



To: Members of the Performance  
Scrutiny Committee

Date: 14 June 2013

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Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 20 JUNE 2013** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams  
Head of Legal and Democratic Services

## **AGENDA**

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

#### **1 APOLOGIES**

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

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

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

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

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

To receive the Minutes of the Performance Scrutiny Committee held on 24 May 2013 (copy enclosed).

**5 ESTYN ACTION PLAN** (Pages 15 - 22)

To consider a report by the Head of Education and the Partnerships & Communities Manager (copy enclosed) to monitor the progress achieved to date in implementing the actions to address the two recommendations in the 2012 Estyn Inspection of the Quality of Education Services.

**9.40 a.m. – 10.15 a.m.**

**6 CORPORATE PLAN QPR: Q4 2012/ 13** (Pages 23 - 46)

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

**10.15 a.m. – 10.45 a.m.**

~~~~~ **BREAK ( 10.45 a.m. – 11.00 a.m. )** ~~~~~

**7 CORPORATE RISK REGISTER** (Pages 47 - 66)

To consider a report by the Corporate Improvement Manager (copy enclosed) to review the latest version of the Council's Corporate Risk Register following the latest formal review by Corporate Executive Team.

**11.00 a.m. – 11.30 a.m.**

**8 SCRUTINY WORK PROGRAMME** (Pages 67 - 84)

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.

**11.30 a.m. – 12.00 p.m.**

**9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**12.00 p.m. – 12.10 p.m.**

**MEMBERSHIP**

**Councillors**

Bill Cowie

Meirick Davies

Richard Davies

Colin Hughes

Geraint Lloyd-Williams

Peter Owen

Dewi Owens

Arwel Roberts

Gareth Sandilands

David Simmons

**Voting Co-opted Members for Education (Agenda Item No. 5 only)**

Ms C Burgess      Ms D Houghton  
Mrs G Greenland   Dr D Marjoram

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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 Friday, 24 May 2013 at 10.00 am.

### PRESENT

Councillors Bill Cowie, Meirick Davies, Richard Davies, Dewi Owens, Arwel Roberts and Gareth Sandilands

### ALSO PRESENT

Corporate Director: Modernisation and Wellbeing (SE), Head of Internal Audit (IB), Head of Adult and Business Services (PG), Head of Customers and Education Support (JW), Corporate Improvement Team Manager (TW), Service Manager: Quality and Systems Development (CM), Service Manager Cefndy Healthcare/Business Development (DHL), Corporate Complaints Officer (CO), Wales Audit Office (GB), Scrutiny Co-ordinator (RE) and Administrative Officer (CIW).

### 1 APOLOGIES

Apologies for absence were received from Councillor Colin Hughes, Councillor Geraint Lloyd-Williams, Councillor Peter Owen and Councillor David Simmons

### 2 APPOINTMENT OF VICE CHAIR

Councillor A Roberts had circulated his CV to Committee members prior to the meeting. Councillor Roberts was nominated and seconded for the office of Vice-Chair, no other nominations were received and it was:

**RESOLVED** – *that Councillor A. Roberts be appointed Vice Chair of the Performance Scrutiny Committee for the ensuing year.*

In the absence of the chair, Councillor D. Simmons, the Vice Chair, Councillor A. Roberts, took the Chair for the meeting.

### 3 DECLARATION OF INTERESTS

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

### 4 URGENT MATTERS AS AGREED BY THE CHAIR

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

### 5 MINUTES OF THE LAST MEETING

The Minutes of a meeting of the Performance Scrutiny Committee held on Thursday, 11<sup>th</sup> April, 2013 were submitted.

Matters arising:-

5. Corporate Plan QPR: Quarter 3 2012/13 – Following the briefing session held prior to the meeting on the Council's Quarterly Performance Reports, the Committee agreed that the process in place was fit for purpose and sufficiently challenging. The Lead Member for Modernising and Performance assured Members that all quarterly performance reports would be presented to scrutiny prior to being presented to Cabinet to ensure that the information was robustly challenged at all levels.

The Scrutiny Coordinator confirmed that a progress report in respect of dropped kerbs would be circulated when finalised. She explained that a briefing note detailing the progress made regarding the initial core group meetings held within ten days of the first child protection conference had been included in the Information Brief circulated prior to the meeting.

In response to a question from Councillor D. Owens, the Scrutiny Coordinator explained that an item pertaining to the progress of the development of CCTV in Denbighshire had been included in the Committee's Forward Work Programme for October, 2013. The report would detail progress with the development the Council's CCTV function in light of the Regional Collaboration project not being progressed. It would also highlight cost reduction and income generation methods while progressing a more equitable distribution of CCTV throughout the County. The Scrutiny Coordinator agreed to enquire whether the report could also detail the Police's financial contribution towards the service and an analysis of the financial/resource benefits they realised as a consequence of using the service.

**[RE to pursue]**

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

## **PART II**

### **EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** – that under Section 100A of the Local Government Act 1972, the Press and Public be excluded from the meeting for the following item(s) of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

## **6 CEFNDY ENTERPRISES**

A copy of a confidential report by the Service Manager Cefndy Healthcare/Business Development, which detailed Cefndy's past performance and highlighted the need for future investment, had been circulated with the papers for the meeting.

Councillor R.L. Feeley provided the Committee with details of Cefndy's past and present performance, future targets and the main challenges it would be facing as a result of the elimination of DWP funding.

The Head of Adult and Business Services (HABS) explained that although financial and service performance had been good Cefndy's delivery of its targets had inhibited the service from investing in its factory infrastructure. He explained that Cabinet would in July be considering a proposal requesting draw down of the Corporate Plan capital reserve to invest in plant/machinery to replace aged existing plant. Denbighshire had made a commitment in its Corporate Plan to support its future existence by approving capital investment.

Attendance at Scrutiny had been requested to consider the organisation's:-

- Performance in delivering its Business Plan for 2012/13;
- Its Business Plan for 2013/14;
- The risks identified with respect to subsidy reduction and DWP funding and the consequential impact on the workforce and Council; and
- Health and safety matters

Cefndy's future vision was to be self-sustaining and robust in its governance. Cefndy Healthcare was a Denbighshire supported business which provided meaningful employment and training to over 60 people, 45 of whom had a disability. Details of Cefndy's history and contribution to local employment and training had been included in the report. During the last 5 years Cefndy had reversed the trend of increasing dependency on Denbighshire's financial underpinning, by delivering commercial growth and financial efficiencies and a copy of the Business Plan had been included as Appendix 1.

Over the last 5 years Cefndy had:-

- Increased sales performance by over £1m to now £3.8m.
- Reduced financial dependency on the Council by £225k.
- Been on course to deliver the key objective of being at zero cost to the Council.
- Had an excellent record of H&S management, working with Corporate H&S and through robust internal processes in line with legal requirements.

The challenges now facing the organisation compromised the sustainability of the business/service and could threaten Cefndy's viability of existence if not addressed in the near future. These challenges had been further compounded by recent UK Government welfare reforms. Three options had been identified for the Committee's consideration with a view to securing the business' future. Members considered the options and resolved to recommend that Option C be supported – which proposed to draw down the capital investment outlined in the Council's Corporate Plan which would permit the business to invest to address the risks it faced and enable it to become more efficient and able to cope with the loss of Department for Work and Pensions (DWP) funding and eventually lead to financial sustainability without a Denbighshire budget.

The Corporate Director: Modernisation and Wellbeing explained that she had discussed the implications of the withdrawal of 'Work Choice' funding with the local MP and the AM. Officers explained that staff employed at Cefndy came from various areas within and outside the County. Details pertaining to the business' advertising and internet sales were provided for the Committee. Following detailed discussion the Committee:

**RESOLVED –**

- (a) *to note the contents of the report, and*
- (b) *recommend to Cabinet that Option C – to draw down the Corporate Plan capital reserve to invest in plant/machinery to replace aged existing plant - be approved as the preferred Option, with a view to assisting the business to address the challenges it faces and become a financially sustainable business without Council funding in future.*

**[SE/PG/DHL to report to Cabinet]**

**PART I**

**7 ANNUAL IMPROVEMENT REPORT : DENBIGHSHIRE COUNTY COUNCIL**

A copy of the Wales Audit Office's Annual Improvement Report for Denbighshire County Council had been circulated with the papers for the meeting. The Corporate Improvement Team Manager (CITM) introduced the report which provided information regarding the latest Annual Improvement Report for Denbighshire and was the key external regulatory report received by the Council each year.

The Auditor General reports annually on how well Welsh Councils, Fire and Rescue Authorities and National Parks were planning for improvement and delivering their services. Drawing on the work of the relevant Welsh inspectorates, as well as work undertaken on his behalf by the Wales Audit Office, the report presented a picture of improvement over the last year. The three main sections of the report mainly cover Denbighshire's delivery and self-evaluation of services in relation to 2011-12, and its improvement planning arrangements for 2012-13. Overall the Auditor General had concluded that the Council had made good progress in delivering its improvement programme and no new recommendations had been made this year. However, there was scope to improve the quality of some of the performance measures and evidence the Council uses to judge its effectiveness. It was explained that the report did set out the progress the Council was making to address the recommendations and proposals for improvement made in previous reports.

The Committee was informed that a draft of the Annual Improvement Report had been presented to, and discussed with; the Chief Executive and feedback had been provided prior to the report being finalised. The Annual Improvement Report would be presented to the Corporate Governance Committee on the 22<sup>nd</sup> May, 2013, and to Council on the 4th June, 2013.



With the aid of a power-point presentation (copy circulated at the meeting) the Wales Audit Office Representative (WAOR) provided a detailed summary of the Annual Improvement Report which included the 2011-12 Performance Assessment Contributors, Findings, Conclusions, Performance Findings, Improvement Planning Findings and Overall Conclusions. The WAOR highlighted the following main areas within the report:-

- Performance having continued to improve in most aspects of the Council's work to adapt service delivery to address demographic change.
- The ambition of the Council having been emphasised by the setting of challenging targets.
- Estyn having judged that the Council provided good quality education services for children and young people with prospects for further improvement.
- The Council's programme to improve roads had progressed.
- The corporate performance management arrangements had been proficient. However, there was scope to improve the quality of some of the evidence to judge its effectiveness.
- The Council had made good progress in delivering its improvement programme.
- The arrangements to support improvement were good with well-developed links between the Council's Medium Term Financial Plan and Corporate Plan.

On the basis of these findings and conclusions the Auditor General had made no new recommendations this year.

The WAOR advised that the Council's progress in delivering Welsh Housing Quality Standard (WHQS) council housing by the Welsh Government's deadline had been reported well internally, but not externally. There had also been limited reporting on performance on collaboration work. More extensive reporting of performance in this area, particularly the lessons learnt, would assist other authorities when considering entering into collaborative arrangements. One area in which Denbighshire seemed to be falling behind some other local authorities was with respect to the take-up of direct payments, the Council was however attempting to improve its performance in this area.

The CITM explained that not all national indicators had been reported upon as there had been a specific focus on indicators which related to the Council's priorities and those that measured what residents wanted. However, he accepted that the appropriate measures may not have been utilised in some of the areas but felt that the new Corporate Plan would address this issue and outlined the work currently being undertaken.

Following consideration of the report the Committee:-

**RESOLVED** – to accept the Wales Audit Office's Annual Improvement Report and to note the Auditor General's comments and observations.

## 8 YOUR VOICE COMPLAINTS PERFORMANCE - QUARTER 4

A copy of a report by the Head of Customers and Education Support, which provided an analysis of the feedback received via Denbighshire's customer feedback policy 'Your Voice' for Quarter 4 of 2012/13, had been circulated with the papers for the meeting.

The Head of Customers and Education Support (HCES) introduced the report and explained its contents in detail. The overall performance of the Council had improved in the last quarter with no service areas highlighted as RED in quarter 4. Of the 9 service areas that received complaints in quarter 4, 5 had responded to all complaints within the corporate target. Stage 1 complaints had been responded to within timescale which had been an improvement on previous quarters as indicated in the report. The number of Stage 2 complaints had reduced during the quarter but would require further monitoring over the coming periods. Stage 3 complaints had increased in each quarter from just over 2% of complaints considered by the Authority in Q1 to 3.5% in Q4 and these should be reviewed to determine whether there was a specific reason for the increase and whether any assistance could be offered to the respective services.

The HCES explained that following the recommendation of the Committee in February, 2013, a sample of feedback received during Q4 from Environmental Services and Highways had been undertaken and details of the findings had been included in the report. Details of the work and issues considered by the Customer Service Sub-Group in analysing the data and figures relating to the complaints process was outlined for Members of the Committee.

In reply to concerns raised by Councillor W.E. Cowie, officers agreed that an e-mail sent to all Members, following discussion at the Communities Scrutiny Committee on the production and issuing of calendars for wheelie bin collection dates, be recirculated.

**[JW to pursue]**

The HCES outlined to Committee members a proposal to develop a new complaints framework which Lead Members would be able to use during their one to one meetings with Heads of Service to drill down to the detail of the complaints, the reasons behind them and the delay encountered with their resolution. Members endorsed this approach and congratulated officers on the report and on the improved performance in responding to complaints achieved during 2012/13. The Committee:

***RESOLVED*** – *subject to the endorsement of the above proposal to receive the report and note the performance of services in dealing with complaints.*

**[JW/CO'G to note above resolution]**

## **9 ANNUAL COUNCIL REPORTING FRAMEWORK**

A copy of a report by the Corporate Director: Modernising and Wellbeing (CD:MW), which provided a summary of the effectiveness of the authority's social care

services and priorities for improvement, had been circulated with the papers for the meeting.

The draft annual report for 2012/2013, included as Appendix 1, intended to provide an honest picture of services in Denbighshire and demonstrated a clear understanding of the strengths and challenges faced, and would be subject to further consultation and refinement prior to being presented to Full Council by July, 2013.

A summary of the four components of the Annual Council Reporting Framework (ACRF) had been outlined in the report:-

- A detailed self-assessment and analysis of effectiveness
- Evidence trail
- Integration with business planning
- Publication of an annual report

The report formed an integral part of the CSSIW performance evaluation of Denbighshire Social Services, and the evaluation informed the Wales Audit Offices assessment of Denbighshire as part of the annual Improvement Report. The overall assessment indicated that Denbighshire Social Services had succeeded in making real improvements in terms of both performance and quality over the past year, and details of the areas of progress had been summarised in the report. There had been some real challenges for both Adult & Business and Children's Services and Appendix 2 provided an overview of the challenges and how the Council intended to respond to them. Members were informed that views and challenges on the draft report had been sought from officers in Flintshire County Council and BCUHB.

Improvement priorities within the annual report recognised the need to continue to adapt and modernise services in order to respond to the expectations and requirements of the Welsh Government's Social Services and Wellbeing Bill. Details of the key features to the Council's approach to proactively remodel and develop new service patterns to improve local services had been included in the report. Areas of improvements were highlighted which included Children's Services, collaborative working and quality assurance.

The Council's commitment to modernisation would involve an increased investment in preventative and early intervention services to enable citizens to be independent, resilient and able. The approach would need to be underpinned by a range of services, activities and support networks which people could access in their own community, and the delivery of the agenda would require cross-council/service and cross-sector solutions including community led initiatives.

Members were informed that remodeling and development of new services and approaches would inevitably result in some unpopular change. There would be a focus on making changes which deliver cost effective, sustainable services to ensure vulnerable people were protected and received high quality services which provided dignity in care and good outcomes.

Priorities detailed within the ACRF directly contributed to priority 4 of the Council's Corporate Priorities: vulnerable people are protected and are able to live as independently as possible. Activity identified within the annual report would continue to directly contribute to, and benefit from, the delivery of both the Economic Ambition and Modernising the Council programmes.

The CD:MW responded to a question from Councillor W.E. Cowie and provided details of the charging process for Residential Care Home provision which would be agreed on an annual basis and subject to regulatory requirements. Councillor D. Owens referred to the 58% increase in children looked after by the Authority and the Service Manager: Quality and Systems Development explained that the increase had been experienced on national level, and was partly attributable to new procedures adopted by the courts. An outline of Denbighshire rehabilitation programme was provided for the Committee. Details of the Council's monitoring process for Care Homes, together with the national standards, were provided in response to a question from Councillor R.J. Davies.

The availability of services bilingually was highlighted by the CD:MW and reference was made to the initiative introduced by the Welsh Government which contained working standards and a strategic framework which related to health and social care. She explained that there were some areas where the provision of bilingual services could be challenging and reference was made to the work undertaken by the Welsh Language Strategy Group.

Following further discussion the Committee:-

**RESOLVED** – *to receive the report and endorse:-*

- *the Director's self-assessment of social care in Denbighshire.*
- *the improvement priorities for 2013/2014; and*
- *that draft report provided a clear account of performance.*

**[SE/CMcL to note above resolution and report to Council]**

## **10 SCRUTINY WORK PROGRAMME**

A copy of a report by the Scrutiny Coordinator, which requested the Committee to review and agree its Forward Work Programme and provided an update on relevant issues, had been circulated with the papers for the meeting.

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

The Corporate Improvement Team Manager explained that a report in respect of the Corporate Risk Register would be submitted twice annually, in June, 2013 and January, 2014, and Members agreed that this item be withdrawn from October's work programme. He explained that the Terms of Reference of the Corporate Governance Committee stated that the Corporate Risk Register should be submitted to the Corporate Governance Committee, and clarification on the

Corporate Governance Committee's role and Performance Scrutiny Committee's role with regards to the Risk Register would be considered by the Scrutiny Chairs and Vice Chairs Group at its meeting on the 27<sup>th</sup> June, 2013.

The Scrutiny Coordinator referred to the Information Report on the new Service Challenge process contained in the Information Brief circulated to Committee members. Members consequently agreed the following nominations and appointments, subject to individual Member confirmation:-

Legal and Democratic Services – Councillor D. Owens  
Children and Family Services – Councillor A. Roberts  
Business Planning and Performance – Councillor D. Owens  
Adults and Business Services – Councillor D. Simmons  
Customers and Education Support – Councillor R.J. Davies  
Planning and Public Protection – Councillor M.LI. Davies  
Communications, Marketing and Leisure – Councillor G. Lloyd-Williams  
Strategic Human Resources – Councillor R.J. Davies  
Education – Councillor A. Roberts  
Housing and Community Development – Councillor W.E. Cowie  
Finance and Assets – Councillor A. Roberts (substitute: Councillor D. Owens)  
Environment and Highways – Councillor W.E. Cowie (substitute: Councillor M.LII. Davies)

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

**[RE to advise Business, Planning and Performance of appointments]**

## **11 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

The Corporate Improvement Team Manager explained that Corporate Equality Group had at their meeting requested that the following three points of information be conveyed to the relevant Committees:-

- Equality Impact Assessments (EqIA) - All reports to Council and Cabinet, and Delegated Decisions should be submitted utilising the new report template, and the associated Equality Impact Assessment should be appended to the respective report.
- Respect Booklet – The booklet, which raises awareness in respect of diversity issues, be mandatory for all staff.
- Equality Training for Members – The Corporate Equality Group had expressed the view that Equality training for Elected Members should be made mandatory. Councillor M.LI. Davies expressed the view that an explanation detailing the purpose and reasons for the provision of training sessions, and whether attendance was mandatory, should be included on the invitation sent to Members.

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

**[SP/EW to note above information]**

*Meeting ended at 12.45 p.m.*

|                               |                                                                                                                                                                           |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Report To:</b>             | <b>Performance Scrutiny Committee</b>                                                                                                                                     |
| <b>Date of Meeting:</b>       | <b>20 June 2013</b>                                                                                                                                                       |
| <b>Lead Member / Officer:</b> | <b>Lead Member for Education/Head of Education</b>                                                                                                                        |
| <b>Report Author:</b>         | <b>Head of Education</b>                                                                                                                                                  |
| <b>Title:</b>                 | <b>The post inspection action in response to the Estyn Inspection on the quality of Local Authority Education Services for children and young people in Denbighshire.</b> |

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

- 1.1 Provide an update on the progress made in response to the recommendations made by Estyn following the 2012 inspection.

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

- 2.1 To provide information on and consider progress made following the report presented to the scrutiny committee on 10 January 2013, in response to the recommendations made by Estyn following the 2012 inspection.

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

That the Committee:

- 3.1 considers the information provided and comments on the progress achieved to date in addressing Estyn's recommendations; and
- 3.2 determines whether further monitoring of the action plan's implementation is required.

## **4. Report details**

- 4.1 The main findings of the Estyn Report show that the Local Authority achieved 'Good' for the three key questions:-

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

All other indicators were also judged to be 'Good', with the exception of 3.1 'Leadership', which was judged to be 'Excellent'.

- 4.2 However, in order to improve further, Estyn recommended the following:-

**Recommendation 1:** Improve the accuracy of Teacher Assessments at the end of Key Stage 3; and

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

#### **4.3 Progress against Recommendation 1**

Progress has been made against all actions identified under this recommendation in the Post Estyn Action Plan, with the exception of 1.4 and 1.5. The completion date for activity related to 1.4 and 1.5 is July 2014 (see appendix 1).

#### **Progress against Recommendation 2**

Progress has been made against actions identified under this recommendation (please refer to Appendix 2).

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

Improving performance in education and the quality of school buildings is one of the Council's corporate priorities for 2012-17 term of office. In monitoring the delivery of the attached action plan the Committee can assist the Council to fulfil part of the above ambition.

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

6.1 All costs accrued will be supported by 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.**

The purpose of the report is to review and consider progress against recommendations. Therefore, the report is not seeking a decision in response to a proposal. There are no adverse effects on any of the protected characteristics as a result of this report.

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

8.1 Consultation has been carried out with Key Stakeholders.

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

N/A.

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

10.1 The reputational and political risks to the Authority are minimal, as the outcomes for the inspection are good. However, if the recommendations are



not addressed, there could be a negative impact on the outcome of future inspections.

**11. Power to make the Decision**

11.1 No legal requirements but Local Authority inspections are mandatory.

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

**Contact Officer:**

Head of Education

Tel: 01824 708009

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| Recommendation | Improve the accuracy of teacher assessments at the end of Key Stage 3                                                          |                                                                                                                                                 |          |       |                                                                                                                                                                                                                     |           |                                                                                                                                                                  |
|----------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ref No         | Target                                                                                                                         | Actions                                                                                                                                         | Due Date | Owner | Actual                                                                                                                                                                                                              | Status    | Comments                                                                                                                                                         |
| 1.1            | All assessments at KS3 are consistent and in line with WG assessment guidance to ensure that the LA is in the top 10 in Wales. | Collect teacher assessments each term to accurately track individual pupils' progress.                                                          | Jun-13   | SEO   | Heads of English, Welsh and maths have met to review standards and moderate pupils work. This process will be repeated during the spring term                                                                       | Complete  |                                                                                                                                                                  |
|                |                                                                                                                                | Analysis of pupil level data to compare teacher assessments against FFT D predictions.                                                          | Jun-12   | SEO   | A data sheet for each school have been prepared and has identified pupils at risk of not achieving Level 5                                                                                                          | Complete  |                                                                                                                                                                  |
| 1.2            |                                                                                                                                | Subject teachers from each school to meet twice a year to work together to agree standards for each subject.                                    | Jun-13   | SEO   | Teachers to meet during spring term                                                                                                                                                                                 | Complete  | This process is now complete and is being reviewed as part of the transition to the regional service which is responsible for core school improvement functions. |
| 1.3            | Increase the number Level 5, 6 and 7 grades so that the LA is top 10 performing and in line with FFT D.                        | Extend the use of the Rapid Improvement Planning (RAP) to improve pupil performance in the core subjects.                                       | Mar-13   | SEO   | RAP improvement planning has been extended to 4/8 schools so far this year.                                                                                                                                         | On Target | This work is ongoing, but will not be measurable until the 2013 teacher assessments have been published.                                                         |
|                |                                                                                                                                | PLC's in NC subjects to share and develop good practice to increase numbers of pupils gaining Levels 5, 6 and 7 in line with FFT D predictions. |          |       | PLC's have been set up in literacy and numeracy in 7/8 schools. PLC in remaining school in place by February 2013.                                                                                                  | On Target |                                                                                                                                                                  |
| 1.4            | To provide teachers with a wide range of moderated pupils work and assessments as a reference.                                 | Use Moodle to host (PDF) levelled exemplar materials in all subjects and levels.                                                                | Jul-14   | SEO   | Some progress has been made, but not yet complete.                                                                                                                                                                  | On Target |                                                                                                                                                                  |
|                |                                                                                                                                | Provide training for teachers in the use of Moodle.                                                                                             | Jul-14   | SEO   | SLT members have received training, training for teachers will roll out once materials have been produced late in 2013.                                                                                             | On Target | All secondary schools have received introductory training. Further training will be offered alongside national and local resource development initiatives.       |
| 1.5            | All schools have a curriculum that is more learner-centred and skills-focused.                                                 | Work with SLT's to review current KS3 provision as part of school self-evaluation processes.                                                    | Jul-14   | SEO   | Curriculum deputy headteachers have set up a working group to review statutory age curriculums to ensure they meet the needs of a skills based curriculum to ensure young people are prepared for PISA focused KS4. | On Target | This work will be further informed by the national Curriculum and Assessment Review of KS2 and KS3, and the introduction of the LNF.                             |
| 1.6            | All schools are above the median at KS3 for the CSI.                                                                           | SI&I to support and challenge schools that are not improving.                                                                                   | Jul-14   | SEO   | Half termly review meetings take place to challenge performance at KS3                                                                                                                                              | Complete  |                                                                                                                                                                  |
| 1.7            | Best practice is shared with all schools.                                                                                      | Use training days to share their best curriculum and teaching practice with other schools.                                                      | Jul-13   | SEO   | High schools are using planned training days to moderate pupils work. Meetings with heads and officers will ensure common standards across the LA.                                                                  | On Target |                                                                                                                                                                  |
| 1.8            | Improve the effectiveness of senior and middle leaders.                                                                        | Training in the use of RAP to improve pupil performance.                                                                                        | Jul-13   | SEO   | An education consultant is working with 6/8 to train schools in the RAP process this academic year.                                                                                                                 | Complete  |                                                                                                                                                                  |

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| Recommendation |                                                                                                                                          | Identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money.                                                                                                                                                                                                         |                  |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ref No         | Target                                                                                                                                   | Actions                                                                                                                                                                                                                                                                                                                                                                                                                                     | Due Date         | Owner | Actual                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Status    | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 1.1            | Establish a system / database to map resources available to children and YP within Denbighshire.                                         | Identify core data set based on current fields within the FIS/MCA database                                                                                                                                                                                                                                                                                                                                                                  | Jul-12           | TE    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                |                                                                                                                                          | Identify a number of data collection mechanisms, this would include an MCA online facility entry system (preferred option as would allow direct import into MCA database) if this can be funded. It may also include spreadsheets and other options that might be proposed by Denbighshire ICT.                                                                                                                                             | Jul-12           | RR    | The new FIS database has been launched and is active from November 2012. The database is currently being promoted to organisations that work with families in order to ensure that all organisations have up to date details in the web based site. This includes a direct entry process. The FIS outreach workers have a work programme to support continuous development moving forward.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Complete  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                |                                                                                                                                          | Present plan and timeline to Early and Extending Entitlement                                                                                                                                                                                                                                                                                                                                                                                | Jul-12           | RR    | Presentations to support developments have taken place                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Complete  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                |                                                                                                                                          | Promote the new FIS Family Services Directory (FSD) within localities, together with information and guidance on inclusion on the FSD. This would include promotion to partner orgs and the public.                                                                                                                                                                                                                                         | Sep-12 to Aug-13 | TE    | Promotion is on going following the 'soft launch' of the data base.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | On Target |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                |                                                                                                                                          | In support of the above promote and pilot within the Rhyl & Denbigh localities - the use of the MCA updating mechanism whereby each organisation on the database can update their own details as they change.                                                                                                                                                                                                                               | Jul-13           | RR    | The pilot work is underway with Rhyl and Denbigh communities and a new service profiling tool has been established based on the Youth Service balanced scorecard assessment tool.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | On Target |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                |                                                                                                                                          | Review options for longer term resources and funding in order to sustain a wide role out (This may include the option of key services / orgs contributing a small amount of money on an annual basis to cover additional functionality. This functionality could include a funding module that would allow individual organisations and the Partnership Team to track and monitor funding arrangements in order to inform future planning.) | Sep-12           | DH    | Work began on phase one of the Resource Mapping Project for The BIG Plan in September 2012, scoping current grant funding available for service provision within Denbighshire County Council. The Project is split into five phases, aiming to find out where funds come from, how long they exist for, where gaps in funding exist, and auditing the single integrated plan in terms of funding available. The data collated will be analysed and used to influence and improve strategic commissioning of services, gaining best value for money. The Project aims to understand performance and financial reporting requirements in order to have a fully coordinated approach for funding for the future. The five phases of the project will, in turn, incorporate research into internal funding data, funding for Families First and external services working within The BIG Plan, later developing to explore core funding, and match funding availability with a view to resulting in a full and clear picture of resources. | On Target | Phase One timescales have been amended to a target deadline of April 2013 to take into account a revised, broader scope of phase one. Estimated completion of complete project is anticipated as APRIL 2014. The project is on track to the revised completion dates but not on track against the original estimated completion dates. It is not anticipated that the financial resource mapping will extend to include an online module. The Families first Programme in Denbighshire is underpinned by smart commissioning dependent on needs. Evidence of impact will be reviewed during the course of the programme to inform future commissioning and planning decisions. |
|                |                                                                                                                                          | Review the implementation of the MCA database process over a period of 4 months with a final evaluation report to CYPSP.                                                                                                                                                                                                                                                                                                                    | Mar-13           | RR    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | On Target |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 1.2            | Develop Quality Progression Framework (QPF) incorporating Outcome Star to review quality indicators for each service within the database | Agree small working group to propose core areas for Scorecard/Quality Progression Framework (QPF) based on the Youth Service 'scorecard' matrix. This will include the Outcome Star model.                                                                                                                                                                                                                                                  | Jul-12           | RR    | The 'scorecard' development has been conducted through the Denbigh group and a 'service profiling' tool has been established (based on the work of the youth service scorecard) this tool does not have a 'score' system as the partnership will be interested in organisations view of what they do and the level that they do it. This profile will be dependent upon the organisations circumstances, aims, objectives and resources etc. The profiling will take place in Denbigh as a pilot and evaluated for potential roll out - if successful.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Complete  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                |                                                                                                                                          | Pilot the QPF (or alternatively agreed name) in 2 localities engaging a range of volunteer organisations / services.                                                                                                                                                                                                                                                                                                                        | Feb-13           | PYO   | Group agreed that Denbigh Pilot to be reviewed and wider roll out subject to learning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | On Target |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                |                                                                                                                                          | Review pilots and improve QPF (if appropriate) and present a final report with evaluation and recommendations to CYPSP                                                                                                                                                                                                                                                                                                                      | Mar-13           | RR    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | On Target |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                |                                                                                                                                          | Produce an action plan to support implementation across partnerships.                                                                                                                                                                                                                                                                                                                                                                       | Apr-13           | RR    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | On Target |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                |                                                                                                                                          | Review data arising from roll out in order to improve planning, provision and provision delivery.                                                                                                                                                                                                                                                                                                                                           | Sep-13           | DH    | The BIG Plan for Denbighshire has an associated Performance Management Framework. A variety of methods will be used to demonstrate the impact of partnership activity in Denbighshire associated with The BIG Plan. Planning for part II of The BIG Plan will begin in 2013/2014 and will involve a detailed evaluation of the impact of the plan in order to inform part II of the plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | On Target | Following the "service profiling" pilot including the production of a QPF (now known as the activity profile checklist) recommendations will be made as to the suitability of rolling out the pilot. If a decision is taken for a wider rollout of the "activity profile checklist" an approach to the data analysis will need to be agreed.                                                                                                                                                                                                                                                                                                                                   |
|                |                                                                                                                                          | Make recommendations in order to improve the process and data analysis process.                                                                                                                                                                                                                                                                                                                                                             | Oct-13           | DH    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | On Target |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                |                                                                                                                                          | Review 12 months data and incorporate into partnerships planning processes.                                                                                                                                                                                                                                                                                                                                                                 | Mar-14           | DH    | The Families First programme in Denbighshire also has it's own performance monitoring and evaluation arrangements.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | On Target |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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|                             |                                                                                              |
|-----------------------------|----------------------------------------------------------------------------------------------|
| <b>Report To:</b>           | <b>Performance Scrutiny Committee</b>                                                        |
| <b>Date of Meeting:</b>     | <b>20 June 2013</b>                                                                          |
| <b>Lead Officer/Member:</b> | <b>Head of Business Planning and Performance/Lead Member for Modernising and Performance</b> |
| <b>Report Author:</b>       | <b>Corporate Improvement Manager</b>                                                         |
| <b>Title:</b>               | <b>Corporate Plan Performance Report (Quarter 4 2012-13)</b>                                 |

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

- 1.1. This paper presents an update on the delivery of the Corporate Plan 2012-17 at the end of quarter 4, 2012-13.

## **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. It is recommended that Members consider the report, and decide on any further actions required to respond to any performance related issues highlighted within the report.

## **4. Report details**

- 4.1. The appendix to this report presents a summary of each outcome in the Corporate Plan. Overall, the report shows that good progress is being made in delivering our Corporate Plan, and that we understand the reasons why some elements of the Plan still require improvement. It is important to note that this report still concerns the first year of our 5-year Corporate Plan, and that some elements of the plan have been included specifically because we identified them as needing improvement. We recognise that some of these areas for improvement will take longer to achieve than others, and the Corporate Improvement Team has been working recently with Heads of Service and Lead Members to clarify what our ambition is for the plan, and what our expected improvement journey looks like. This work is almost complete, and the conclusions from the work are incorporated into the analysis within this report.
- 4.2. A number of areas are highlighted as red within the report. This means that some indicators and performance are identified as a "priority for improvement", and some activities have been allocated the lowest possible delivery confidence by the responsible officer. These areas are summarised below:
  - 4.2.1. The percentage of pupils that leave without an approved qualification remains 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. This is an annual indicator and the position has not changed since it was discussed as part of the Quarter 3 performance report.

- 4.2.2. A number of performance measures within the education priority (relating to mobile classrooms and deficit places) are identified as a "priority for improvement". However, this simply reflects the reason why they have been included in the Corporate Plan (i.e. we want to improve from the current position). Due to the fact that they require improvement, we would not expect these to be "good" or "excellent" at this stage. The service is currently working to clarify when it would expect the status of these performance measures to improve, so that we can analyse our progress against those expectations.
- 4.2.3. The percentage of our A and B roads that are in overall poor condition remain as "priorities for improvement". However, it should be noted that the position for our C roads (rural) is "good" and that the overall combined position for A, B & C roads is also "good". We may also find that our comparative position, for some or all of these indicators, improves once the national data for 2012-13 is published in August.
- 4.2.4. The work to formalise plans for dropped kerbs has not been developed, and the project therefore has a red status. This is a concern as it has a clear association with an indicator for our roads priority and it also forms a key contribution to the council's Strategic Equality Plan. This issue was discussed as part of the Quarter 3 Performance Report, and the service has since committed to the prioritisation of this work in 2013/14.
- 4.2.5. The proportion of the adult population unable to live independently is a "priority for improvement", although signs of improvement do exist. Historically Denbighshire has had a higher rate of people living in a care home setting than most Welsh Authorities. The council has a long-term plan to reduce the need for new admissions into care homes. The data relating to new placements shows that there is a clear reduction in the total numbers of older people requiring residential care support and an overall improvement on the previous year. The publication of national data in the summer will help us to understand when our improvement activity is likely to result in this indicator becoming "acceptable", or better. It is anticipated that there will be a staged approach to improving the position for the different age cohorts.
- 4.2.6. Instances of fly tipping in the county appear to be high in the context of Wales and this is therefore highlighted as a "priority for improvement". Although the rate in Denbighshire has reduced slightly over the past two years, a considerable change would be required in order for this indicator to achieve "acceptable" status. However, the service believes that we are reporting this indicator differently from other councils because we are self-reporting our street cleaning activities in addition to incidents reported by the CRM system. This indicator may therefore not work as a comparison and we may need to take a local view as to what



“excellence” looks like. Our ambition is to continue the recent reduction in the rate of fly-tipping as behaviour in the community changes.

- 4.2.7. The percentage of reported fly tipping incidents cleared within 5 working days is currently a “priority for improvement”. The past three years have seen a decline in performance, from 100% in 2009-10 to 90.05% in 2012-13. In order to return to an "acceptable" status, the council would need to improve to around 95%. However, the service believes that our recording mechanism (via the CRM system) makes our performance appear worse than it is. The measure counts how long it takes from when the incident is recorded to when it is closed on the CRM system (rather than when the incident was actually cleared, which can be days earlier). The service hopes that a way can be found to improve the recording of this data so that the reporting reflects our performance more accurately.
- 4.2.8. The availability of private affordable housing in Denbighshire is currently a "priority for improvement", with only 16 units produced in 2012/13 against a requirement of 114 (14% of required affordable housing).
- 4.2.9. A reduction in the timely determination of householder planning applications means that this is now considered to be a “priority for improvement”. This has decreased from 90% in 2011/12 to 82% in 2012/13.
- 4.2.10. The supply of housing land is a “priority for improvement”. However, now that the Local Development Plan has been adopted, it is expected that the measure for the supply of housing land in Denbighshire will now improve to an acceptable level.
- 4.2.11. Fourteen core Key Performance Indicators (KPIs) have been identified to benchmark with HouseMark. The most recent data shows that the council has seven (50%) within the top quartile, which is the identified threshold for being a “priority for improvement”. The ultimate ambition is to have all core KPIs within the top quartile.
- 4.2.12. Our timely completion rate for performance appraisals is also a “priority for improvement”, as our current performance is 92.28%. Corporately it has been agreed that anything below 95% for completed appraisals is a “priority for improvement”.

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

- 5.1. This report is about our progress in delivering the Corporate Plan. Any decisions made should contribute to the successful delivery of our Corporate Priorities.

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

- 6.1. The Corporate Plan 2012-17 set 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 EqIA was undertaken on the Corporate Plan and presented to Council on 9<sup>th</sup> 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 services, and a draft of the report was discussed at a meeting of the Senior Leadership Team on 6<sup>th</sup> June 2013. The purpose of this report is to enable scrutiny of the report before it is presented to Cabinet on 25<sup>th</sup> June 2013.

**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

## 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 four 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <p>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 &amp; 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. The delivery confidence "yellow" indicates the overall confidence for the council's contribution to the projects from the North Wales Economic Ambition Board.</p> <p>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 contribute to this via the development of an economic case for investment in Rail Electrification. The data collection to support the economic case is underway. The Welsh Government has shortened the timetable for a Skills Development Plan. A workshop will now take place in June with all North Wales local authorities to look at baseline information.</p> |                        |
| Improvement Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Status                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Updated on: 31.03.2013 |
| The North Wales Regional Economic Ambition Board                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Yellow                 |

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

| Summary of the council's contribution to the outcome                                                                                                                                                                                                                                                                                                                                                   |                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <p>The status of discussions between Rhyl City Strategy and the Honey Club is "orange". The issue relates to the compulsory purchase order of the adjoining property. Recent developments note the objections to the compulsory purchase order as withdrawn and progress quickening with notices of cancellation received from the Planning Inspector, erected on site, and placed in local press.</p> |                        |
| Improvement Activity                                                                                                                                                                                                                                                                                                                                                                                   | Status                 |
|                                                                                                                                                                                                                                                                                                                                                                                                        | Updated on: 31.03.2013 |
| Closing the skills gap in Denbighshire <sup>1</sup>                                                                                                                                                                                                                                                                                                                                                    | Green                  |
| Facilitate discussion between Rhyl City Strategy and Honey Club                                                                                                                                                                                                                                                                                                                                        | Orange                 |

<sup>1</sup> 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.

## Outcome: Businesses will develop and grow in Denbighshire

| Summary of the council's contribution to the outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <p>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 series of workshops is now complete and the draft strategy and action plan is on track for consideration by Council in July.</p> <p>Nearly all management posts following the restructure of Economic Development and Regeneration are in place and the discussion now moves on to the teams to support the management posts.</p> |                               |
| Improvement Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Status                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Updated on: 31.03.2013</b> |
| Bee and Station Hotel <sup>2</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Green                         |
| Fund capital projects to micro rural enterprises <sup>3</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Green                         |
| Develop a Local Economic Ambition Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Green                         |
| Restructure support for Economic Development & Regeneration                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Green                         |

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

| Summary of the council's contribution to the outcome                                                                                                                                                                                                |                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <p>The projects identified, highlight the council's contribution, and are progressing well with some management attention required, but issues appear resolvable and should not present a problem threatening delivery.</p>                         |                               |
| Improvement Activity                                                                                                                                                                                                                                | Status                        |
|                                                                                                                                                                                                                                                     | <b>Updated on: 31.03.2013</b> |
| 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                         |
| <p>The Regional Economic Ambition Board will work on three key priorities:</p> <ul style="list-style-type: none"> <li>• Attracting Inward Investment</li> <li>• Energy &amp; Environment Sector</li> <li>• Advanced Manufacturing Sector</li> </ul> | Yellow                        |

<sup>2</sup> This is the work to redevelop the derelict Bee & Station Hotel in Rhyl into quality business accommodation.

<sup>3</sup> 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                        |
|                                                                                                                   | <b>Updated on: 31.03.2013</b> |
| 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 the Rhyl Housing Improvements relate to compulsory purchase orders delaying the project. Recent development with the Honey Club in Rhyl sees demolition works commence on site following the arrangement of a letter of guarantee from Denbighshire County Council to Mansells. |                               |
| Improvement Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Status                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Updated on: 31.03.2013</b> |
| Parental support for deprived 0-4 year olds <sup>4</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Green                         |
| Delivery of Welfare Rights Support in Denbighshire <sup>5</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Green                         |
| Delivery of additional Welfare Rights Support in Denbighshire <sup>6</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Green                         |
| North Denbighshire Cluster bid for Communities First Scheme <sup>7</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Green                         |
| Rhyl Harbour development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Orange                        |
| Honey Club Hotel development in Rhyl                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Orange                        |
| West Rhyl Housing Improvement Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Orange                        |

<sup>4</sup> 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.

<sup>5</sup> 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.

<sup>6</sup> 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.

<sup>7</sup> 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <p>The overall position for this outcome is unchanged from the last quarter, and remains positive. We are using a higher benchmark for excellence in educational attainment than we use for other comparable indicators throughout the Corporate Plan (best in Wales instead of top quarter of councils in Wales). 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.</p> <p>The percentage of pupils that leave without an approved qualification remains 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.</p> |                        |
| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Status                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Updated on: 30.04.2013 |
| % 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Overall, we are confident that the council has systems in place to support students to achieve their potential. The service has carried out a thorough analysis of its performance in previous years and has proposed robust excellence thresholds and interventions for all performance measures. The majority of performance measures are currently "acceptable" or a "priority for improvement", which simply reflects the reason why they have been included in the Corporate Plan (i.e. we want to improve from the current position). Due to the fact that they require improvement, we would not expect these to be "good" or "excellent" at this stage. The service is currently working to clarify when it would expect the status of these performance measures to improve, so that we can analyse our progress against those expectations.</p> |

| <b>Performance Measure</b>                                              | <b>Status</b>        |
|-------------------------------------------------------------------------|----------------------|
| <b>Updated on:</b>                                                      | <b>31.03.2013</b>    |
| No. of primary school places provided by mobile classrooms              | Improvement Priority |
| No. of secondary school places provided by mobile classrooms            | Improvement Priority |
| No. of surplus places as a % of total primary school places             | Acceptable           |
| No. of surplus places as a % of total secondary school places           | Acceptable           |
| No. of deficit places as a % of total primary school places             | Improvement Priority |
| No. of deficit places as a % of total secondary school places           | Excellent            |
| <b>Improvement Activity</b>                                             | <b>Status</b>        |
| <b>Updated on:</b>                                                      | <b>31.03.2013</b>    |
| 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. This enables us to have a more meaningful comparison with authorities who have a similar type of road network. In this context, the combined indicator for A, B & C roads for 2012/13 shows that our current position is “good” and an improvement on 2011/12.

Our focus in recent years upon rural roads is reflected by 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”. Our excellence thresholds are based on projections using a rolling five-year average of the benchmarking group, and we do not yet know how the rest of the group performed in 2012/13. We may therefore find that our comparative position, for some or all of these indicators, improves once the national data is published in August.

Our ambition is to continue our improvement for each of the road condition indicators. By the end of the Corporate Plan our ambition is to have less than 5% of A and B roads in overall poor condition and for less than 10% of C roads to be in overall poor condition. It is hoped that this level of improvement will result in our comparative position being “excellent”, but our main focus is on continuing our own improvement rather than the comparison with others.

The data for the satisfaction indicators comes from the 2011 Residents Survey, and updated results will come from the next survey, which will take place during 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. We have taken the view that these satisfaction indicators should be a “priority for improvement” if less than 50% of residents are satisfied that roads are maintained to be in good condition. Conversely, the position will be “excellent” if more than 75% of residents are satisfied. Although satisfaction declined slightly in 2011 from 2009, the position is still deemed to be “acceptable” for main roads (61% satisfied) and “good” for streets in towns and villages (63% satisfied).

| Indicator                                                                                  | Status                        |
|--------------------------------------------------------------------------------------------|-------------------------------|
|                                                                                            | <b>Updated on: 31.03.2013</b> |
| % satisfaction (Resident's Survey): maintain main roads in good condition                  | Acceptable                    |
| % satisfaction (Resident's Survey): maintain streets in towns & villages in good condition | Good                          |
| % satisfaction (Resident's Survey): maintain rural roads in good condition                 | New for 2013                  |
| % 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                       |

| <b>Summary of the council's contribution to the outcome</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| <p>Denbighshire's position is "excellent" for the percentage of damaged roads and pavements made safe within target time, and is "good" for the number of successful claims concerning road condition during the year. Two further performance measures have an "acceptable" status. The percentage of category C (street works) inspections carried out before the guarantee period ends has reduced from 42% in 2011-12 to 29% in 2012-13, but still represents "excellent" performance. The measure about the proportion of our annual structural maintenance expenditure spent on planned structural maintenance aims to measure the ratio of planned vs. reactive work. However, some further work is required to define what data to include in this measure, and reporting will therefore begin in 2013-14.</p> <p>The work to formalise plans for dropped kerbs has not been developed, and the project therefore has a red status. This is a concern as it has a clear association with an indicator for this priority (see page 7) and it forms a key contribution to the council's Strategic Equality Plan. This issue was discussed in the Quarter 3 Performance Report, and the service has since committed to the prioritisation of this work in 2013/14.</p> |               |
| <b>Performance Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Status</b> |
| <b>Updated on:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |               |
| <b>31.03.2013</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |               |
| % planned Highways Capital Maintenance Programme achieved                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Acceptable    |
| % 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | New for 2013  |
| No. of successful claims concerning road condition during the year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Good          |
| <b>Improvement Activity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Status</b> |
| <b>Updated on:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |               |
| <b>31.03.2013</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |               |
| Focus capital maintenance on roads important to communities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Green         |
| Resurfacing works                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Green         |
| Surface dressing works                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Green         |
| Major reconstruction of the B4391 in the Berwyn mountains                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Green         |
| Review preparations for Highways Winter Maintenance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Green         |
| 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 most recent data shows significant improvement in the proportion of the adult population who can live independently in Denbighshire. The projected data offers a positive "good" status when compared across Wales. 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 is starting to show success in Denbighshire.

To continue improvements, the service is taking a 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.

The most recent data for the proportion of the adult population who cannot live independently identifies the overall position in Denbighshire as a "priority for improvement", although the data shows signs of improvement. Historically Denbighshire has had a higher rate of people living in a care home setting than most Welsh Authorities. The council has a long-term plan to reduce the need for new admissions into care homes. The data relating to new placements shows that there is a clear reduction in the total numbers of older people requiring residential care support and an overall improvement on the previous year. The publication of national data in the summer will help us to understand when our improvement activity is likely to result in this indicator becoming "acceptable", or better. It is anticipated that there will be a staged approach to improving the position for the different age cohorts.

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: 31.03.2013 |
| % adult population who live independently        | Good                   |
| % adult population who cannot live independently | Improvement Priority   |
| % who receive modern supportive options          | Excellent              |
| % who receive traditional care options           | Excellent              |

| <b>Summary of the council's contribution to the outcome</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| <p>The known performance data presents a positive "excellent" status for the council's contribution in the areas to support people to live independently.</p> <p>Comparative annual data for users of assistive technology is unavailable, thus any analysis to offer a potential excellence threshold based on the council default methodology is also unavailable. The Corporate Improvement Team will work with their counterparts in Adults and Business Services to determine a local excellence threshold for this performance measure in time for the next quarterly performance report and our annual performance report for 2012/13.</p> |               |
| <b>Performance Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Status</b> |
| <b>Updated on:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |               |
| <b>31.03.2013</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |               |
| Rate of delayed transfers of care for social care reasons                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Excellent     |
| No. new placements of council supported adults in care homes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Excellent     |
| No. service users in receipt of assistive technology                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 395           |
| % adult clients no longer needing a social care service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Excellent     |
| Average number of calendar days taken to deliver a DFG                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Excellent     |
| <b>Improvement Activity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Status</b> |
| <b>Updated on:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |               |
| <b>31.03.2013</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |               |
| New Work Connections Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Green         |
| Commissioning to deliver short-term support                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Green         |
| We will research Individual Service Funds                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Green         |

### **Outcome: Vulnerable people are protected**

| <b>Summary of the current position for the outcome</b>                                                                                                                                                                                           |               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| <p>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" and "good" position.</p> |               |
| <b>Indicator</b>                                                                                                                                                                                                                                 | <b>Status</b> |
| <b>Updated on:</b>                                                                                                                                                                                                                               |               |
| <b>31.03.2013</b>                                                                                                                                                                                                                                |               |
| % adult protection referrals completed & the risk has been managed                                                                                                                                                                               | Excellent     |
| % referrals that were re-referrals within 12 months (children)                                                                                                                                                                                   | Good          |

| <b>Summary of the council's contribution to the outcome</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <p>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.</p> <p>The percentage of initial core group meetings held within 10 days of the initial child protection conference is also identified as "acceptable". This is an important performance measure as it highlights the safeguarding of children through timeliness of core group meetings. The status has improved since the beginning of the year.</p> <p>The ambition for all performance measures in this outcome is to get to an "excellent" position as soon as possible, and work to maintain this. Depending on the performance of other authorities in Wales, our projections suggest that this might be possible during 2013-14.</p> <p>A comprehensive mapping activity has been undertaken to profile children with disabilities and their families in order to understand the challenges and issues they face. Work is now underway to translate the findings of this activity into a clear commissioning strategy to target support to families facing challenges or complex needs. In addition, work is also underway to expand the Family Support Service from a 5-day week to a 7-day week waking hour's service.</p> |                   |
| <b>Performance Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Status</b>     |
| <b>Updated on:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>31.03.2013</b> |
| % child protection reviews carried out within statutory timescales                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Acceptable        |
| % open cases of children on CPR <sup>8</sup> with an allocated social worker                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Excellent         |
| % initial core group meetings held within 10 days of the initial CPC <sup>9</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Acceptable        |
| <b>Improvement Activity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Status</b>     |
| <b>Updated on:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>31.03.2013</b> |
| Referrals & on-going cases to identify vulnerable children & families                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Green             |
| Targeted support to families facing challenges or complex needs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Orange            |
| Training Events: All Wales Adult Protection Policy and Procedures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Green             |
| Training Events: Child Protection                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Green             |

<sup>8</sup> Child Protection Register

<sup>9</sup> 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <p>The position with this outcome is unchanged since the last quarter. Denbighshire has an "excellent" status for the Cleanliness Index (and has done since 2009). However, instances of fly tipping in the county appear to be high in the context of Wales and this is therefore highlighted as a "priority for improvement". Although the rate in Denbighshire has reduced slightly over the past two years, a considerable change would be required in order for this indicator to improve to a comparatively "acceptable" status. However, the service believes that we are reporting this indicator differently from other councils because we are self-reporting our street cleaning activities in addition to incidents reported by the CRM system. Our ambition would be to continue the recent reduction in the rate of fly-tipping as behaviour in the community changes. However, the indicator may not work as a comparison (for the reasons explained above) and we may therefore need to take a local view as to what "excellence" looks like. The majority of the indicators for this outcome are new for 2013 and are based either on the perceptions of residents (from the 2013 Residents' Survey) or the perceptions of City, Town &amp; Community Councils.</p> |                               |
| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Status                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Updated on: 31.03.2013</b> |
| % satisfaction: the cleanliness of the streets (local area)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | New for 2013                  |
| % satisfaction: the cleanliness of the streets – dog fouling (local area)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | New for 2013                  |
| % satisfaction: the cleanliness of the streets (nearest town)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | New for 2013                  |
| % satisfaction: the cleanliness of the streets– dog fouling (nearest town)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | New for 2013                  |
| % satisfaction: the cleanliness of the streets (C,T&CC <sup>10</sup> area)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | New for 2013                  |
| % of C,T&CC who report improvement with dog fouling                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | New for 2013                  |
| The Cleanliness Index                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Excellent                     |
| The rate of reported fly tipping incidents reported per 1000 population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Improvement Priority          |
| Clean Streets Survey – Improvement Areas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | New for 2013                  |

| Summary of the council's contribution to the outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <p>Following discussions about the Quarter 3 Performance Report, we have now changed the way we report on fixed penalty notices. Instead of expressing fixed penalty notices issued for dog fouling as a percentage of all fixed penalty notices, we are now expressing both measures as a rate per 1000 population to create a comparable dataset across Wales. Using this dataset, the excellence thresholds have been set using the council's default methodology. The comparable data currently suggests an "excellent" position for all fixed penalty notices and a "good" position for fixed penalty</p> |  |

<sup>10</sup> City, Town and Community Council

notices issued for dog fouling. One of the reasons for including this Corporate Priority was to tackle the dog fouling issue, something that was strongly expressed during many consultation and engagement sessions.

The percentage of reported fly tipping incidents cleared within 5 working days is currently a "priority for improvement". The past three years have seen a decline in performance, from 100% in 2009-10 to 90.05% in 2012-13. In order to return to an "acceptable" status, the council would need to improve to around 95%. However, the service believes that our recording mechanism (via the CRM system) makes our performance appear worse than it is. The measure counts how long it takes from when the incident is recorded to when it is closed on the CRM system (rather than when the incident was actually cleared, which can be days earlier). The service hopes that a way can be found to improve the recording of this data so that the reporting reflects our performance more accurately.

The new local performance measure to provide a picture of the timeliness for the resolution of untidy land incidents is "acceptable". There has been a decline from a high of 83% in 2010/11 to a low of 56% in 2012/13. The service has identified 50% as the threshold below which this would become a "priority for improvement".

The measure on enforcement by the council on untidiness in council house gardens is new for 2013-14, and discussions are currently taking place with the service to establish suitable thresholds. The measure on responding to litter notifications is also new for 2013/14, and the service is currently working to confirm the scope of the measure and define suitable thresholds.

| <b>Performance Measures</b>                                                | <b>Status</b>        |
|----------------------------------------------------------------------------|----------------------|
| <b>Updated on:</b>                                                         | <b>31.03.2013</b>    |
| The rate of fixed penalty notices (all types) issues per 1000 population   | Excellent            |
| The rate of fixed penalty notices (dog fouling) issues per 1000 population | Good                 |
| Average Response time to litter notifications (including dog fouling)      | New for 2013         |
| % reported fly tipping incidents cleared within 5 working days             | Improvement Priority |
| The percentage of untidy land incidents resolved within 12 weeks           | Acceptable           |
| Enforcement by the council on untidiness in council house gardens          | New for 2013         |
| <b>Improvement Activity</b>                                                | <b>Status</b>        |
| <b>Updated on:</b>                                                         | <b>31.03.2013</b>    |
| 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

The indicators for this outcome have now been defined. The research carried out by Glyndwr University provides figures for projected housing requirement in Denbighshire over the five years until 2015/16. The service has analysed the projected data and provided an assessment of appropriate thresholds to indicate the status of the housing requirement in Denbighshire:

|                      |                                            |
|----------------------|--------------------------------------------|
| Excellent            | Over 75% of required housing provided      |
| Good                 | 50 – 75% of required housing provided      |
| Acceptable           | 25 – 50% of required housing provided      |
| Improvement Priority | Less than 25% of required housing provided |

The actual new build completions for 2012/13 is based on the 2011/12 data as the Welsh Government introduce one year's arrears into the data to improve future data accuracy across Wales.

Based on the data and identified thresholds, the pertinent area of concern is the availability of private affordable housing in Denbighshire, a "priority for improvement", with only 16 units produced against a requirement of 114 (or 14% of required affordable housing).

The supply of market housing is "acceptable" with 151 units produced against a requirement of 349 (or 43% of required market housing) and the supply of social housing is "good" with 44 units produced against a requirement of 60 (or 73% of required social housing).

| Indicator                                | Status                        |
|------------------------------------------|-------------------------------|
|                                          | <b>Updated on: 31.03.2013</b> |
| The current supply of social housing     | Good                          |
| The current supply of affordable housing | Improvement Priority          |
| The current supply of market housing     | Acceptable                    |

### Summary of the council's contribution to the outcome

Several of the performance measures relating to this outcome are currently "excellent" or "good", although three are identified as being a "priority for improvement".

A reduction in the timely determination of householder planning applications means that this is now considered to be a "priority for improvement". This has decreased from 90% in 2011/12 to 82% in 2012/13.



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <p>The supply of housing land is linked to the Local Development Plan (LDP). Now that the LDP has been adopted, it is expected that the measure for the supply of housing land in Denbighshire will improve during 2013-14.</p> <p>Fourteen core Key Performance Indicators (KPIs) have been identified to benchmark with HouseMark. The most recent data shows that the council has seven (50%) within the top quartile, which is the identified threshold for being a “priority for improvement”. The ultimate ambition is to have all core KPIs within the top quartile.</p> |                      |
| <b>Performance Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Status</b>        |
| <b>Updated on:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>31.03.2013</b>    |
| % HMO <sup>11</sup> with full licence or a licence with conditions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Excellent            |
| % private sector dwellings returned to occupation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Excellent            |
| % householder planning applications determined within 8 weeks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Improvement Priority |
| % additional affordable housing units granted planning permission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 16%                  |
| Supply of housing land by joint housing land availability study                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Improvement priority |
| % potentially homeless households with homelessness prevented                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Excellent            |
| % council properties achieving Welsh Housing Quality Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Good                 |
| No. core KPI benchmarked in HouseMark that are in the top quartile                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Improvement Priority |
| <b>Improvement Activity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Status</b>        |
| <b>Updated on:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>31.12.2012</b>    |
| Explore housing options for people at threat of becoming homeless <sup>12</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Green                |
| Family support to deal with Welfare Reform Act <sup>13</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Green                |
| Improve the Housing Options website                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Green                |
| Continue to licensing HMOs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Green                |
| External refurbishment of 25 properties in Rhyl <sup>14</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Green                |

<sup>11</sup> House in Multiple Occupation

<sup>12</sup> The council will explore options such as affordable housing and private renting with people who are under threat of becoming homeless.

<sup>13</sup> 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.

<sup>14</sup> 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 defines what is meant by each outcome within this priority, and a programme definition document has been developed and approved. The indicators and performance measures have now been identified, although reporting on some will not begin until Quarter 1 2013/14. This report lists all the indicators and performance measures and, where possible, data for them, as well as activities that were identified to support the priority in the Corporate Plan Delivery Document 2012/13. Some areas of activity are likely to change for 2013/14, due to the fact that the programme has developed and its purpose has become better defined. For example, the element on community engagement is now less prominent as the programme has evolved to focus on service quality and enhancing efficiency.

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

| Summary of the current position for the outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| <p>The indicators focus on public perception, external regulation, and performance management (both in terms of day-to-day service and in terms of projects). The indicators and measures relating to projects are new but important areas, so should be closely monitored as we proceed through this plan.</p> <p>The status of the indicators from the Residents' Survey relates to data from 2011, and will be updated following the new survey in the summer of 2013. It is hoped that we will see an improvement in public perception since 2011.</p> <p>In relation to complaints, our process will be re-launched in June 2013. The reason for this is that we don't believe all complaints are currently captured on the system, but we want to foster a culture of welcoming complaints as a mechanism for improving and developing our services. Therefore we anticipate an increase in the number of complaints in the short term. As our recording processes improve, and as we respond to complaints effectively, it is hoped that the volumes will decrease. Discussions to establish what these volumes might be are due to be held early June, and Excellence and Improvement thresholds set accordingly.</p> |                                     |
| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Status                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Updated on: 31.03.2013</b>       |
| % of Modernisation project outputs expected to achieve their anticipated benefits at and beyond their Post Implementation review (any stage)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | New Indicator for 2013/14           |
| The percentage of people that agreed with the statement: My council is efficient and well-run                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Acceptable                          |
| The percentage of people that agreed with the statement: My council acts on the concerns of residents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Acceptable                          |
| Number of statutory recommendations made by the Wales Audit Office                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Excellent                           |
| The percentage of the Outcome Agreement grant awarded to Denbighshire by the Welsh Government                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Excellent (100% awarded in 2012/13) |
| The number of complaints received                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 660                                 |

| <b>Summary of the council's contribution to the outcome</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| <p>The council has significantly improved in terms of responding to complaints within corporate timescales during the year, from 78% in 2011-12 to 91% in 2012-13. Performance has also improved in Quarter 4, from 91% in Quarter 3 to 95% in Quarter 4. We consider anything above 95% to be “excellent”, so good progress is being made in this area.</p> <p>Much of the activity is based on improving systems that we already have (e.g. Complaints, the website) in order to improve services for our customers. Where the RAG status is Yellow, this reflects short delays in the completion of the activity, but completion of the tasks is imminent.</p> <p>The activity currently generating an orange status is concerned with the transfer of assets. Due to changes in personnel, this hasn't been pursued to the extent that Denbighshire would have liked, but nor did it have specific goals for asset transfer associated with it. This will be addressed now that dedicated resource has been identified. However, the activity is unlikely to feature as part of this priority in future.</p> |                         |
| <b>Performance Measure</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Status</b>           |
| <b>Updated on:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>31.03.2013</b>       |
| The % of complaints responded to within corporate timescales                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Good                    |
| The percentage of Modernisation projects that were due a post-implementation review this quarter that have been subject to one                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | New Measure for 2013/14 |
| <b>Improvement Activity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Status</b>           |
| Customer Service Standards <sup>15</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Green                   |
| System to improve customer communication <sup>16</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Yellow                  |
| Customer feedback <sup>17</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Yellow                  |
| Self analysis from improvement tools <sup>18</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Green                   |
| We will introduce "The Hwb"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Green                   |
| We will develop a new website for the council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Green                   |
| Town & Community Councils: Charter <sup>19</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Green                   |
| Town & Community Councils: (co) managed assets <sup>20</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Orange                  |
| Map services for childcare provision and 11-25 year olds                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Yellow                  |

<sup>15</sup> To develop Customer Service Standards and publish them so our customers know what level of service they can expect from us.

<sup>16</sup> To implement a system that will allow customers to share their ideas with the council and improve their local area.

<sup>17</sup> To use feedback as a learning mechanism and improve services.

<sup>18</sup> To analyse learning from improvement tools, sharing experiences and skills across the council.

<sup>19</sup> The Charter between the council and Town & Community Councils (T&CCs) will be further developed, launched, and promoted among staff.

<sup>20</sup> 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 current position for the outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| <p>The indicators for this outcome have now been agreed. Some focus on staff perception of the organisation (assuming that a workforce with good leadership and the appropriate resources will be an effective workforce). Other indicators focus on staff sickness absence (assuming that low absence also demonstrates effectiveness); our infrastructure; and how we can encourage behaviour change to reduce our operational costs (e.g. channel shift should reduce our transaction costs).</p> <p>Sickness absence is currently considered to be “acceptable” at an average of 8.66 days per FTE. This average does not reflect a typical service position: some services perform well under the average (and are “excellent”); while others far exceed it (and remain a “priority for improvement”). Average sickness absence within our services ranges from 2.93 per FTE to 14.27 per FTE.</p> <p>Responses to the staff survey questions in 2011 were positive, with 94.4% agreeing that “I know what is expected of me”, and 96.1% agreeing that “I have the skills to do my job effectively”. These questions were repeated in the 2013 staff survey, and the results will be available for the Annual Performance Report in October 2013.</p> |                                  |
| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Status                           |
| <b>Updated on:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                  |
| <b>31.03.2013</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                  |
| The percentage of staff responding positively to the statement, 'I know what is expected of me'                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Good                             |
| The percentage of staff responding positively to the statement, 'I have the skills to do my job effectively'.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Excellent                        |
| The number of working days/shifts lost to sickness absence across the organisation per FTE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Acceptable                       |
| The number of key tasks prioritised for channel shift that take place through the web                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | New for 2013/14                  |
| The % of staff responding positively to the statement: 'I have access to the information and IT that I need to work efficiently'                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | New question - Staff Survey 2013 |

| Summary of the council's contribution to the outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Some of the agreed performance measures are new and we will be tracking them throughout this Corporate Plan. New activity will be geared towards positively affecting these measures.</p> <p>The purpose of the performance measure on carbon emissions is to understand whether our buildings are becoming more efficient. The original proposal to measure total volume of carbon emissions is therefore inadequate as it will simply reduce if we dispose of buildings (rather than tell us whether we are becoming more efficient). It has therefore been decided to change this measure to focus on carbon emissions per m<sup>2</sup> of office space. Work is now being undertaken in the service to provide data for this and establish appropriate thresholds.</p> <p>For the same reason, it has been decided to review the performance measure about the amount of office space occupied by the council. The original proposal (to measure the total space occupied) tells us nothing about how efficiently we utilise our office space. This measure has therefore been</p> |

amended to focus on the amount (m2) of office space occupied per FTE. Again, work is now being undertaken in the service to provide data for this and establish appropriate thresholds.

Our timely completion rate for performance appraisals is identified as a “priority for improvement”, as our current performance is 92.28%. Corporately it has been agreed that anything below 95% for completed appraisals is a “priority for improvement”.

Business miles not only represent remuneration expense for the authority, they also represent ‘down time’ where people could have been working rather than travelling. Technology such as videoconferencing will help change our behaviour. Some benchmarking against other authorities has been done, and a discussion as to where to place the thresholds needs to take place.

Existing activity has largely laid the platform for us to begin to address our operational costs, so it’s encouraging to know that most of them are progressing according to plan in terms of time and cost. The work styles task has taken longer than expected, but is due for completion at the end of July. The delay has been due to an expansion of the scope: originally a task to establish current work styles of staff; work is now being done to better explore the potential for flexible work styles across the council, hopefully resulting in staff being classed as ‘flexible’.

| <b>Performance Measure</b>                                                                            | <b>Status</b>                 |
|-------------------------------------------------------------------------------------------------------|-------------------------------|
|                                                                                                       | <b>Updated on: 31.03.2013</b> |
| The percentage of staff that have a Mobile work style and have remote access to their work IT systems | New measure for 2013/14       |
| Carbon emissions per m <sup>2</sup> of office space                                                   | Revised for 2013/14           |
| Office space occupied by Denbighshire County Council (metres squared)                                 | Revised for 2013/14           |
| The average number of business miles recorded per FTE                                                 | 945.2                         |
| The percentage of proposed savings through the Modernisation programme achieved                       | New measure for 2013/14       |
| The percentage of performance appraisals due that were completed in the past 13 months.               | Improvement Priority          |
| <b>Improvement Activity</b>                                                                           | <b>Status</b>                 |
| 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 <sup>21</sup>                  | Yellow                        |
| Service Performance Challenge <sup>22</sup>                                                           | Green                         |
| Analysis from Office Rationalisation <sup>23</sup>                                                    | Green                         |

<sup>21</sup> 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.

<sup>22</sup> Improve our use of benchmarking information to support Service Performance Challenges.

<sup>23</sup> 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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|                             |                                                                                                   |
|-----------------------------|---------------------------------------------------------------------------------------------------|
| <b>Report to:</b>           | <b>Performance Scrutiny Committee</b>                                                             |
| <b>Date of Meeting:</b>     | <b>20 June 2013</b>                                                                               |
| <b>Lead Member/Officer:</b> | <b>Lead Member for Modernising and Performance/<br/>Head of Business Planning and Performance</b> |
| <b>Report Author:</b>       | <b>Corporate Improvement Officer</b>                                                              |
| <b>Title:</b>               | <b>Corporate Risk Register</b>                                                                    |

---

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

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

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

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

**3. What are the Recommendations?**

3.1 That Performance Scrutiny notes the deletions, additions and amendments to the Corporate Risk Register, and has the opportunity to comment.

**4. Report details**

4.1. The main changes made to the Corporate Risk Register are listed in Appendix 1 attached.

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

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

- Services are encouraged to review their risk registers twice per year (according to the corporate risk management methodology) prior to each Corporate Risk Register review, and also prior to their Service Performance Challenge meetings. Any issues or queries are discussed in the Service Performance Challenge meetings.
- The Corporate Improvement Team analyse service risk registers to identify risks of corporate significance or any themes emerging across services.
- Updates on current corporate risks are collected from risk owners, and updates on mitigation actions are collected from action owners.

- Individual meetings are held with the Chief Executive and each Corporate Director, to discuss the risks for which they are lead. Consideration is given to whether the risk remains, whether the scores are accurate, and whether any new risks under their jurisdiction need to be included.
  - A risk workshop is held with CET to review existing risks; discuss progress on agreed mitigation actions; discuss and agree new corporate risks; review and update residual risk scores; update existing controls (in light of completed actions); and agree any new actions required to mitigate risks.
- 4.4 The Corporate Risk Register is formally reviewed by CET twice per year. However, any significant new or escalating risks are brought to the attention of CET (via the Corporate Improvement Team) as and when they are identified. CET then take a view as to whether that risk should be included in the Corporate Risk Register.
- 4.5 Following each formal review of the Corporate Risk Register (twice per year), the revised document is presented to Performance Scrutiny Committee.
- 4.6 Actions identified to address corporate risks are included in Service Plans, where appropriate, which enables Performance Scrutiny Members to monitor progress. Any performance issues in relation to the delivery of these activities should be highlighted as part of the Service Performance Challenge process.
- 4.7 The council's Internal Audit function provides independent assurance on the effectiveness of the internal control procedures and mechanisms in place to mitigate risks across the council. It also offers independent challenge to ensure the principles and requirements of managing risk are consistently adopted throughout the council. Internal Audit also use information from our service and corporate risk registers to inform its forward work programme.
- 4.8 An annual review and report on progress of the risk management policy, produced for the Corporate Governance Committee, will identify weak areas that need to be strengthened to improve the risk management process.

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

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

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

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



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

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

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

8.1 Details of the consultation process to review the Corporate Risk Register are contained in paragraph 4.3.

**9 Chief Finance Officer Statement**

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

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

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

**11. Power to make the Decision**

- Local Government Act 2000.
- Article 6 of the Council's Constitution

**Contact Officer:**

Corporate Improvement Officer  
Tel: 07810 055413

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### The main changes made to the Corporate Risk Register are listed below:

- i) Revision to DCC001, '*The risk of a serious safeguarding error where the council has responsibility*'. A control has been added, whereby the rate of completed CRB and reference checks is monitored via HR's service plan. There's a further mitigating action in terms of a proposal to develop a Corporate Safeguarding Committee.
- ii) Revision to DCC004: '*The risk that the HR framework doesn't support the organisation's aims*'. The description of the impact/consequence has been expanded, and a further action has been added (to review progress against the HR Improvement Plan at Corporate Governance in June). The inherent and residual risks scores remain identical at the moment. The residual risk will be reviewed in line with progress against the Improvement Plan.
- iii) Revision to DCC006: '*The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income*'. The residual risk score has increased from D2 to C2, given the Welsh Government's recent messages indicating a reduced settlement for 2014/15 (this had not been anticipated before). The actions we're taking are trying to reduce the impact. New mitigating actions refer to the introduction of financial planning meeting with services, and future integration of financial and service planning.
- iv) Revision to DCC007: '*The risk that critical or confidential information is lost or disclosed*'. Two new mitigating actions here refer to the use of secure printing, and a procedure for two people to check address details are correct prior to sending out sensitive correspondence.
- v) Revision to DCC011: '*The risk of a severe weather, contamination, or public health event*'. Mitigating actions updated as we move towards a regional collaboration for Emergency Planning. The council has completed a debrief and lessons learnt session following three recent incidents, and now needs to prepare an action plan. Implementation of this action plan should reduce the residual risk score.
- vi) Revision to DCC012: '*The risk of a significantly negative report(s) from external regulators*'. Likelihood now considered low, but a further mitigating action is in place to integrate the Annual governance statement and corporate self-assessment into a single annual self-assessment.
- vii) Revision to DCC013: '*The risk of significant financial and reputational liabilities resulting from management of some Arm's Length organisations*'. We've further articulated the impact, covering capital and property liabilities, and added a control in the form of resource being committed to support financial monitoring. Two new mitigating actions have also been added, referring to the consideration of alternatives to the Sun Centre, and the proposal for developing the Nova centre into a facility that complements other

offerings on the coastal strip.

- viii) Revision to DCC014: *'The risk of a health & safety incident resulting in serious injury or the loss of life'*. Some mitigating actions now complete. This hasn't impacted on the residual risk score because the likelihood (which is the area we can affect) was already scored very low at E2, but we'd hope that our actions have further reduced the likelihood in real terms.
- ix) Revision to DCC015: *'The risk that the collaborations that Denbighshire participates in don't deliver their forecast benefits and/or have an adverse impact in terms of finance and/or quality of service'*. This originally read: *The risk that the council cannot influence the collaboration agenda, and that further collaboration is forced upon on us rather than entered into voluntarily*. In light of the Review of Public Service Governance and Delivery (see DCC020), further collaboration is not currently under discussion. However, there are collaborations to which we are still committed, and this risk description has altered to reflect the risks associated with participation in collaboration.
- x) Revision to DCC016: *'The risk that the impact of welfare reforms is more significant than anticipated by the council'*. The Lead Officer has changed to Paul McGrady and the Lead Member to Cllr Hugh Irving. A further mitigating action was agreed: the working group is to report its progress to Corporate Governance.
- xi) Revision to DCC017: *'The risk that the ICT framework does not meet the organisation's needs, and that the technology we invest in does not deliver the intended benefits for the Modernisation programme'*. This originally read: *'The risk that ICT investment does not have the capability to deliver the efficiencies and savings required for the Modernisation priority'*. The description has evolved to echo that of the similar HR risk (DCC004), and emphasise ICT's role in supporting the organisation to recognise effective technological solutions.
- xii) Revision to DCC018: *'The risk that change/modernisation project benefits are not fully realised'*. This originally read: *'The risk that change/modernisation projects are not implemented as intended, hindering benefit realisation'*. The description has evolved to emphasise that the risk is around benefits realisation with projects, rather than the project management process itself. Additional controls that are in place include the use of Verto to track benefits, and the fact that there is a Change toolkit on the intranet.
- xiii) No amendments to DCC019: *'The risk that the availability of the Welsh Government's match-funding contribution towards Band A of the 21st Century Schools programme is not in line with the timescales for Denbighshire's work programme'*.
- xiv) Addition of DCC020: *'The risk that the review by The Commission On Public Service Governance And Delivery negatively affects Denbighshire'*. This review was announced by the First Minister in April 2013, and is due to

conclude by the end of 2013. It could fundamentally reconstruct the way public services are delivered, thus affecting DCC structures and processes. Currently considered to score C1 in terms of inherent risk, the residual risk is identical as no mitigating has yet taken place. An action has been identified (to exploit avenues of influence), but the arrangements for carrying out the action aren't yet in place.

- xv) Addition of DCC021: *'The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCU and DCC'*. Since the merger of the six health boards into one, DCC has noticed some disparity between strategic agreements and operations at ground level.

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## Denbighshire County Council

**Register Owner:** Corporate Executive Team

[LINK TO POLICY STATEMENT](#)

**Updated:** 05.06.2013

[LINK TO RISK GUIDANCE](#)

| Risk Description                                                                                                                                                                                                                                                                                                                                                         | Owner                                       | Impact / Consequence                                                                                                                                                                  | Inherent Risk | Controls to Manage Risk (in place)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Residual Risk | Further Actions                                                                                                                                                                                                                                                                                                                                                    | Action Owner | Action Date     |
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| <b>DCC001</b><br><i>Professional / Managerial</i>                                                                                                                                                                                                                                                                                                                        | Sally Ellis                                 | Significant reputational loss.<br>Possible intervention by Welsh Government.<br>Legal/compensation costs.                                                                             | <b>B2</b>     | Child protection & Safeguarding Procedures.<br>Regular training of staff in Children & Family Services.<br>Corporate Safeguarding Training Programme.<br>Wales Interim Policy & Procedures for the Protection of Vulnerable Adults from Abuse.<br>Framework of self-assessment for schools in relation to safeguarding has been established.<br>Section 28 Audits, and annual reporting requirement for services to demonstrate how they are discharging their duties in relation to safeguarding.<br>Section 28 audit tool in place for voluntary sector to ensure safeguarding practices are in place.<br>Compliance with safeguarding practises is part of the annual HR audit of schools.<br>'% of staff (school and non-school) requiring a CRB check and/or references that have them in place' is built into HR's service plan. | <b>C2</b>     | Safeguarding is an issue corporately for Denbighshire and also where we have indirect responsibility (e.g Arms Length Companies). To manage this, a proposal is in development to establish a Corporate Safeguarding Committee. This proposal will go to the Social Services and Education Management Team in early June and, if approved, will go to CET and SLT. | Sally Ellis  | Early June 2013 |
| <b>The risk of a serious safeguarding error where the council has responsibility.</b><br>This risk is increasing as the environment is changing, with growing expectations around duties in relation to 3rd party provision. CRB criteria are also changing which may increase the risk. The 'at risk' group is not limited to children here; adults are vulnerable too. | <u>Lead Member(s):</u><br>Cllr Bobby Feeley |                                                                                                                                                                                       |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |               |                                                                                                                                                                                                                                                                                                                                                                    |              |                 |
| <b>DCC004</b><br><i>Professional / Managerial</i>                                                                                                                                                                                                                                                                                                                        | Rebecca Maxwell                             | The council is unable to deliver the associated savings incorporated into the MTFP through the Modernisation priority if our policies don't support proposed strateav. Organisational | <b>B2</b>     | There's a CRM in place in HR Direct to enhance efficiency and provide improved management information to identify areas of common enquiry. Workforce Plannina is now embedded and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>B2</b>     | Report on Improvement Plan progress due before Corporate Governance Committee in June                                                                                                                                                                                                                                                                              | Linda Atkin  | 30-Jun-13       |
| <b>The risk that the HR framework doesn't support the organisation's aims.</b> The                                                                                                                                                                                                                                                                                       | <u>Lead Member(s):</u>                      |                                                                                                                                                                                       |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |               |                                                                                                                                                                                                                                                                                                                                                                    |              |                 |

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| policies and procedures we have in place need to reflect current organisational strategy (e.g. flexible working), and HR need to offer support for those functions where the organisation requires it (e.g. restructures) | Cllr Barbara Smith | functions such as restructures might be slow to progress or even violate employment law if our managers are not effectively supported |  | the service is happy with its development.<br>HR Improvement Plan in place and resources allocated. Plan lasts until December, and actions are tracked in Verto |  | No further action identified | N/A | N/A |
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| DCC006                                                                                                                                                                                                                                                                                                                                                          | Mohammed Mehmet                                     | The council suffers from a significant reduction in income, leading to an inability to deliver current levels of service provision.                                                                                                                                               | C1 | The council has no control over the global economy or the WG settlement. Therefore the inherent risk score likely to remain high.                                          | C2 | Plans to integrate financial planning with service and performance planning are underway, for implementation in the autumn 2013                            | Paul McGrady | 01-Oct-13                                                                                |            |           |
| <i>Economic &amp; Financial</i>                                                                                                                                                                                                                                                                                                                                 | <u>Lead Member(s):</u><br>Cllr Julian Thompson-Hill |                                                                                                                                                                                                                                                                                   |    | Annual, detailed budget setting process that considers economic environment                                                                                                |    | No further action identified                                                                                                                               | N/A          | N/A                                                                                      |            |           |
| The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income. Although we do have a 2-yr indicative settlement, this position could change but, we think, with some warning. The impact of reduced settlements for our partners (e.g. Health) could also be felt by us |                                                     |                                                                                                                                                                                                                                                                                   |    | The Medium Term Financial Plan (MTFP) contains different scenarios to ensure it can deal with changes in the external environment, and is considered on a quarterly basis. |    | Communication channels opened with BCUHB.                                                                                                                  |              |                                                                                          |            |           |
|                                                                                                                                                                                                                                                                                                                                                                 |                                                     |                                                                                                                                                                                                                                                                                   |    | Budget-setting process and Modernistaion Board's activities raise awareness of implications of significantly reduced income due to the economic environment.               |    | Quarterly financial planning meetings between services and management accountants are in place                                                             |              |                                                                                          |            |           |
| DCC007                                                                                                                                                                                                                                                                                                                                                          | Hywyn Williams                                      | Reputational damage. Criticism from external regulators (e.g. WAO conducting a review of information management across Welsh Authorities in 2012). Fines from the Information Commissioner's Office (precedent of fines of up to £130k for single breach of Data Protection Act). | B3 | Our controls are particularly strong on the technical (i.e. electronic side), and work has been undertaken to improve the position with paper.                             | C3 | Three year EDRMS programme plan in place (to move essential paper records to electronic format), and delivery confidence will be reported here (via Verto) | Alan Smith   | 30-Sep-13                                                                                |            |           |
| <i>Legislative / Regulatory</i>                                                                                                                                                                                                                                                                                                                                 | <u>Lead Member(s):</u><br>Cllr Barbara Smith        |                                                                                                                                                                                                                                                                                   |    | The council is moving from GCSX to PSN accreditation.                                                                                                                      |    | Develop a plan for raising corporate awareness and compliance with legal retention schedules                                                               | Alan Smith   | 31-Aug-13                                                                                |            |           |
| The risk that critical or confidential information is lost or disclosed.                                                                                                                                                                                                                                                                                        |                                                     |                                                                                                                                                                                                                                                                                   |    |                                                                                                                                                                            |    | Mobile racking installed in the corporate stores, and archiving backlog dealt with.                                                                        |              | Information Manager recruited into BPP service, and due to start in June 2013.           | Alan Smith | 10-Jun-13 |
|                                                                                                                                                                                                                                                                                                                                                                 |                                                     |                                                                                                                                                                                                                                                                                   |    |                                                                                                                                                                            |    | Staff workshops delivered on good archiving practices.                                                                                                     |              | Use MMC as a vehicle for raising awareness of Information Management and security issues | Alan Smith | 30-Sep-13 |
|                                                                                                                                                                                                                                                                                                                                                                 |                                                     |                                                                                                                                                                                                                                                                                   |    |                                                                                                                                                                            |    | Printer process now supports staff to collect printing when visiting the printer.                                                                          |              | Confirm whether the 'address checking policy' is necessary in any other services         | Alan Smith | 31-Jul-13 |
|                                                                                                                                                                                                                                                                                                                                                                 |                                                     |                                                                                                                                                                                                                                                                                   |    |                                                                                                                                                                            |    | Addresses are double-checked by a second member of staff when sending out sensitive information                                                            |              |                                                                                          |            |           |

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| <b>DCC011</b>                                                                                                                                                                                                                                                                                                                                                                | Rebecca Maxwell                            | Significant disruption to core services. Serious injury or fatality due to road network closure, poisoning or infection. Reputational risk to the council if unable to deal with issues. | <b>D2</b> | The control environment in this area is the joint Emergency Planning Unit (Denbighshire & Flintshire). We also continually review our procedures for winter highways maintenance (e.g. this was the subject of a report to Communities Scrutiny Committee in October 2012, and we recently reviewed our emergency call-out rota system). Secondary rota established and operational. Service disruption is minimised through our arrangements for business continuity and emergency planning, with separate Directors responsible for Response, Recovery, and Information                                 | <b>D2</b> | A regional approach is now being taken to Emergency Planning, and is moving towards implementation               | Rebecca Maxwell | 31-May-13 |
| <i>Environmental</i>                                                                                                                                                                                                                                                                                                                                                         | <u>Lead Member(s):</u><br>Cllr David Smith |                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |                                                                                                                  | Steve Parker    | 31-May-13 |
| <b>The risk of a severe weather, contamination, or public health event.</b> Services plan for the impact of expected seasonal variations in weather, but severe weather events can impact on service delivery. Similarly, we put plans in place to monitor food, water and air quality, but any contaminations can impact on service delivery, as would any viral pandemics. |                                            |                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |                                                                                                                  |                 |           |
| <b>DCC012</b>                                                                                                                                                                                                                                                                                                                                                                | Hywyn Williams                             | Reputational damage. Potential intervention by the WG. Significant resources may be required to be diverted to deliver immediate and substantial change.                                 | <b>C2</b> | The corporate performance management framework (PMF) is the main control in this area. New system of "excellence thresholds" and "interventions" now used which is more robust than traditional target setting. Training on PMF has been delivered to Members, with a specific sessions for Cabinet and Performance Scrutiny. Head of Business Planning & Performance and Corporate Improvement Team Manager meet monthly with Wales Audit Office to understand and respond to their concerns. Steps to incorporate self assessments into council self assessment through Service Performance Challenges. | <b>D4</b> | Annual governance statement and corporate self assessment to be integrated into a single annual self assessment. | Alan Smith      | 31-Mar-14 |
| <i>Legislative / Regulatory</i>                                                                                                                                                                                                                                                                                                                                              | <u>Lead Member(s):</u><br>Cllr Hugh Evans  |                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |                                                                                                                  |                 |           |
| <b>The risk of a significantly negative report(s) from external regulators.</b>                                                                                                                                                                                                                                                                                              |                                            |                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |                                                                                                                  |                 |           |
| <b>DCC013</b>                                                                                                                                                                                                                                                                                                                                                                | Hywyn Williams                             | Capital liabilities. Property Liabilities. Reduction in levels of service provided to the community, or increased revenue costs to continue delivery. Reputation damage to the council.  | <b>B2</b> | Council is entitled to representation on Boards, and Heads of Service providing strategic advice to facilities. Heads of Service advise DCC on                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>B3</b> | Alternatives to the Rhyl Sun Centre are being considered.                                                        | Peter McHugh    | 31-Mar-13 |
| <i>Partnership / Contractual</i>                                                                                                                                                                                                                                                                                                                                             | <u>Lead Member(s):</u>                     |                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |                                                                                                                  |                 |           |
| <b>The risk of significant financial and reputational liabilities resulting from</b>                                                                                                                                                                                                                                                                                         |                                            |                                                                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |                                                                                                                  |                 |           |

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| <p><b>management of some Arm's Length organisations.</b><br/>Liabilities could arise due to financial, HR, safeguarding, or general management problems</p> | <p>Cllr Huw Jones</p> |  | <p>any emerging issues and risks.</p> <p>Financial support and/or subsidies being provided.</p> <p>Processes are in place to manage relationships between DCC and Arm's Length organisations.</p> <p>Intervention measures are exercised by DCC if relationships with Arm's Length organisations are difficult to manage</p> <p>Resources have been committed to improve financial monitoring of facilities.</p> | <p>Proposal for developing The Nova into a facility to complement the Aquatic Centre to be taken to Council</p> | <p>Jamie Groves</p> | <p>31-Jul-13</p> |
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| <b>DCC014</b><br><i>Physical Hazards and H&amp;S</i>                                                                                                                                                                                                            | Hywyn Williams            | Serious injury or death of an employee and/or member of public. Significant reputational damage Substantial legal/compensation costs. Criminal prosecution of senior staff. | <b>C2</b> | New H&S Committee established with representation from each service, plus meetings established with groups of services. Strategic leadership provided by Corporate Director with responsibility for health and safety. Improved efficiency through on-line & phone line incident reporting. Council has existing Health and Safety Management System(s)- All DCC teams to identify their activities, consider the hazards associated with the work, describe how the risks are managed and then analyse any gaps in how they are managing the risks. These self analyses are now being monitored by the CH&S team who are going out into the workplaces and providing support, guidance and feedback where it is needed. The H&S training program focuses on in-house provision that is targeted at DCC activities. Strong Leadership process developed and in place across the organisation. Links developed with Property Services to manage property-related fire risks | <b>E2</b> | In-house training and face-to-face discussions between managers, staff and CH&S to deliver cultural change, including ensuring that roles, responsibilities & systems in relation to H&S management are understood by all managers / supervisors. | Steve Parker   | 31-Dec-13 |
| <b>The risk of a health &amp; safety incident resulting in serious injury or the loss of life.</b> This could be as a result of an ineffective H&S management system; inadequate fire control systems (infrastructure); or inadequate fire management planning. | <u>Lead Member(s):</u>    |                                                                                                                                                                             |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           |                                                                                                                                                                                                                                                   |                |           |
|                                                                                                                                                                                                                                                                 | Cllr Julian Thompson-Hill |                                                                                                                                                                             |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           |                                                                                                                                                                                                                                                   | Steve Parker   | 31-Dec-13 |
|                                                                                                                                                                                                                                                                 |                           |                                                                                                                                                                             |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           |                                                                                                                                                                                                                                                   | Gerry Lapinton | 31-May-13 |
|                                                                                                                                                                                                                                                                 |                           |                                                                                                                                                                             |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           | Steve Parker                                                                                                                                                                                                                                      | 30-Jun-13      |           |

|                                                                                                                                                                                                                                                                                                                                                            |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |    |                                                                                                                                                                                                                     |    |                                                                                                   |              |           |
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| <b>DCC015</b>                                                                                                                                                                                                                                                                                                                                              | Mohammed Mehmet                            | Denbighshire may end up with a service that's more expensive to deliver, or a reduction in service quality through losing control of its services.                                                                                                                                                                                                                                                                                                                                                                                                            | B2 | The Partnership Toolkit can support existing and new collaboration by providing a strong governance framework, advising on Business Case development; Developing and Reviewing; and Exit Strategies and Evaluation. | B2 | No further action identified                                                                      |              |           |
| <i>Partnership / Contractual</i>                                                                                                                                                                                                                                                                                                                           | <u>Lead Member(s):</u><br>Cllr Hugh Evans  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |    |                                                                                                                                                                                                                     |    |                                                                                                   |              |           |
| <b>The risk that the collaborations that Denbighshire participates in don't deliver their forecast benefits and/or have an adverse impact in terms of finance and/or quality of service.</b> When we enter collaborations we lose some control of the quality and cost of the work that we do, and nor are we directly in control of benefits realisation. |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |    |                                                                                                                                                                                                                     |    |                                                                                                   |              |           |
| <b>DCC016</b>                                                                                                                                                                                                                                                                                                                                              | Paul McGrady                               | Potential increase in demand for services: e.g. homelessness and homelessness prevention services; housing (especially for stock which is currently scarce); benefits support / advice, etc. Reduced income from rents and council tax payments with reduced cash flow and an increase in bad debt for the authority. Increased recovery action and administrative costs. Increase in tenants' rents. Also an impact to Social Services due to Disability Living Allowance changes. This could also impact on our ability to deliver our Corporate Priorities | B2 | DCC Welfare Reform Group has been meeting since April 2012. This group is cross service to ensure that information is shared and pressures identified to support our customers.                                     | B3 | Set up reporting arrangements for the group to keep Corporate Governance informed of its progress | Paul McGrady | 30-Sep-13 |
| <i>Economic &amp; Financial</i>                                                                                                                                                                                                                                                                                                                            | <u>Lead Member(s):</u><br>Cllr Hugh Irving |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |    |                                                                                                                                                                                                                     |    |                                                                                                   |              |           |
| <b>The risk that the impact of welfare reforms is more significant than anticipated by the council.</b> Welfare reform has potentially significant implications for a large proportion of residents, and also on the council in terms of increased demand for services and reduced income. The actual impact is difficult to predict.                      |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |    |                                                                                                                                                                                                                     |    |                                                                                                   |              |           |

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| DCC017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Sally Ellis                                          | If we decide to invest in technology that does not sufficiently contribute to our                                    |           | ICT Strategy (developed in conjunction with SLT) agreed. ICT Business Partners work with services to forecast their ICT needs. All decisions for investment taken at Capital Investment Strategy group. ICT Strategy offers a mechanism for estimating net savings that investments can make. Communication of the 'Run, Grow and Transform' theory helps the organisation to understand how projects might benefit the organisation. The Prograame Office has introduced a Stage Review Group that offers some quality assurance for business cases, prior to their being passed on for approval. Phase 2 of the ICT Strategy approved by SLT No projects associated with the Modernisation programme will be approved without a business case. IT Steering Group established to meet quarterly Although approved in principle, as projects with the ICT Strategy Phase 2 become timely, a business case will be required. |           | Arrange a peer review for ICT                                                                                                                                                                                                            | Cara Williams | 31-Jul-13 |
| <i>Technological</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                      | Modernisation agenda, not only are we likely to miss our targets, but we're also going to waste money.               | <b>B2</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>C2</b> |                                                                                                                                                                                                                                          |               |           |
| <p><b>The risk that the ICT framework does not meet the organisation's needs, and that the technology we invest in does not deliver the intended benefits for the Modernisation programme.</b> If we do not invest in appropriate technology at the right price, this will hinder our capability to deliver the efficiencies and savings required for the Modernisation priority. The main risk here is around the organisation taking decisions to invest in IT infrastructure that is not effective in reducing overheads. This can happen for two reasons: 1) we don't understand the current and necessary ICT requirements, and 2) we don't accurately predict the anticipated benefits. This risk might also occur as a missed opportunity to capitalise on effective technology, if we are not aware of the capability that some technology can bring.</p> | <p><u>Lead Member(s):</u><br/>Cllr Barbara Smith</p> |                                                                                                                      |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |           | Business Partners will confirm workstyle baseline and forecast future workstyles in preparation for an SLT workshop on 6 June to share experience and ambition, so that a future workstyle forecast can be developed by the end of July. | Cara Williams | 06-Jun-13 |
| DCC018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Sally Ellis                                          | The forecast changes that were alluded to in business cases do not materialise and, hence, neither do their benefits | <b>B2</b> | Corporate Programme Office established. HR resource identified to support restructures. Business Partners involved in workforce planning have identified a need for Change management training, and resource has been identified to support this. Programme Manager in place for the Modernisation priority (to co-ordinate projects). Establishment of a Modernisation Board, which can track projects and their benefits. Introduction of Verto to record benefit tracking. Change toolkits, together with factsheets, are on the intranet to support managers. Business Partners are now allocated to every major change to ensure consistency.                                                                                                                                                                                                                                                                          | <b>C2</b> | No further action identified                                                                                                                                                                                                             | N/A           | N/A       |
| <i>Professional / Managerial</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                      |                                                                                                                      |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |           |                                                                                                                                                                                                                                          |               |           |
| <p><b>The risk that change/modernisation project benefits are not fully realised.</b> The council currently does consistently deliver all benefits from projects. Some of the issues include: inconsistent management; resistance to change; staff behaviour and processes not changing as planned.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p><u>Lead Member(s):</u><br/>Cllr Barbara Smith</p> |                                                                                                                      |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |           |                                                                                                                                                                                                                                          |               |           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                        |                                                                                                                                                                      |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |    |                                                                                                                                                              |                 |           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------|
| DCC019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Hywyn Williams         | Delays in delivering the 21st Century Schools Programme.                                                                                                             |    | Regular liaison with WG and Strategic Investment Group to review progress of individual projects and the overall financial management of the longterm programme to identify potential risks in funding profiles. Establishment of a formal programme approach to manage the delivery of the 21st Century Schools programme. Projects over £5m in value are scoped out according to the Welsh Government's five case business model at development stage. Project at £5m or less are scoped out inline with the Welsh Government's business justification case documentation. Modernising Education Programme Board established, to meet monthly in the short term. SRO, Head of Service and Programme Manager have arranged for regular gateway review support from WG's Programme and Projects department (independent from WG's 21st Century Schools team) |    | No further action identified                                                                                                                                 | N/A             | N/A       |
| <b>Economic &amp; Financial</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <u>Lead Member(s):</u> |                                                                                                                                                                      |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |    |                                                                                                                                                              |                 |           |
| <b>The risk that the availability of the Welsh Government's match-funding contribution towards Band A of the 21st Century Schools programme is not in line with the timescales for Denbighshire's work programme.</b> Projects within the 21st Century Schools Programme are planned throughout the financial year, but rely on match-funding being available from the Welsh Government. If the WG's financial contribution is not received as anticipated, it can affect the timing of each project, which can impact on the overall programme. | Cllr Eryl Williams     |                                                                                                                                                                      | B2 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | C2 |                                                                                                                                                              |                 |           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                        |                                                                                                                                                                      |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |    | No further action identified                                                                                                                                 | N/A             | N/A       |
| DCC020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Mohammed Mehmet        | Restructures for DCC if services are merged.                                                                                                                         |    | WG's methodology for consultation is yet to be announced                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |    | Once it is clear what the avenues for influence will be, make arrangements to participate                                                                    | Mohammed Mehmet | 31-May-13 |
| <b>Political</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <u>Lead Member(s):</u> |                                                                                                                                                                      |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |    |                                                                                                                                                              |                 |           |
| <b>The risk that the review by The Commission On Public Service Governance And Delivery negatively affects Denbighshire.</b> This review was announced by the First Minister in April 2013, and is due to conclude by the end of 2013. It could fundamentally reconstruct the way public services are delivered, thus affecting DCC structures and processes.                                                                                                                                                                                    | Cllr Hugh Evans        | DCC becomes obsolete if councils are merged.<br><br>If transition is to take place, there could be a period of instability for staff<br><br>Service delivery suffers | C1 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | C1 |                                                                                                                                                              |                 |           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                        |                                                                                                                                                                      |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |    | No further action identified                                                                                                                                 | N/A             | N/A       |
| DCC021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Sally Ellis            | • inefficient services<br>• gaps in service provision<br>• delays/failure to deliver joint projects<br>• reputational damage                                         |    | Establishment of a Denbighshire Health and Social Care Board, of which BCU is a member.<br><br>DCC presence in Key CPG meetings and Regional Boards looking at implementing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    | Terms of reference for the Denbighshire Health and Social Care Board to include the management of risks relating to interfaces between the two organisations | Sally Ellis     | N/A       |
| <b>Partnership / Contractual</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <u>Lead Member(s):</u> |                                                                                                                                                                      |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |    |                                                                                                                                                              |                 |           |
| The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop                                                                                                                                                                                                                                                                                                                                                                                                                | Cllr Bobby Feeley      |                                                                                                                                                                      | B2 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | B3 |                                                                                                                                                              |                 |           |

Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCU and DCC



Intermediate Care & Locality working

No further action identified

N/A

N/A



## Risk Assessment Criteria

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

### Corporate Risk Severity Key

|  |                 |                                                                                            |
|--|-----------------|--------------------------------------------------------------------------------------------|
|  | <b>Minor</b>    | Risk easily managed locally – no need to involve management                                |
|  | <b>Moderate</b> | Risk containable at service level – senior management and SLT may need to be kept informed |
|  | <b>Major</b>    | Intervention by SLT and / or CET with Cabinet involvement                                  |
|  | <b>Critical</b> | Significant CET and Cabinet intervention                                                   |

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**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 20 June 2013

**Report Author:** Scrutiny Coordinator

**Title:** Scrutiny Work Programme

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

The report presents 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.
- Review of Council Publications
- 4.7 The findings of the above review were scheduled to be submitted to the Committee for consideration at the current meeting. As the Head of Service was unable to attend the meeting to present the findings, he requested that the item be deferred until a future meeting. Unfortunately, due to the summer recess and work programme commitments, the Committee could not accommodate the report on its business agenda until its October meeting. As the Head of Communication, Marketing and Leisure is due to report to Communities Scrutiny Committee in September on the restructure of his Department he suggested that both subjects could be combined in one report and presented to Communities Scrutiny Committee on 12 September. Chairs of both scrutiny committees were contacted to seek their agreement to the revised arrangements. The Chair of Communities Scrutiny Committee agreed to accommodate the report on his committee's forward work programme and, in the absence of the Chair of Performance Scrutiny Committee, the Vice-Chair of the Committee

gave his agreement to the new arrangements. As with every committee report all county councillors will have access to the report once the committee papers for the meeting on 12 September are published.

- 4.8 Members will note from Appendix 1 that five items are currently scheduled into the work programme for the Committee's next meeting on 19 September. Having regard to the information in paragraph 4.3 above on the optimum number of reports that should be considered at any one meeting, the Committee is asked to discuss whether it wishes to reschedule any of the reports listed for presentation to September's meeting, or whether it wishes to receive any of them as information or consultation reports outside of the formal meeting.

#### Cabinet Forward Work Programme

- 4.9 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.

#### Progress on Committee Resolutions

- 4.10 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 is scheduled to hold its first meeting of this municipal year on 27 June 2013.

### **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 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.**

No Equality Impact Assessment has been undertaken for the purpose of this report as consideration of the Committee's forward work programme is not deemed to have an adverse or unfair impact on people who share protected characteristics.

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

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

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

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

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

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

**11. Power to make the decision**

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

**Contact Officer:**

Scrutiny Coordinator

Tel No: (01824) 712554

Email: [dcc\\_admin@denbighshire.gov.uk](mailto:dcc_admin@denbighshire.gov.uk)

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

| Meeting      | Item (description / title)                                                        | Purpose of report                                                                                                                                                                                                                                                         | Expected Outcomes                                                                                                                                                                                                                                                                             | Author                   | Date Entered  |
|--------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------|
| 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 realise the Council's ambition to become an excellent authority                                                                                                         | Tony Ward                | July 2012     |
|              | 2 Licensing Matters                                                               | To consider the effectiveness of the new procedures for licensing following the implementation of the findings of the review of licensing matters conducted by the Internal Audit Department (with specific emphasis on taxi licensing and safeguarding responsibilities) | Monitoring of the new licensing policies and procedures to ensure that the processes are robust and effective in supporting the Council's compliance with all licensing and safeguarding legislation, and in mitigating risks to vulnerable groups who use services licensed by the Authority | Graham Boase/Nicky Jones | November 2012 |
|              | 3 Provisional External Examinations and Teacher Assessments<br><b>[Education]</b> | 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                                                                                                                                                                                                                     | Identification of areas of poor performance with a view to the                                                                                                                                                                                                                                | Jackie Walley/Steven     | February 2013 |

| Meeting     |    | Item (description / title)     | Purpose of report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Expected Outcomes                                                                                                                                                           | Author                   | Date Entered                  |
|-------------|----|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------|
|             |    |                                | the Council's complaints process                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | development of recommendations to address weaknesses.                                                                                                                       | Goodrum                  |                               |
| 24 October  | 1  | CCTV in Denbighshire           | (i) To consider progress on developing the Council's CCTV function in light of the Regional Collaboration project not being progressed and the Service's performance; and<br>(ii) To consider reducing costs, increasing income and delivery of identified savings while progressing a more equitable distribution of CCTV throughout the County (a representative from the Police to be invited to attend to outline the financial/resource benefits they realise as a consequence of using the service) | The development of an efficient and effective Service that serves the Council and residents well and delivers safer communities                                             | Graham Boase/Emlyn Jones | April 2013 (amended May 2013) |
| 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         | To scrutinise Services'                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Identification of areas of poor                                                                                                                                             | Jackie                   | Feburary                      |



| Meeting         |    | Item (description / title)                                                   | Purpose of report                                                                                                 | Expected Outcomes                                                                                                                                                           | Author                       | Date Entered  |
|-----------------|----|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------|
|                 |    | performance (Q2)                                                             | performance in complying with the Council's complaints process                                                    | performance with a view to the development of recommendations to address weaknesses.                                                                                        | Walley/Steven Goodrum        | 2013          |
| 16 January 2014 | 1  | Verified External Examinations and Teacher Assessments<br><b>[Education]</b> | 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 | February 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 satisfaction of local residents | Tony Ward                    | February 2013 |
| 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                                                                    | Jackie Walley/Steven Goodrum | February 2013 |

| Meeting | Item (description / title)     | Purpose of report                                                                                                 | Expected Outcomes                                                                                                                                                           | Author    | Date Entered  |
|---------|--------------------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|---------------|
|         |                                |                                                                                                                   | weaknesses.                                                                                                                                                                 |           |               |
| 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           |
|--------------|--------------------|------------|-------------------|-------------|--------------------|
| 19 September | <b>5 September</b> | 24 October | <b>10 October</b> | 12 December | <b>28 November</b> |

Performance Scrutiny Work Programme.doc

Updated 05/06/13 RhE

Cabinet Forward Work Plan

Appendix 2

| Meeting | Item (description / title) |                                                                                     | Purpose of report                                                                                                                                              | Cabinet Decision required (yes/no) | Author – Lead member and contact officer                   |
|---------|----------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------------------|
| 25 June | 1                          | Ruthin Area Primary Schools Review<br><b>Note: to be first report on the agenda</b> | To seek approval for starting a formal consultation period with Ruthin Primary schools                                                                         | Yes                                | Cllr Eryl Williams / Jackie Walley                         |
|         | 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 & disabled people                                  |                                    | Cllr Bobby Feeley / Phil Gilroy / Deborah Holmes-Langstone |
|         | 5                          | Outsourcing ICT Services to Schools                                                 | To give an overview of the tendering process, evaluation and scoring and request the                                                                           | Yes                                | Cllr Eryl Williams / Jackie Walley / Stephanie O'Donnell   |

Cabinet Forward Work Plan

| Meeting        | Item (description / title)                                               | Purpose of report                                                           | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|----------------|--------------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|                |                                                                          | final decision from Cabinet.                                                |                                    |                                          |
|                | 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                     |
|                | 9 Day Services                                                           | To update Cabinet on changes to day services provided for older people      | Yes                                | Phil Gilroy/ Cllr Bobby Feeley           |
|                | 10 Integrated Family Services                                            | To consider developments                                                    | Tbc                                | Cllr Bobby Feeley / Leighton Rees        |
|                | 11 Vibrant and Viable Places - Funding bid for Rhyl Town Centre projects | To seek endorsement for the funding bid.                                    | Yes                                | Cllr Hugh Evans / Tom Booty / Sian Owen  |
|                |                                                                          |                                                                             |                                    |                                          |
| <b>30 July</b> | 1 Finance Report Update                                                  | To update Cabinet on the current financial position of the Council          | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |
|                | 2 The former North Wales Hospital: a Compulsory                          | To approve a compulsory purchase order for the former                       | Yes                                | Graham Boase                             |

Cabinet Forward Work Plan

| Meeting | Item (description / title) |                                                          | Purpose of report                                                                                                                                               | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|---------|----------------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|         |                            | Purchase Order                                           | North Wales Hospital                                                                                                                                            |                                    |                                          |
|         | 3                          | Adult Safeguarding                                       | To consider future options for the arrangements for Adult Safeguarding                                                                                          | Yes                                | Cllr Bobby Feeley / Phil Gilroy          |
|         | 4                          | Food Review Task & Finish Group                          | To approve the recommendations of the Task & Finish Group following a review into food procurement and regulatory practices.                                    | Yes                                | Cllr David Smith / Hywyn Williams        |
|         | 5                          | Developing 'An Excellent Council Close to the Community' | To consider how the Council progresses with the theme of Bringing the Council Closer to the Community                                                           | Yes                                | Cllr Hugh Irving / Hywyn Williams        |
|         | 6                          | North Office Accommodation Study                         | To consider the work undertaken in respect of the North Denbighshire Office Accommodation Review.                                                               | tbc                                | Cllr Julian Thompson-Hill / David Lorey  |
|         | 7                          | Procurement Service                                      | To consider proposals for the merger and implementation of a three counties (Gwynedd, Denbighshire and Flintshire) procurement and category management service. | Yes                                | Cllr Julian Thompson-Hill / Paul McGrady |

Cabinet Forward Work Plan

| Meeting             | Item (description / title) |                                                                       | Purpose of report                                                                                                  | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|---------------------|----------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|                     | 8                          | Items from Scrutiny Committees                                        | To consider any issues raised by Scrutiny for Cabinet's attention.                                                 | tbc                                | Scrutiny Coordinator                     |
|                     |                            |                                                                       |                                                                                                                    |                                    |                                          |
| <b>3 September</b>  | 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                          | Vibrant and Viable Places - Funding bid for Rhyl Town Centre projects | To update members on progress.                                                                                     | No                                 | Cllr Hugh Evans / Tom Booty / Sian Owen  |
|                     | 5                          | Items from Scrutiny Committees                                        | To consider any issues raised by Scrutiny for Cabinet's attention.                                                 | Tbc                                | Scrutiny Coordinator                     |
|                     |                            |                                                                       |                                                                                                                    |                                    |                                          |
| <b>24 September</b> | 1                          | Finance Report Update                                                 | To update Cabinet on the current financial position of the Council                                                 | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |

Cabinet Forward Work Plan

| Meeting            | Item (description / title) |                                                     | Purpose of report                                                                                                                                                     | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|--------------------|----------------------------|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|                    | 2                          | Faith Based Provision                               | To note the findings of the formal consultation on the faith review and to consider whether to proceed to the publication of the proposal by way of statutory notice. | Yes                                | Cllr Eryl Williams / Jackie Whalley      |
|                    | 3                          | Response to the Consultation on Town and Area Plans | To consider the response to the consultation on town and area plans                                                                                                   | Tbc                                | Cllr Hugh Evans / Rebecca Maxwell        |
|                    | 4                          | Items from Scrutiny Committees                      | To consider any issues raised by Scrutiny for Cabinet's attention.                                                                                                    | Tbc                                | Scrutiny Coordinator                     |
|                    |                            |                                                     |                                                                                                                                                                       |                                    |                                          |
| <b>29 October</b>  | 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                     |
|                    |                            |                                                     |                                                                                                                                                                       |                                    |                                          |
| <b>26 November</b> | 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                                                                                                                         | 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.                                                        |                                    |                                          |
|                        |   |                                       |                                                                             |                                    |                                          |
| <b>17 December</b>     | 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                     |
|                        |   |                                       |                                                                             |                                    |                                          |
| <b>14 January 2014</b> | 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                     |
|                        |   |                                       |                                                                             |                                    |                                          |
| <b>18 February</b>     | 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

| <b>Meeting</b>  |   | <b>Item (description / title)</b>     | <b>Purpose of report</b>                                                    | <b>Cabinet Decision required (yes/no)</b> | <b>Author – Lead member and contact officer</b> |
|-----------------|---|---------------------------------------|-----------------------------------------------------------------------------|-------------------------------------------|-------------------------------------------------|
| <b>25 March</b> | 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                            |
| <b>29 April</b> | 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                            |
| <b>27 May</b>   | 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 |
|---------|----------------------------|---------------------------------------|-----------------------------------------------------------------------------|------------------------------------|------------------------------------------|
| 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         |
|---------|----------------|---------|----------------|---------------|------------------|
|         |                |         |                |               |                  |
| June    | <b>11 June</b> | July    | <b>16 July</b> | September (3) | <b>19 August</b> |

Updated 11/06/2013 - KEJ

Cabinet Forward Work Programme.doc

## Progress with Committee Resolutions

| Date of Meeting | Item number and title                 | Resolution                                                                                                                                                                                                                                                                                                                                                                                                                               | Progress                                                                                                                       |
|-----------------|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| 24 May 2013     | 6. Cefndy Enterprises                 | <p><b>RESOLVED –</b></p> <p>(a) to note the contents of the report, and</p> <p>(b) recommend to Cabinet that Option C – to draw down the Corporate Plan capital reserve to invest in plant/machinery to replace aged existing plant - be approved as the preferred Option, with a view to assisting the business to address the challenges it faces and become a financially sustainable business without Council funding in future.</p> | Report scheduled to be presented to Cabinet on 25 <sup>th</sup> June 2013.                                                     |
|                 | 9. Annual Council Reporting Framework | <p><b>RESOLVED – to receive the report and endorse:-</b></p> <ul style="list-style-type: none"> <li>• the Director's self-assessment of social care in Denbighshire.</li> <li>• the improvement priorities for 2013/2014; and</li> <li>• that draft report provided a clear account of performance.</li> </ul>                                                                                                                           | Annual Report scheduled for presentation to County Council on 9 July. Scrutiny's observations will be reported to the meeting. |

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