance**
Title:	**Improving the Service Challenge Process (DRAFT PROPOSAL)**
Date:	**11 April 2013**

1.   What is the report about?

1.1   The report concerns proposals to improve the Service Challenge process in the Council.

2.   What is the reason for making this report?

2.1   To support discussion about how the service challenge process can be improved.

3.   What are the Recommendations?

3.1   That Members consider and comment on the draft proposals for a new Service Challenge process, which would include:

- A more detailed review with a renewed focus on self-evaluation.
- An annual instead of bi-annual programme with more flexible links with the business and budget planning process.
- The development of a new and separate process for agreeing efficiencies.

4.   Report Details

4.1.   Over the course of the last three years, the Council has developed a Performance Management Framework in which the performance of Services is challenged through a twice yearly forum. These meetings are chaired by a Corporate Director and include other senior officers, Cabinet Members and representatives from Scrutiny. Service heads are asked to account for the overall performance of their Service and to identify savings that can contribute to the Council's efficiency programme.

4.2.   These meetings have been timed to fit into the budget setting and business planning processes and broadly, take place in June/July and November/December. Information is produced to support each meeting, including current and projected spend, the Service Risk Register and a Position Statement, which is an overall self assessment of progress. This programme of proactive financial and performance monitoring has enabled the Council to maintain a high level of corporate 'insight' and awareness of risk,

and consequently, a 'light touch' regulatory approach from the Wales Audit Office (WAO).

4.3. Not all councils follow such a structured approach. A recent Welsh Local Government Association (WLGA) led project to map self assessment across the Welsh Authorities found a high degree of variance, with some Local Authorities not undertaking any form of formal self assessment at all. Although most undertake *some* form of service review, Denbighshire County Council's (DCC) experience puts the Council easily at the most developed end of this spectrum. Very few of the other councils combine business and financial planning in a single process.

4.4. In the time that the challenges have been running in their various forms, they have become an accepted forum for raising issues about performance, for identifying potential efficiencies and for discussing service pressures. The routine of bi- annual self assessment is well established and provides a robust basis for the Council's overall self assessment.

4.5. However, this system could clearly be improved and some of the Service Challenges are seen as more successful than others:
- Sometimes they are considered not to have been sufficiently 'challenging', and sometimes not to have focused on the most critical areas.
- The self assessment format used provides an overall 'position statement' for the Service, but does not consider any single area in depth, and does not consider some areas – such as 'Leadership' – at all.
- The process of identifying efficiency savings, which worked well at the beginning, has become less effective three years in, as Services have already given up any 'easy wins' that can be identified. Finding further savings is likely to require a more strategic approach.
- The process of organising, administering and actually attending the bi-annual challenge programme, is a challenge in itself, and utilises a lot of Officer and Member capacity.

4.6. Overall, the Performance Challenge process has clearly taken the Council forward, so that we now have a much better understanding of what is working well and what is not. However, having been on that journey, we are also beginning to see both the weaknesses in the process and how it could be made more effective. Fundamentally, the challenge process now needs to shift its focus to concentrate more on the development of 'quality', on 'outcomes' and on value for money in the Council's services, and less on developing the efficiencies programme, as this too needs to change its emphasis.

4.7. Key elements of this shift should be:
- A more detailed review with a renewed focus on self evaluation
- An annual instead of bi-annual programme with more flexible links with the business and budget planning process.
- The development of a new and separate process for agreeing efficiencies.

4.8. Expanding the focus on 'quality' and 'value for money' would be based on improving the level of self evaluation by both broadening it out to include more

elements and also by supporting the process with better comparative information. Using a question hierarchy concept, this self evaluation will be based on three core areas of inquiry: 1) How good are outcomes for the community? 2) Does the service set the right priorities? 3) How effective are leadership and management?

4.9.   This core structure will be developed further to include a hierarchy of lower level questions to explore the themes in more detail, and a draft question hierarchy is currently being developed for wider consultation.

4.10.   This form of self evaluation would enable a much more in depth look at a service, most importantly, in relation to the outcomes it is achieving for its customers and communities. Testing these out and then exploring the organisation and leadership of the Service that delivers these outcomes, would be a powerful process that would support continuous improvement. It would also pinpoint weaknesses and areas that need to change or improve, providing a key annual input into the Council's performance management framework.

4.11.   This level of self analysis and comparison will require much more preparation than the current system, both on the part of the Service Head, the Service Assessment panel, and the new Research and Intelligence team that will help to support the process. A wider group of staff should also be brought into the self assessment process, so that 'ownership' of the challenge extends beyond senior officers in a Service. There will clearly be a balance to be struck between the level of preparation required and getting on with 'business as usual', though this is likely to vary between different Services.

4.12.   To make this manageable, the new challenge meetings will be annual rather than bi-annual, and will be on a rolling programme rather than all in the same short period. This will have benefits in other ways, because the preparatory work will be easier to plan around reporting periods and the dates that key performance data becomes available (exam results for example).

4.13   It may also help to strengthen the 'challenge' element of the meetings, which has proved an enduring problem. As the meetings will be less frequent, then it should be possible for the Chief Executive and all three Directors to attend (as well as senior politicians), so that the 'panel' will have a mixture of people who have knowledge of a service and people who can take more of a customer focused role. This would have the added advantage of visibly vesting the performance management of Heads of Service with the most senior management group in the Council. Indeed the 'informal CET' meeting, would be a ready made forum for agreeing the agenda – or 'lines of inquiry' - for the meetings.

4.14.   An approach that is more focussed on overall outcomes and performance, which is closer to an Estyn or regulatory model, can be expected to produce a clearer output than the current system. A plan to deliver agreed improvement actions would be an obvious output, elements of which would logically become part of the Service's Business Plan.

4.15.   More focus on performance and outcomes though, will mean a less structured link with the budget setting process. As this is a strength in the current process, it is important that this deficit is counterbalanced elsewhere. A solution would be to expand the financial element of the Service Business Plan format so that activity and finance is still clearly linked. This could include service pressures as well as planned efficiencies. Management of this

process through the financial year may still require some additional focus and although this could be through internal meetings rather than formal challenges, maintaining Member involvement in this process would critical.

4.16   This process may be more straightforward where Services already have a formal regulatory self assessment regime in place, for example, Social Services. Certainly, unnecessary duplication of effort would need to be avoided.

4.17   Whilst this new approach should develop the way we understand and manage improvement in the organisation, it is worth noting that this is still a 'service' based focus. There will still be a need to assess and understand the position of the Council as a whole, so that individual service improvement can be seen in context.

4.18.   Next steps are to agree the detailed hierarchy and the first annual programme of meetings. To allow time for preparation, the earliest that the first new Service Assessment meetings could take place would be late June 2013.

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

5.1   It will support service improvement.

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

6.1   There is no additional cost.

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

7.1   The report does not propose any change that will impact directly on our communities or that would impact on staff from an equality perspective.

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

8.1   n/a

9.   Chief Finance Officer Statement

9.1   Not required.

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

10.1   There is a risk that the current system will not continue to support service improvement effectively.

11   Power to make the Decision

11.1   Scrutiny is an important element of developing the new Service Challenge process

11.2   Article 6.3 of the Council's Constitution

Contact Officer: Head of Business Planning and Performance   Tel: 01824 706246

Report To: Performance Scrutiny Committee

Date of Meeting: 11th April 2013

Lead Member/Officer: Lead Member for Public Realm/
                       Head of Planning and Public Protection

Report Author: Head of Planning and Public Protection

Title: Denbighshire CCTV Service

1.   What is the report about?

1.1   To provide Members with an update on the Council's CCTV function.

2.   What is the reason for making this report?

2.1   To provide Members with information on the operation of the Council's CCTV function and its partnership working with other agencies including North Wales Police.

3.   What are the Recommendations?

3.1   It is recommended that Members note and provide observations on the contents of this report, support the existing arrangements within the CCTV Team and request a more detailed report on any aspect of the CCTV function as Members feel appropriate.

4.   Report details

Background

4.1   The Council's CCTV system is operated and managed by the Planning and Public Protection Service. It is located in Rhyl Police Station.

4.2   The provision of a public space CCTV service is a major contribution towards Denbighshire's responsibilities under the Crime and Disorder Act 1998, and is highly regarded by North Wales Police as providing an excellent and essential service.

4.3   Besides the police, partnership working with other council teams and external agencies is an important and essential element of the CCTV service and involves close working relationships with Community Safety Enforcement, Licensing, Tourism, Public Realm, Coastal Facilities, Environmental Health, Housing Enforcement, Fire Service, Coast Guard & Lifeboat services, Ambulance Service, RSPCA, private security firms etc.

4.4 The primary purpose of the system is to support the Community Safety Partnerships approach to reduce both the level of crime and fear of crime, to provide a safe public environment for the benefit of those who reside, visit and work in the area.

4.5 Council Officers staff the CCTV control room, working shifts to provide 24 hour cover, 7 days a week, 365 days per year. The Control Room has 10 staff, comprised of 1 full-time CCTV Supervisor, 5 full-time and 4 part-time CCTV operators. 2 full-time operators left in 2012 and have not been replaced, due to the need to make significant savings in the region of £100k by 2014/15 in the Council's CCTV budget.

Activity:

4.6 There are currently 80 permanent public space CCTV Cameras, covering Rhyl, Prestatyn and Rhuddlan. All of these cameras can pan, tilt and zoom (PTZ) allowing the operators full control of the cameras. The cameras are linked to the CCTV Control Room by fibre optic cables, providing excellent picture quality. Pictures are monitored by the staff and recorded, with recording kept for 30 days.

4.7 There are 58 cameras in Rhyl, 18 cameras in Prestatyn and 4 cameras in Rhuddlan. The Control Room records 5 ANPR (Automatic Number Plate Recognition) cameras which have the ability to feed data directly to North Wales Police for live checking against the Police National Database for stolen or flagged vehicles of interest. The Control Room also has live access to 18 bus shelter cameras at Rhyl and Prestatyn Transport Hubs.

4.8 The Control Room has remote access to CCTV at the Lon Parcwr Ruthin Highways Depot, Kinmel Park Depot and at the Marsh Road Rhyl Recycling Centre, as well as 4 school external cameras which can be monitored by CCTV Operators.

4.9 The CCTV Control Room can also remote connect to view the Town Council owned CCTV system in Llangollen. Denbigh Town Council also has a CCTV system.

4.10 The team has 6 Re-deployable CCTV cameras (RCCTV) which can send limited quality pictures back to the control room via the airwaves. The cameras are normally deployed on lamp posts in specific areas and locations e.g. following the recent floods in St Asaph and Ruthin, 4 of the cameras have been redeployed to monitor the vacated properties for security reasons. The RCCTV system also provides recording for 4 cameras owned by North Wales Police and North Wales Fire and Rescue Service (via its joint partnership Arson Reduction Team). The 6 RCCTV Council cameras are due for renewal over the next 6 months. A management decision has been taken not to renew them and to encourage Council departments and outside agencies to make their own arrangements for RCCTV with the CCTV Control Room willing to accept the pictures and monitor for a modest charge.

4.11 During the calendar year 2012, the CCTV Control Room instigated, assisted or monitored 3732 incidents within the 3 Denbighshire towns of Rhyl, Prestatyn

and Rhuddlan (2011 4408 incidents). The average annual incidents recorded over the past 3 years (2010-2012) are 4125 per year, with a monthly average of 344 incidents per month.

4.12 CCTV responds dynamically to a range of incidents that are detected through reactive monitoring of the cameras, proactive 'project work' (e.g. dog fouling), pre-planned surveillance that is usually intelligence led, retail radio link, pub watch etc.

4.13 During 2012, CCTV recorded 64 offences relating to littering, illegal signage and fly tipping, 54 incidents relating to dog fouling, 7 incidents of graffiti and 92 licensing related matters. Also during 2012 CCTV supported the Air Show recording 23 related incidents, 37 incidents in the Rhyl Underground Car Park, 12 incidents at Rhyl Drift Park, 144 incidents of Street Drinking, 25 incidents of public urinating and 269 incidents of Antisocial Behaviour. CCTV also recorded 41 sexual assaults and indecent behaviour, 66 incidents relating to domestic violence, 14 hate related incidents, 180 medical/safety incidents, 159 incidents of public disorder and 248 assaults. CCTV also recorded 90 Road Traffic Collisions, its highest ever. It kept observations for 161 persons, 206 missing persons/children and recorded 34 incidents involving weapons and firearms.

4.14 The CCTV Department also provides secondary services for the Council by being the Emergency Out of Hours Customer Service Contact Centre (i.e. acts as the Council's main point of contact during the evenings, at night, at weekends and public holidays), CCTV recorded a total of 2085 out of hours emergency calls in 2012 (2011: 1649).

Finance – see appendix 1

Future

North Wales Regional CCTV Project

4.15 The NW Regional CCTV feasibility study is 4 years old, it began by looking into a business case to replace the 6 North Wales Control Rooms with 1 Regional CCTV Control Room. The project is being led by Conwy CBC. The study was funded by an £800k Welsh Assembly 'Invest to Save' Loan which must be repaid between all LA's, currently an estimated £180k has been spent on project staff, consultancy and analysis costs.

4.16 In December 2012, the Project Leadership Board consisting of 6 Chief Executive Officers decided that there should be a regional CCTV service but based on 2 Control Rooms with one in Wrexham while the location of the other Control Room is still under discussion. Regional meetings continue to take place and a decision as to whether the project is to proceed or not is expected soon. If it is to proceed the implications to the Council will need to be assessed. The relevant Lead Member is the Lead Member for Public Realm who receives regular updates.

Other Opportunities

4.17 If the Regional Project does not proceed then the Council will need to consider how to develop the CCTV function while making the required £113k savings.

This will include looking at reducing costs (e.g. not providing a 24/7 service, looking at collaboration opportunities at a sub-regional level etc.), and increasing income (e.g. providing an improved service to the Police and re-negotiating their contribution, greater security support to Council assets, a re-negotiation of existing internal recharges, greater alarm monitoring and key holder services, enhanced lone working tracking, monitor Town Council CCTV systems, commercial monitoring opportunities, traffic enforcement, provide monitoring service for others employment of RCCTV, rapid deployment CCTV systems etc.).

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

5.1   The operation of a CCTV service directly contributes towards the corporate priorities of protecting the vulnerable within our communities and keeping our streets clean and tidy.

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

6.1   All costs are contained within existing service 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   The potential impact of this decision has been assessed and determined to be not significant since it does not propose a change to existing processes.

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

8.1   None.

9.0   Chief Finance Officer Statement

9.1   There are no direct financial implications as a result of this report, although approximately £100k savings from the CCTV budget have been committed in the Council's medium term financial plan. Savings targets used in the financial assessments need to reflect the current CCTV budgets.

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

10.1   There are no risks associated to this report.

11.   Power to make the Decision

11.1   No formal decision is required.

Contact Officer:

Head of Planning and Public Protection
Tel: 01824 706925

Financial

As a result of the service challenge process it was agreed by the Corporate Executive Team (CET) that the total net cost of providing the CCTV function as of 2011/12 would be reduced by a third by 2014/15. The total net cost in 2011/12 was £338k meaning that by 2014/15 the total net cost had to reduce by £113k to a total of £225k. Currently £50k of savings have been made and removed from the budget, leaving another £63k to be found. Making this level of savings will inevitable have an impact on service delivery. The savings profile could change dependent on whether the regional project progresses.

The following table is a summary of the financial position of the CCTV function.

Income Details

	2009/10	2010/11	2011/12	2012/13
Total expenditure on CCTV	£378k	£390k	£390k	£364k
Total staff expenditure	£263k	£269k	£291k * single status	£225k
Total income	£35k	£65k	£52k	£69k
Total net cost	£343k	£323k	£338k * basis of 1/3 reduction by 2014/15	£295k
Total budget to CCTV	£324k	£341k	£325k	£295k
Savings from budget * a further £63k to be found before end of 2014/15 to deliver the total saving of £113k in the medium term financial plan	-	-	£20k	£30k

	2009/10	2010/11	2011/12	2012/13
External NWP Matalan	£17k -	£17k £23k	£17k £12k	£17k £13k
Internal Town Hall P & PP Housing Depot Highways	£2k £2k £5k £2k £5k	£2k £2k £5k £2k £5k	£2k £2k £5k £2k £5k	£2k £2k £5k £2k £6k

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Report to: Performance Scrutiny Committee

Date of Meeting: 11 April 2013

Report Author: Scrutiny Coordinator

Title: Scrutiny Work Programme

1.   What is the report about?

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

2.   What is the reason for making this report?

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

3.   What are the recommendations?

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

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. No such proposal form has been received for consideration at the current meeting.

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 2.

Wales Audit Office (WAO) Annual Improvement Report
4.8   This annual report on the Council's performance was originally scheduled for presentation to the current meeting. However, as the Council is still awaiting the draft version of the Annual Report from the WAO it was not possible to submit the report to this meeting. Therefore, with the Chair's consent, this item has now been rescheduled into the Committee's work programme for its May 2013 meeting.

<u>Progress on Committee Resolutions</u>

4.9   A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 3 to this report.

5.   Scrutiny Chairs and Vice-Chairs Group

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 7 March and at that meeting it was decided that the findings of the Review of the Council's Publications, which was originally scheduled into Communities Scrutiny Committee's forward work programme for May 2013, was more suitably aligned to this Committee's remit. As Communities Scrutiny Committee already had four items listed for its May meeting it was recommended that the item be transferred to Performance Scrutiny Committee's forward work programme. The Chair agreed to this request and the item has been scheduled for presentation to this Committee at its meeting on 20 June.

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

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

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

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

8.   What consultations have been carried out?

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

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

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

10.   Power to make the decision

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

Contact Officer:
Scrutiny Coordinator
Tel No: (01824) 712554
Email: dcc_admin@denbighshire.gov.uk

Note: Any items entered in italics have <u>not</u> 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
16 May (change from original date of 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 weaknesses.	Jackie Walley/Steven Goodrum	July 2012
	2	Cefndy Enterprises	To consider the organisation's: (i) performance in delivering its Business Plan for 2012/13; (ii) its business plan for 2013/14; (iii) the risks identified with respect to subsidy reduction/DWP funding and the consequential impact on the workforce and Council; and (iv) health and safety matters	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	Phil Gilroy/Deborah Holmes-Langstone	January 2013 (Scheduled by SCVCG)
	3	Annual Council Reporting Framework	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	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	Sally Ellis/Craig MacLeod	February 2013
	4	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	Tony Ward	January 2013 (deferred March 2013)

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Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
				Council on its continual journey of improvement and to deliver effective and efficient services to residents		
20 June	1	Corporate Plan QPR: Q4 2012/13	To monitor the Council's progress in delivering the Corporate Plan 2012-17	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 formal review by CET	Identification of effective measures to address the high level risks	Tony Ward	January 2013
	3	Estyn Action Plan **[Education]**	To monitor the progress achieved to date in implementing the actions to address the 2 recommendations in the 2012 Estyn Inspection of the Quality of Education Services	Better quality services and better outcomes for pupils through early identification of any slippages in progressing actions, or in implementing mitigating measures to address risks identified	Karen Evans/Diane Hesketh	June 2012
	4	Review of Council Publications	To consider the findings of the review	The formulation of recommendations with respect to future Council publications and the most appropriate and effective communication methods for engaging with residents	Jamie Groves/Gareth Watson	February 2013 (transferred from Communities Scrutiny March 2013)
19 September	1	Annual Performance Review Report 2012/13	To evaluate the performance of the council during 2012/13	Identification of trends or areas of poor performance leading to recommendations to address declining performance and	Tony Ward	July 2012

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
				realise the Council's ambition to become an excellent authority		
	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	Provisional External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Julian Molloy	January 2013
	4	Corporate Plan QPR: Q1 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012-17	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	February 2013
	5	Your Voice' complaints performance (Q1)	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 weaknesses.	Jackie Walley/Steven Goodrum	Feburary 2013
24 October	1	Corporate Risk Register	To consider the latest version of the Council's Corporate Risk Register following the latest formal review by CET	Identification of effective measures to address the high level risks	Tony Ward	January 2013

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Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
12 December	1.	Corporate Plan QPR: Q2 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012-17	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	February 2013
	2	Your Voice' complaints performance (Q2)	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 weaknesses.	Jackie Walley/Steven Goodrum	Feburary 2013
16 January 2014	1	Verified External Examinations and Teacher Assessments **[Education]**	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Julian Molloy	January 2013
	2	Corporate Risk Register	To consider the latest version of the Council's Corporate Risk Register following the latest formal review by CET	Identification of effective measures to address the high level risks	Tony Ward	January 2013
20 February	1	'Your Voice' complaints performance (Q3)	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 weaknesses.	Jackie Walley/Steven Goodrum	Feburary 2013
20 March	1.	Corporate Plan QPR: Q3 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012-17	Ensuring that the Council meets its targets, delivers its Corporate Plan and the Council's services in line with its aspirations and to the	Tony Ward	February 2013

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
				satisfaction of local residents		
1 May						
June 2014	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 weaknesses.	Jackie Walley/Steven Goodrum	Feburary 2013
	2	Corporate Plan QPR: Q4 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012-17	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	February 2013
	3	Corporate Risk Register	To consider the latest version of the Council's Corporate Risk Register following the latest formal review by CET	Identification of effective measures to address the high level risks	Tony Ward	January 2013

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**
16 May 2013	**2 May 2013**	20 June	**6 June**	19 September	**5 September**

Performance Scrutiny Work Programme.doc

Updated 02/04/13 RhE

Appendix 2

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
16 April	1	Finance Update Report	To update Cabinet on the current financial position of the Council	tbc	Cllr Julian Thompson-Hill / Paul McGrady
	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	Corporate Plan QPR: Quarter 3 2012/13	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	tbc	Cllr Barbara Smith / Tony Ward
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	tbc	Scrutiny Coordinator
14 May	1	Finance Update Report	To update Cabinet on the current financial position of the Council	tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Review of Faith Based Education Provision	To consider proposals for provision in the north of the county.	Tbc	Cllr Eryl Williams / Jackie Walley

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	3	Review of LDP Steering Group	To consider the adoption of LDP Steering Group	tbc	Cllr Eryl Williams / Angela Loftus
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
June	1	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
	2	Finance Update Report	To update Cabinet on the current financial position of the Council		Cllr Julian Thompson-Hill / Paul McGrady
	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 &		Cllr Bobby Feeley / Phil Gilroy / Deborah Holmes-Langstone

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			disabled people		
	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	Corporate Plan QPR: Quarter 4 2012/13	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	7	Final Budget Position and Revenue Outturn 2012/13	To update Cabinet on the final Budget Position and Revenue Outturn 2012/13	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	8	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
July	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	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	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for	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
			Cabinet's attention.		
	4	Local Housing Strategy (Glyndwr University)	To consider a report by Glyndwr University	Tbc	Cllr Hugh Irving / Sue Lewis
September	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Annual Performance Review 2012/13	To review the draft Annual Performance Review for 2012-13 and to recommend the report for adoption by full Council		Cllr Barbara Smith / Tony Ward
	3	Corporate Plan QPR: Quarter 1 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
October	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	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
November	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
December	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Corporate Plan QPR: Quarter 2 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
January	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	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
February	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
March	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Corporate Plan QPR: Quarter 3 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
April	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
May	1	Finance Report Update	To update Cabinet on the	Tbc	Cllr Julian Thompson-

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			current financial position of the Council		Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
June	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Corporate Plan QPR: Quarter 3 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
April	**2 April**	May	**29 April**	June	**11 June**

Updated 4/4/2013 - SP

Cabinet Forward Work Programme.doc

Cabinet Forward Work Plan

Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
21 February 2013	5. Performance Standards Revealed through the Complaints Process	*RESOLVED that –* (a) *subject to members' comments above the report be received and the performance of services be noted;* (b) *future reporting be focused on analysing the nature of complaints and identifying trends and patterns and whether services were addressing those issues in order to improve services for customers, and* (c) *Councillors Richard Davies and Colin Hughes be appointed the committee's representatives on the 'Customers' and 'Legal and Democratic' Service Performance Challenge Groups respectively.*	Appointments notified to relevant officers
	6. Corporate Risk Register Review – February 2013	*RESOLVED that the committee –* (a) *notes the deletions, additions and amendments to the Corporate Risk Register, and* (b) *subject to clarification on the governance issue raised around collaboration, confirms that the 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 were appropriate to address the identified risks.*	The Council's Internal Audit Department has recently reviewed this specific risk and concluded that "…the Council has put in place several measures to manage these risks, such as having several reporting mechanisms to discuss collaborative activities…" Internal Officers are due to meet with the Corporate Executive Team

			(CET) in the near future to discuss risk related matters.
	7. Corporate Plan 2012/17 – Baseline Report	**RESOLVED** *that –* (a) *the draft baseline report for the Corporate Plan 2012 – 17 be received and noted;* (b) *a Corporate Plan Performance Management Sub-Group be established consisting of Councillors Colin Hughes, Arwel Roberts and Gareth Sandilands to examine closely quarterly performance reports in advance of the main committee meeting, and* (c) *a pre meeting briefing session be arranged before the committee's next meeting on 11 April on the performance management framework and indicator thresholds.*	Sub-Group membership notified to relevant officers Session will be held immediately prior to the current meeting
	8. Speed and Rev Limiter Pilot	**RESOLVED** *that implementing a pilot project to explore the feasibility of rolling out the fitting of speed/rev limiting devices to all Council vehicles below 3.5 tonnes be supported in principle.*	Head of Service notified of the recommendation with a request that it be reported to the Senior Leadership Team (SLT). It is understood that discussions are underway on when this recommendation will be reported to SLT.