

To: Members of the Performance
Scrutiny Committee

Date: 6 June 2014

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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, 12 JUNE 2014** 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 APPOINTMENT OF VICE CHAIR

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

3 DECLARATION OF INTERESTS

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

4 URGENT MATTERS AS AGREED BY THE CHAIR

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

5 MINUTES OF THE LAST MEETING (Pages 5 - 10)

To receive the minutes of the Performance Scrutiny Committee held on the 1st May, 2014 (copy attached).

6 YOUR VOICE COMPLAINTS PERFORMANCE - QUARTER 4 (Pages 11 - 22)

To consider a report by the Corporate Complaints Officer (copy enclosed) which provided an overview of the feedback received via Denbighshire's customer feedback policy 'Your Voice' and via the statutory Social Services procedure during Q4 2013/14.

9.35 a.m. – 10.10 a.m.

7 CORPORATE PLAN PERFORMANCE REPORT - QUARTER 4 - 2013/14 (Pages 23 - 70)

To consider a report by the Corporate Improvement Manager (copy enclosed) which provides an update on the delivery of the Corporate Plan 2012-17 at the end of quarter 4 of 2013/14.

10.10 a.m. – 10.45 a.m.

Comfort Break

8 AGRICULTURAL ESTATE STRATEGY (Pages 71 - 84)

To consider a report by the Head of Finance and Assets (copy enclosed) on the long term strategic vision for the Council's Agricultural Estate holdings.

10.55 a.m. – 11.30 a.m.

9 DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2013/14 (Pages 85 - 124)

To consider a report by the Director of Social Services (copy enclosed) which summarised the effectiveness of the Authority's social care services and priorities for improvement.

11.30 a.m. – 12.05 p.m.

10 SCRUTINY WORK PROGRAMME (Pages 125 - 142)

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

12.05 p.m. – 12.15 p.m.

11 FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

12.15 p.m. – 12.25 p.m.

MEMBERSHIP

Councillors

Councillor David Simmons (Chair)

Councillor Arwel Roberts

Meirick Davies

Peter Owen

Richard Davies

Dewi Owens

Colin Hughes

Gareth Sandilands

Geraint Lloyd-Williams

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PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 1 May 2014 at 9.30 am.

PRESENT

Councillors Meirick Davies, Richard Davies, Peter Owen, Dewi Owens, Arwel Roberts (Vice-Chair), Gareth Sandilands and David Simmons (Chair)

Lead Member, Councillor Julian Thompson-Hill attended at the Committee's request.

ALSO PRESENT

Chief Executive (MM), Corporate Health & Safety Manager (GL), Audit Manager (BS), Head of Housing and Community Development (PMcH), Corporate Improvement Officer (NK), Scrutiny Co-ordinator (RE) and Committee Administrator (SLW).

1 APOLOGIES

Apologies for absence were received from Councillors Colin Hughes and Geraint Lloyd-Williams and Councillor Hugh Irving (Lead Member for Customers and Communities)

2 DECLARATION OF INTERESTS

No declarations of interest were raised.

3 URGENT MATTERS AS AGREED BY THE CHAIR

No urgent matters were raised.

4 MINUTES OF THE LAST MEETING

The minutes of a meeting of the Performance Scrutiny Committee held on Thursday, 20 March, 2014, were submitted.

RESOLVED that the minutes be received and approved as a correct record.

5 CORPORATE HEALTH & SAFETY ANNUAL REPORT

The Lead Member for Finance and Assets, Councillor Julian Thompson-Hill, presented an annual report (previously circulated) to provide an update on Health and Safety management within Denbighshire County Council (DCC) as seen from the perspective of the Corporate Health & Safety Team (CH&S).

During the past 12 months, significant progress had been made and there had been some positive changes in the safety culture within DCC. The CH&S Team structure had also changed and were now more streamlined headed by Gerry Lapington.

In-depth discussions took place around the importance of health and safety particularly in schools, and in the Social Services and Highways departments. In addition the following main points were raised:

- Whilst the Committee acknowledged the CH&S Team's proactive approach to undertaking its work, and services increased willingness to work with the Team to improve safety and reduce risks, there were concerns regarding the IT software's inability / inadequacy to produce accurate injury categorisation reports. This had been a long-standing problem which had resulted in the majority of injuries being categorised as "not applicable" or "other". Despite considerable efforts on behalf of the Council's IT Department and the software provider, the problem was yet to be resolved.
- Prior to 2013, a significant amount of training had been bought in. Although the professional training came with a nationally recognised accreditation, it was costly and tended to be generic. The CH&S Team members were at the same professional level to external providers, so on that basis, the CH&S Team now provided the majority of the Health & Safety training from their own resources. This change had enabled the CH&S Team to provide the majority of training for DCC staff, as well as offering a substantial cost saving of £950 per day.

The Committee:

RESOLVED that:-

- (a) Subject to the above observations to receive the Corporate Health and Safety Team's Annual Report on its activities; and*
- (b) An invitation be sent out to the Head of ICT, the Corporate Health and Safety Manager and representatives from Civica to attend a future meeting with a view to examining the problems encountered with the recording/ reporting software for Health and Safety statistics, and possible solutions and timescales for their resolution.*

6 HOUSING SERVICES IMPROVEMENT PLAN

The Head of Housing and Community Development presented the report (previously circulated) for Members to review the service improvements made to the Housing Service as a result of the "mock inspection" carried out by the Housing Quality Network in 2011 and outlined the performance management framework which had been established to support the service aim of continuous improvement.

The Head of Housing had been appointed in April 2011 and in July 2011 commissioned a "mock inspection" from the Housing Quality Network to assess performance of the service against established Audit Commission ratings which ranged from 3 star excellent service (top 25% of performers across the UK) to 0 star performers (bottom 10% of performers).

The findings from the mock inspection concluded that the service had been predominantly a "traditional landlord service". It had been reactive not proactive,

weaknesses outweighed strengths and common problems were experienced across all teams.

The Housing Services Improvement Plan and its Quality and Performance Management Framework emanated from the mock inspection undertaken in August 2011. As a result of the review, during the last three years, a number of teams / departments within the Housing Service had been restructured. This had resulted in a culture change amongst staff which had led to an improvement in performance and a greater satisfaction rate amongst tenants.

Detailed discussion took place during which reference was made to the anticipated benefits of the new IT system, the proposed new tenancy agreement which would be consulted upon, and the need to draw up a housing stock management plan. Following the discussion the Head of Housing undertook to:

- Emphasise to Housing Service Estates Officers the importance of feeding back to local members any points raised during site visits/inspections as well as progress achieved in resolving matters
- Provide Councillors with information on the number of Registered Social Landlord properties in each Council electoral division
- Circulate to Councillors an information report on how the Council could approach the new “self-financing housing” provision in the county
- Involve Members early on in the development of the new Tenancy Agreement for the Council’s housing stock, preferably one Member from each Member Area Group (MAG) as they would be aware of local issues and possible resistance.

The Committee:

RESOLVED :

- (a) Notwithstanding the further work required to achieve the Service’s ambition to be an excellent service, to note the considerable progress made to date in relation to service improvement*
- (b) That officers feedback to local members the outcomes of their housing estate visits and the progress made in addressing issues raised*
- (c) That the additional information requested by members be provided, and*
- (d) That elected members be involved with the development of the new tenancy agreement from an early stage.*

At this juncture (11.15 a.m.) there was a 10 minute break.

The meeting re-convened at 11.25 a.m.

7 CORPORATE RISK REGISTER

The Corporate Improvement Officer presented the report (previously circulated) to present the Performance Scrutiny Committee with the latest version of the Corporate Risk Register, as agreed at Cabinet Briefing.

The Corporate Risk Register enabled the Council to manage the likelihood and impact of risks that it faced by evaluating the effect of any current mitigating actions, and recording deadlines and responsibilities for further action that should enable tighter control.

The Corporate Risk Register had been developed by, and was owned by, the Corporate Executive Team (CET) and Cabinet.

The Corporate Risk Register was formally reviewed twice yearly by Cabinet and CET.

Following each formal review of the Corporate Risk Register, the revised document would be presented to the Performance Scrutiny Committee.

The Council's Internal Audit function provided independent assurances on the effectiveness of the internal control procedures and mechanisms in place to mitigate risks across the council. It also offered independent challenge to ensure the principles and requirements of managing risk were consistently adopted throughout the council. Internal Audit also used information from service and corporate risk registers to inform its forward work programme.

The revised Corporate Risk Register had been examined by the Committee with particular consideration to the main changes to the Register following the recent review.

Significant discussion took place regarding risks relating to the HR Framework, Arms-Length Organisations and partnerships and interfaces between the Council and the Betsi Cadwaladr University Health Board (BCUHB).

The Chief Executive explained investment decisions, regarding IT systems, would need to be taken in the near future, once the Welsh Government's response to the Williams Commission Report on Public Service Governance and Delivery was known.

Members agreed not to pursue the risk regarding Arms-Length Companies at present, but to await the conclusion of the Head of Internal Audit's work on an assessment framework for the Council's Arms-Length Organisations before considering risk DCC013 further.

It had been suggested that it would be advisable to invite the new Chief Executive of the Health Board and its Chair to a future Council Briefing session to discuss future plans and health/social care related matters with all Councillors. This had been suggested with a view to maintaining and building upon present working arrangements with BCUHB.

The Committee expressed concerns regarding the risk identified in respect of the HR Framework and as it may not support the Council's aims. It had been agreed by Members to call the matter in to a future meeting, for detailed scrutiny.

RESOLVED that :

- (a) *Subject to the above observations to note the deletions, additions and amendments to the Corporate Risk Register, and*
- (b) *On the basis of members' concerns on the risks posed to the Authority if the HR Framework did not meet its aims, to request that relevant officers to attend a future meeting to detail progress made and future plans to mitigate and reduce this risk.*

8 SCRUTINY WORK PROGRAMME

A copy of a report by the Scrutiny Co-ordinator, which requested the Committee to review and agree its Forward Work Programme and which provided an update on relevant issues had been circulated with the papers for the meeting. Cabinets Forward Work Programme had been included as Appendix 2 and a table summarising recent Committee resolutions, and advising on progress with their implementation, had been attached at Appendix 3 to the report.

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

- (a) 17 July 2014 – invitation to IT and Civica to discuss progress in resolving problems encountered with the Corporate Health & Safety software system.
- (b) 17 July 2014 – HR Framework.

All Lead Members be requested to attend 17 July meeting

12 June meeting – Lead Members, Councillors Julian Thompson-Hill and Bobby Feeley be requested to attend.

Members were requested to notify the Scrutiny Co-ordinator of any Scrutiny training needs from which they would benefit. The Scrutiny Co-ordinator would also ascertain if any North Wales Scrutiny training would be available.

Councillor Meirick Lloyd Davies raised the issue of street naming. The issue had previously been presented at the Scrutiny Chairs and Vice-Chairs Group who had concluded that the issue not did merit consideration by a Scrutiny Committee. Councillor Lloyd Davies questioned the decision.

The Chief Executive clarified that the Street Naming Policy would be presented to Cabinet on the 27 May, thereafter, the Policy could be presented to Scrutiny Committee at a later date to examine the progress made with its implementation.

The Scrutiny Co-ordinator had previously requested volunteers to be members of the Local Authority Provided Adult Social Care Task & Finish Group. Four Members had shown interest to date and Councillor Richard Davies volunteered to be Performance Scrutiny Committee's second representative on the Group.

***RESOLVED** that subject to the above amendments and agreements, the Forward Work Programme, be approved.*

9 FEEDBACK FROM COMMITTEE REPRESENTATIVES

None.

The meeting concluded at 12.40 p.m.

Report To: Performance Scrutiny Committee

Date of Meeting: 12th June 2014

Lead Member / Officer: Head of Customers and Education Support

Report Author: Corporate Complaints Officer

Title: Your Voice – Q4 report 2013/14

1. What is the report about?

The report provides an overview of the feedback received via Denbighshire County Council's customer feedback policy 'Your Voice' and via the statutory social services procedure during Q4 2013/14.

2. What is the reason for making this report?

To provide the Committee with information regarding any performance issues and to make recommendations to address these accordingly.

3. What are the Recommendations?

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

4. Report details

Headlines for Q4 (please see appendices for further detail).

- The council received 130 complaints, a 14% increase on Q3.
- A total of 510 complaints were recorded during 2013/14 – a decrease of 8% compared to the previous year.
- There was a significant rise (122%) in the number of complaints against Housing Services; 20 in Q4 compared to 9 in Q3. 90% (18) concerned asset management. Please see appendix 4 for further detail.
- There was also a significant rise (100%) in the number of complaints against Communication, Marketing and Leisure; 28 in Q4 compared to 14 in Q3. 68% (19) concerned libraries. The majority of feedback has concerned the recent installation of a payment kiosk in the new Library Plus, Prestatyn.
- Complaints against Environmental Services fell for the fourth consecutive quarter; Q1 (38), Q2 (34), Q3 (27) and Q4 (22).

- There was also a significant decrease (62%) in the number of complaints against Planning and Public Protection, 9 in Q4 compared to 24 in Q3.
- The council received 158 compliments during Q4.
- For the third consecutive quarter, Adult and Business Services received the most compliments – 51 (32%).

Performance

- 93% (121/130) of complaints were responded to within the 'Your Voice' timescales. This is a decrease on Q3 performance (96%), and does not meet the corporate target of 95%.
- Overall performance for the year is 96% (488/510) of complaints responded to within the 'Your Voice' timescales. This exceeds the corporate target and is rated GREEN.
- 93% (121/130) of complaints were successfully dealt with at stage 1, a slight improvement in performance compared to previous quarters; Q1 (86%), Q2 (87%) and Q3 (87%).
- Only 56% (5/9) of stage 2 complaints were responded to within the 'Your Voice' timescales. This is a decrease in performance compared to previous quarters; Q1 (83%), Q2 (100%) and Q3 (75%).
- 2 service areas are highlighted as having RED status; Legal and Democratic Services and 'Other'. The complaint recorded against 'other' was cross-service involving Council Tax and Housing Services.
- Highways in Infrastructure are highlighted as having ORANGE status.

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

The Your Voice scheme directly contributes to the corporate aim of:
An excellent council, close to the community.

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

All costs relating to customer feedback are 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.

Not applicable.

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

Monthly reporting to the Senior Leadership Team, quarterly reporting to Performance Scrutiny Committee and annual reporting to Corporate Governance Committee.

9. Chief Finance Officer Statement

Not applicable.

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

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

11. Power to make the Decision

This is a paper for information, rather than for decision.

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Your Voice information

A1 Your Voice reporting periods

A1.1 The following periods are used for reporting data:

Quarter 1: 1-Apr to 30-Jun

Quarter 2: 1-Jul to 30-Sep

Quarter 3: 1-Oct to 31-Dec

Quarter 4: 1-Jan to 31-Mar

A2 Complaint response timescales

A2.1 In October 2013, the authority adopted the Welsh Government's 'Model Concerns and Complaints Policy' (as recommended by the Public Services Ombudsman for Wales). Key amendments include:

- adoption of a two stage process; and
- adjustments to response timescales
 - Stage 1: **10** working days
 - Stage 2: **20** working days

A3 Your Voice performance measures

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

Red	Less than 80% of complaints responded to within timescale
Orange	when more than 80% but less than 90% of complaints responded to within timescale
Yellow	when more than 90% but less than 95% of complaints responded to within timescale
Green	more than 95% of complaints responded to within timescale

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

Symbol Indication

- ▲ Improvement in performance
- ▼ Decline in performance
- ◀ No change in performance
- No data for period for comparison

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Appendix 2

Table 1: complaint response times for 2013/14

Service Area	Quarter 1 (13/14)				Quarter 2 (13/14)				Quarter 3 (13/14)				Quarter 4 (13/14)			
	Recd	Within	%	Status												
Business Planning and Performance	0	0			5	5	100%	– G	1	0	0%	▼ R	0	0		
Legal and Democratic Services	2	2	100%	◀ G	1	1	100%	◀ G	0	0			3	0	0%	▼ R
Customers and Education Support	8	8	100%	◀ G	8	8	100%	◀ G	2	2	100%	◀ G	6	6	100%	◀ G
Environment	38	36	95%	▼ G	34	34	100%	▲ G	27	27	100%	◀ G	22	22	100%	◀ G
Finance and Assets	10	10	100%	◀ G	7	6	86%	▼ O	13	13	100%	▲ G	9	9	100%	◀ G
Housing and Community Development	17	16	94%	▲ Y	21	21	100%	▲ G	9	9	100%	◀ G	20	20	100%	◀ G
Planning and Public Protection	8	8	100%	◀ G	39	38	97%	▼ G	24	24	100%	▲ G	9	9	100%	◀ G
Highways and Infrastructure	22	21	95%	▲ G	19	17	89%	▼ O	22	21	95%	▲ G	28	23	82%	▼ O
Communication, Marketing and Leisure	10	10	100%	◀ G	11	11	100%	◀ G	14	14	100%	◀ G	28	28	100%	◀ G
Education	2	2	100%	– G	1	1	100%	◀ G	0	0			1	1	100%	◀ G
Other	0	0			3	2	67%	– R	2	0	0%	◀ R	4	3	75%	▲ R
	117	113	97%	◀ G	149	144	97%	◀ G	114	110	96%	▼ G	130	121	93%	▼ Y

Table 2: complaint response times according to each stage for 2013/14

Q1	Count	Within	%
Stage 1	101	100	99%
Stage 2	12	10	83%
Stage 3	4	3	75%
¹ PSOW	0	0	-
Total	117	113	97%

Q2	Count	Within	%
Stage 1	136	131	96%
Stage 2	10	10	100%
Stage 3	3	3	100%
PSOW	0	0	-
Total	149	144	97%

Q3	Count	Within	%
Stage 1	101	100	99%
Stage 2	12	9	75%
Stage 3	1	1	100%
PSOW	0	0	-
Total	114	110	96%

Q4	Count	Within	%
Stage 1	121	116	96%
Stage 2	9	5	56%
PSOW	0	0	-
Total	130	121	93%

¹ Public Services Ombudsman for Wales

Table 3: summary of response times for 2013/14

Service Area	Full Year 2011-2012				Full Year 2012-2013				Full Year 2013-2014			
	Recd	Within	%	Status	Recd	Within	%	Status	Recd	Within	%	Status
Business Planning and Performance	1	1	100%	– G	0	0	–	–	6	5	83%	▼ O
Legal and Democratic Services	6	3	50%	– R	3	3	100%	▲ G	6	3	50%	▼ R
Customers and Education Support	19	16	84%	– O	25	24	96%	▲ G	24	24	100%	▲ G
Environment	142	137	96%	– G	201	198	99%	▲ G	121	119	98%	▼ G
Finance and Assets	25	21	84%	– O	24	19	79%	▼ R	39	38	97%	▲ G
Housing Services	79	33	42%	– R	86	75	87%	▲ O	67	66	99%	▲ G
Planning and Public Protection	97	85	88%	– O	66	65	98%	▲ G	80	79	99%	▲ G
Highways and Infrastructure	69	56	81%	– O	100	84	84%	▲ O	91	82	90%	▲ Y
Communication, Marketing and Leisure	51	43	84%	– O	45	44	98%	▲ G	63	63	100%	▲ G
Education	4	3	75%	– R	1	1	100%	▲ G	4	4	100%	◀ G
Other	1	0	0%	– R	5	2	40%	▲ R	9	5	56%	▲ R
	494	398	81%	– O	556	515	93%	▲ G	510	488	96%	▲ G

Table 4: summary of performance at each stage for 2013/14

YTD	Count	Within	%
Stage 1	459	447	97%
Stage 2	43	34	79%
Stage 3	8	7	88%
² PSOW	0	0	-
Total	510	488	96%

² Public Services Ombudsman for Wales

Table 5: Social Services complaints data for 2013/14

OPEN and CLOSED Complaints SUMMARY																						
Month	Adult & Business Services					Corporate - Adults					% with in time, where ended	Children & Family Services					Corporate - Children					% with in time, where ended
	No Complaints	No within time	Beyond	Still open	Ended eg withdrawn	No Complaints	No within time	Beyond	Still open	Ended eg withdrawn		No Complaints	No within time	Beyond	Still open	Ended eg withdrawn	No Complaints	No within time	Beyond	Still open	Ended eg withdrawn	
April	3	3				0					100%	4	2			2	0	0				100%
May	4	4				0					100%	3	2	1			0	0				67%
June	4	4				0					100%	6	6				1	1				100%
July	5	5				0					100%	9	8			1	1	1				100%
August	5	4			1	0					100%	2	1	1			0					50%
September	4	4				0					100%	5	4			1	0					100%
October	5	4	1								80%	7	6		1							100%
November	4	4				0					100%	4	3		1		0					100%
December	3	3				0					100%	4	4				0					100%
January	0	0				0					100%	3	3				0					100%
February	3	3				0					100%	3	3				0					100%
March	0	0				1	1				100%	3	3				1	1				100%
Total	40	38	1		1	1	1	0	1	0	98%	53	45	2	2	4	3	3	0	0	0	96%

In line with legislation, social services and school complaints are dealt with under separate processes.

Table 6: compliments received during 2013/14

Service Area	Q1	Q2	Q3	Q4	Total
Social Services Adults	0	97	71	51	219
Social Services Children	0	28	22	8	58
Business Planning and Performance	0	3	0	1	4
Legal and Democratic Services	1	0	0	0	1
Customers and Education Support	2	24	11	12	49
Environment	41	57	41	26	165
Finance and Assets	0	0	0	0	0
Housing Services	18	11	22	11	62
Planning and Public Protection	18	11	9	8	46
Highways and Infrastructure	13	5	38	19	75
Communication, Marketing and Leisure	6	25	17	22	70
	99	261	231	158	749

Appendix 3

Please find below a narrative concerning the increase in complaints for Asset Management. We have experienced problems with two major contractors, Keepmoat covering contract 8 of the Welsh Housing Quality Standards improvement programme and the gas contractor Liberty.

Keepmoat Contract

There has been a large increase in the complaints in Asset Management due to some significant problems we have experienced with the Keepmoat contract in relation to the quality of subcontractors employed by the principal contractor. This contract has seen operatives travelling excessive distances with often poor quality of workmanship.

Delays and poor progress from the outset has been a significant issue for Asset Management which has not been helped by some survey information issued by DCC to the contractor being inaccurate or lacking sufficient information and detail. This situation was rectified by re-surveying properties and re-issuing the information however this did have a knock on effect in terms of time taken to complete the works which resulted in customer complaints.

Action taken

Concerns raised by Housing Services that some members of the contractor's management team were underperforming and allowing the project to slip led to a complete change of all contractor site personnel and to avoid any further delays Housing Services also appointed an additional member staff to the site team. Following these changes there followed a distinct improvement in performance throughout December 2013 and into January 2014. Unfortunately the contractor has not maintained this level of improvement and project performance dipped once again.

An emergency meeting was called by the Head of Service, local Councillors and Keepmoat to discuss the problems being experienced. This resulted in an action plan Asset Management then managed. We also took the decision to remove properties from the programme that has not been started and these have been given to our own in house Trade Operative to complete.

A full report regarding this contract was discussed at Scrutiny on 15th May 2014. There are lessons that we need to learn here and these are mainly around the procurement of the contracts which in future will include, social clauses to ensure the use of local labour, a greater weighting through the procurement process of quality rather than cost, stronger penalty clauses and more consistent contract management arrangements.

What we do with complaints

As part of the WHQS improvement programme, we seek customer feedback from every home we have refurbished. This information will be collated and together with the "lesson learnt" from contract 8 will be used to improve our services to customers going forward in delivering the next 5 year planned programme.

Liberty Gas

In April 2013, Liberty Gas were appointed as the gas servicing and repair contractor for Property Services and it is fair to say that there have been problems and issues with the contract so far. The problems have been highlighted and discussed at the monthly contract progress meetings and steps to improve have been put in place. The performance of this contract has been very closely monitored since Sept 13 and is now improving. There have been changes of staff from Liberty and also Property Services. From 01/04/13 to 15/10/13 there were 19 CRM complaints for Liberty Gas, an average of 3 per month. The average of the complaints has now dropped to 0.75 per month. Housing Services will continue to monitor the situation closely going forward.

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Report to: Performance Scrutiny Committee

Date of Meeting: 12 June 2014

Lead Member/Officer: Lead Member for Modernisation & Performance/
Head of Business Planning & Performance

Report Author: Corporate Improvement Manager

Title: Corporate Plan Performance Report (Quarter 4 2013/14)

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 of 2013/14.

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 of the fourteen outcomes in the Corporate Plan. Overall, the report shows acceptable progress is being made in delivering our Corporate Plan, and we understand the reasons why some elements of the Corporate Plan still require improvement.

4.2. This is now within the second year of our 5-year Corporate Plan. We recognise that some areas for improvement will take longer to achieve than others, but we understand what our improvement journey should look like and this is incorporated into the analysis within the report.

4.3. The following clarifies some key performance exceptions to be found in the Corporate Plan for quarter 4:

4.3.1 An Economic and Community Ambition Programme Board has been developed in support of the strategy; As anticipated in the Q2 report, over the past six months much work has been done to prioritise the plan projects from the long list the Board originally developed. This means the number of priority

projects has been reduced. This is a sensible and appropriate process – it is a principle of good project management that business cases are assessed according to their anticipated return on investment, and that our ability to deliver them is considered within the context of the resources available and inter-dependencies.

4.3.2 Data for the indicators relating to employment sites that are ready to be, or have been developed is presently at 0% because ‘new employment land sites’ refers to additional land allocated in the LDP. Since there have been no planning applications approved for development on any of these sites, the figure is likely to be in the same region for the next year too. It takes time for the barriers to be removed, so we’re unlikely to see a fast improvement for this indicator.

4.3.3 The volume of deficit places in our primary schools is a Priority for Improvement; however, improvement in this area relies on capital projects, which are currently progressing well. In addition, the percentage of pupil attendance in Secondary schools is also a Priority for Improvement.

4.3.4 A number of indicators relating to housing have declined, for example, the sufficient supply of affordable housing being considered a priority for improvement, as is the supply of housing land. This Outcome has been reflected as Acceptable against what we set out to achieve during the year; however, the supply of affordable housing has been identified as a Priority for Improvement in the Wales Audit Office Annual Improvement Report, p15. The Priority Action is ‘The Council should ensure that roles and responsibilities are clear for the achievement of the affordable housing objective.’

Please see Appendix for a full report of all 7 Priorities in the Corporate Plan.

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 09 October 2012. No further assessment is required of this report because the recommendations in this report will not have a direct impact on staff or our communities.

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 circulated to the Senior Leadership Team for their thoughts and comments.

9. Chief Finance Officer Statement

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

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

10.1. 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: 07827 311097

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The Corporate Plan 2012-17

Performance Report
2013-14

This document is available on request in other languages and / or formats

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KEY

Each outcome in the Corporate Plan contains a number of indicators, performance measures, and improvement activities. This content is used to determine how good the current position of the council is, which is based on contextual data to enable a more robust understanding of our performance.

THE COLOURS

Colour	Action Status	Measure Status
Green	On Target	Excellent
Yellow	Experiencing Obstacles	Good
Orange	At Risk	Acceptable
Red	Compromised	Priority for Improvement
Postponed	Deferred	Not applicable
Withdrawn	Not a priority	Not applicable
To be removed	Not applicable	Proposal to delete this measure

THE SYMBOLS

(Q)	The most recent quarterly data
(YTD)	The year to date quarterly data
(YYYY)	The financial year that the latest data was published
(AY-YYYY)	The academic year that the latest data was published
▲	Showing improvement
▼	Showing decline
—	Showing no significant change

THE EVALUATION

- The default methodology for performance evaluation is where the upper quartile reflects the transition to Excellent, and the Wales median reflects the transition to a Priority for Improvement.
- This is true for most except our education attainment indicators, where the 'best in Wales' reflects the transition to Excellent and the Wales median reflects the transition to a Priority for Improvement.
- The default position for project reporting is documented in the project management methodology, summarised above (Action Status).

INTRODUCTION

This performance report looks at the Corporate Plan and Corporate Project Register. The next report for quarter 2, 2014–15, will also include an evaluation of our Outcome Agreement, which will confirm the amount of the Grant that we will be awarded by the Welsh Government for meeting our agreed targets in 2013–14.

The Corporate Plan sets out the priorities for Denbighshire for 2012–2017, and identifies the work the council will do to deliver against those priorities during those years. The council has seven clear Corporate Priorities. Within those priorities are a number of outcomes: fourteen in total. This report reviews each outcome and provides an evidence-based assessment of the current position.

KEY PERFORMANCE SUMMARY

THE CORPORATE PLAN

Generally, the improvement activities that have begun are progressing well. As the benefits they bring start to embed, we would hope to see an improvement in the indicators relating to each outcome.

1. An Economic and Community Ambition Board has been developed in support of the priority. As was anticipated in Q2's performance report, over the past six months much work has been done to prioritise and plan projects from the long list that the Board originally developed. This means that a number of projects have either been Withdrawn or Postponed. This is a sensible and appropriate process – it is a principle of good project management that business cases are assessed according to their anticipated return on investment, and that our ability to deliver them is considered within the context of the resources available. Therefore the withdrawal or postponement of projects should not be viewed negatively. Now that much planning work has been done it is hoped that progress within the projects will be seen by Q2 of 2014/15, even if the effects of these projects on the indicators may only be apparent in the longer term.
2. Under Economic and Community Ambition there is a selection of indicators that the Board has suggested are removed. These have been highlighted under each Outcome, and a rationale provided.
3. The survival rate of new enterprises in Denbighshire is Red, Priority for Improvement (especially after three years). Work under Outcome 2 to better support and connect businesses is underway, and should

provide strategic direction for improving our contribution to the success of local businesses in the long term.

4. Indicators relating to employment land are 0%, and refer to new sites or additional land allocated in the Denbighshire Local Development Plan. “The % of employment land that has been developed” refers to land that has been developed and completed in line with a valid planning permission. “The % of employment land that is ready to be developed’ refers to land which has been granted planning permission. Both indicators are nil returns because no planning application has been received on these sites, so no development has been completed. These indicators are dependent on investors taking up land and applying for planning permission.
5. In relation to NEETs, the Education service has looked into the figure supplied by Careers Wales, and there are no obvious trends. We will be meeting with Careers Wales to interrogate the data further, and will make this a priority.
6. The percentage of pupils achieving the level 2 threshold, including English/Welsh & maths; the percentage of pupils who achieve the Core Subject Indicator at Key Stage 4; and the percentage of pupil attendance in Secondary school are currently a Priority for Improvement. The volume of deficit places in our primary schools is also a Priority for Improvement; however, improvement in this area relies on capital projects, which are currently progressing well.
7. The overall condition of non-principal / classified (B) roads continues to be a Priority for Improvement. Significant funding is available to invest in our roads, suggesting that our response to the situation is appropriate. So long as we maintain momentum this should continue to improve, although another poorly performing indicator relates to the delivery of the highways maintenance programme. The final exception on the roads priority is the delivery of drop-kerbs. Progress has been slow; however, it is gaining momentum.
8. Just over 9 out of 10 meetings were held within 10 days of the child protection conference, which remains below the Wales median. Steps have been taken to increase the number of timely Core Groups meetings, but the service maintains there are a few circumstances where it is not practical and purposeful to achieve the timescales. If it’s agreed that the timeliness is important, it would be useful to understand more about these circumstances so that barriers to achievement could be removed.

9. In terms of our public realm, the priority for improvement in this outcome relates to fly tipping. Largely explained away by reporting problems, we should focus on ensuring our processes are understood and adhered to, in order for us to have confidence in the data.
10. A number of indicators relating to housing have declined, the current supply of social and affordable housing being considered a Priority for Improvement, as is the supply of housing land. Our ability to respond to planning applications within statutory timescales has improved, but remains a Priority for Improvement.
11. Although the complaints-related indicator only achieves Acceptable status, there is low tolerance for deviation from 100%, and we are very close to the Acceptable threshold of 95%. Nevertheless, the indicator only asks us to respond to a complaint within ten days – not necessarily resolve it.
12. Our levels of sickness absence remain a Priority for Improvement, but the FTE average is down from 9 days to 8.47, and there is work planned for 2014/15 to further address problem areas.
13. We are aware that our primary schools emit a relatively high degree of carbon, compared to the rest of Wales. This is because primary schools' electricity consumption is higher than the Welsh average, and electricity substantially affects our carbon emissions. The Property section is aware of increased ICT equipment in schools, and is investigating ways of reducing consumption by installing switch off software when computers are not being used. A number of schools under refurbishment are also having low energy lighting installed.

OUTCOME SUMMARY

This is the summary position for each Outcome in the Corporate Plan at 31 March 2014. The overall evaluation for each Outcome has been determined by taking account of the indicators, performance measures, and improvement activity.

DEVELOPING THE LOCAL ECONOMY

Outcome 1	ACCEPTABLE
Outcome 2	UNKNOWN
Outcome 3	UNKNOWN
Outcome 4	ACCEPTABLE
Outcome 5	ACCEPTABLE
Outcome 6	GOOD

IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

Outcome 7	ACCEPTABLE
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IMPROVING OUR ROADS

Outcome 8	GOOD
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VULNERABLE PEOPLE ARE PROTECTED & ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

Outcome 9	GOOD
Outcome 10	GOOD

CLEAN AND TIDY STREETS

Outcome 11	EXCELLENT
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ENSURING ACCESS TO GOOD QUALITY HOUSING

Outcome 12	ACCEPTABLE
----------------------------	------------

MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

Outcome 13	GOOD
Outcome 14	ACCEPTABLE

LOCAL ECONOMY HEADLINE

HEADLINE INDICATORS

All of the work involved with delivering the six outcomes within this priority should have a positive influence on the following, overarching indicators that demonstrate the success of the Economic and Community Ambition (ECA) programme overall.

The survival rate of new enterprises in Denbighshire is Red, Priority for Improvement (especially after three years). Work under Outcome 2 to better support and connect businesses is underway, and should provide strategic direction for improving our contribution to the success of local businesses in the long term.

DENBIGHSHIRE HAS HIGH EMPLOYMENT AND GOOD INCOME

% Job Seekers Allowance claimant count	— (03/14) 3.30
Median Household Income (£)	(2013) 22,703

BUSINESSES DEVELOP AND GROW

The count of births of new enterprises	— (2012) 280
1 year survival rate of new enterprises	▲ 91.1%
3 year survival rate of new enterprises	▼ 52.6%
Turnover of Denbighshire based businesses (£m)	(2013) 2,100

OUTCOME 1

Infrastructure For Growth

SUMMARY

The overall position for this outcome is Orange: Acceptable. This is based on two facts: 1) the indicators that we can measure presently have a Red and Orange status, but 2) the activities that we are managing have either a Yellow or Green status. Although the activities are progressing well, their impact is yet to be felt.

It's proposed that the indicators relating to transport are removed, as the ECA Board has no plans for additional projects to improve Denbighshire's position in relation to transport.

Nothing has changed with the Ofcom overall broadband ranking, which was last updated in October 2013. However, progress is being made. The BT Superfast Cymru project has now rolled out superfast broadband to communities served from the Corwen exchange. The future focus for the Digital Denbighshire project will be predominantly on encouraging businesses to take up the opportunities presented by superfast broadband.

The indicators relating to our business Land and Premises are new. Already we propose the removal of one relating to the percentage of all available employment land this is in use. This is because the means of capturing data would be an annual survey of all employment land sites. It wasn't felt the effort involved justified the end product.

The Council conducts employment land reviews on an annual basis, which monitor the development of land with regard to progress in planning terms (copies of the annual review report are available from the Planning department). Indicators relating to employment land are 0%, and refer to new sites or additional land allocated in the Denbighshire Local Development Plan 2006 – 2021 (LDP, p42). "The % of employment land that has been developed" refers to land that has been developed and completed in line with a valid planning permission. "The % of employment land that is ready to be developed" refers to land which has been granted planning permission. Both indicators are nil returns because no planning application has been received on these sites, so no development has been completed. These indicators are dependent on investors taking up land and applying for planning permission.

However, positive intervention through the council’s Commercial Sites group could help to bring some of these sites forward. In addition, a planning permission for Bodelwyddan Key Strategic Site is currently under consideration; this allocation includes 26 hectares of employment land.

Some of the activity originally outlined for this Outcome is no longer under the remit of the ECA Board, which steers progress under this priority.

The first activity that has been stopped is, “Identify transport infrastructure that risks limiting local economic development”. The Board has prioritised land, premises and digital infrastructure over transport.

For similar reasons the activity around development of a business case for electrification of the rail line has been withdrawn by Denbighshire’s ECA Board. This is because the business case is being co-ordinated overall by WG. At a regional level, the North Wales Economic Ambition Board is contributing to the business case by analysing the potential economic growth and social benefit of rail modernisation. Early work suggests that economic benefit from investment in more modern rail services (including electrification) could be significant, but the full report to the Ministerial Taskforce on Transport for North Wales (which will also look at the potential offered by other strategic transport interventions) is due in December. This work will be collated by WG and will be considered as they develop the National Transport Plan.

Activity around “Creating cross-sector online access point promoting business land and premises” is now due to start in June 2014, when resource will be available. It should be noted that the activity to promote inward investment (currently under Outcome 6, Well-Promoted Denbighshire) has been combined with this because the same tool will be used to achieve both objectives.

The scope of the activity “Public agency industrial/commercial property review and development plan” has been reduced so that now it will only focus on a Denbighshire commercial property review and development plan. It’s felt that there’s much work to be done on Denbighshire’s own property portfolio before examining the portfolio of other agencies.

[KEY](#)

INDICATORS

TRANSPORT

% of businesses who report travel difficulties as a barriers for employees	N/A until 2014/15
--	-------------------

% of businesses who report travel difficulties as a barriers for customers	N/A until 2014/15
% of businesses who report travel difficulties as a barriers for suppliers	N/A until 2014/15
% of businesses who report selling goods and services to a wider area	N/A until 2014/15

DIGITAL AND MOBILE

Ofcom five point ranking for overall broadband performance	▲ (2013) 3
Ofcom rank for premises that receive no reliable signal (3G)	— (2013) 5
Ofcom rank for premises that receive no reliable signal (4G)	N/A until 2014/15
% of businesses who report internet use to sell or source goods and services	N/A until 2014/15

LAND AND PREMISES

% of employment land that has been developed	0
% of employment land that is ready to be developed	0
% of all available employment land where business premises are in use	Data Development

IMPROVEMENT ACTIVITY

Identify transport infrastructure that risks limiting local economic development	WITHDRAWN
Lead the case for modernisation/electrification of rail services in North Wales	WITHDRAWN
Develop a 'Digital Denbighshire' Plan	YELLOW
Create cross-sector online access point promoting business land and premises	POSTPONED
Identify constraints and opportunities for strategic development sites	GREEN
Public agency industrial/commercial property review and development plan	YELLOW

OUTCOME 2

Supported and Connected Businesses

SUMMARY

The overall position for this outcome is Unknown. There are still significant data gaps that limit our ability to determine the current position of this outcome, but means of collecting the data are either underway, or are scheduled for development.

Indicators under the Business Support and Local Business Connections headings will be collated from the Denbighshire Business Confidence Survey, which is currently being conducted. Results will be published in the Q2 performance report. There was also an Open For Business event held in early April, with the purpose of engaging with businesses. This well-attended event was considered successful and useful by the business in attendance.

A proposal for capturing community and social benefits under the Procurement heading is due at the ECA Board in November 2014. This activity will feature in performance reports covering 2014/15. It should be noted that wider work on the procurement strategy is well underway already: the first phase is about strengthening arrangements in-house which will make it easier for local businesses to engage with us; while phase two is about developing and monitoring contracts that feature community benefits, and also developing local suppliers so that they are better placed to bid for local authority contracts.

The activity to “Guide and assist development of business advice & support partnership” has been merged with the project under Outcome 6 regarding inward investment, and has been further refined. We're no longer aiming for a full blown partnership but are instead working with other agencies to streamline and make more straightforward the way businesses access the services. We've recently purchased a CRM system, Evolutive (to be implemented shortly), which is widely used in the Economic Development and Inward Investment sector, and we're working at a regional level to share best practise and adopt common approaches. Contact has also been made with WG to improve Denbighshire's profile.

A project brief in support of the activity, “Embed effective county business networking and B2B mentoring” is now due in March 2015.

KEY

INDICATORS

BUSINESS SUPPORT

No. of businesses that access business advice & support services during the year	N/A until 2014/15
% of businesses who were satisfied with the quality of advice & support	N/A until 2014/15
% of businesses reporting that the right advice & support was easy to access	N/A until 2014/15

LOCAL BUSINESS CONNECTIONS

% of businesses who report that they are part of a business network	N/A until 2014/15
% of businesses who report some benefit from their business network	N/A until 2014/15

DCC PROCUREMENT AND LOCAL IMPACT

£ value of procurement contracts awarded to local businesses	£47,072,401
Local procurement as a % of total procurement	▲ 31.3%
% of agreed community and social benefit clauses that are:	
a. fully achieved	Data Development
b. partially achieved	Data Development

IMPROVEMENT ACTIVITY

Guide and assist development of business advice & support partnership	WITHDRAWN
Ensure regulatory services adopt a more business-friendly approach	GREEN
Embed effective county business networking and B2B mentoring	POSTPONED
Plan effective strategic engagement with the business community	GREEN

OUTCOME 3

Opportunities for growth

SUMMARY

The overall position for this outcome is Unknown, as too little information is available on which to base a judgement.

There have been changes to the set of Indicators under the heading, “Growth Opportunities”. Originally itemising sectors such as Creative Industries, we now understand two things: 1) this might not be a growth sector, and 2) data does not exist in support of it. Instead, some research will be undertaken to identify the growth sectors for Denbighshire, and also identify means of collecting data in support of tracking their progress. Under this heading, we will be tracking the number of new businesses in the Growth Sectors, and the number of residents employed in Growth Sectors (as commuting out-of-county is likely).

The section of indicators relating to Social Enterprises has been removed. This is because the ECA Board has decided not to segregate this type of business from others. Also, the Board suggests that Denbighshire Voluntary Services Council (DVSC) is better placed to support the sector in future.

The activity, “Further exploit the potential of OpTiC & promote St Asaph Business Park” was briefly postponed but a project brief is due before the ECA Board in June 2014.

Establishment of a strategic relationship with the agricultural sector is an activity that has been postponed and will be reviewed in 2016/17.

KEY

INDICATORS

TOURISM

Total revenue derived from tourism (£m)	▲ (2013) 339
No. of people employed in tourism sector in Denbighshire	▲ (2013) 5302
No. of residents in accommodation & food services sector	(2012) 3400

GROWTH OPPORTUNITIES

No. of new business in Growth Sectors	Data Development
No. of Denbighshire residents employed in Growth Sectors	Data Development
No. of businesses in production sector	(2013) 205
No. of businesses in the creative industries sector	Data Development
No. of residents employed in the manufacturing sector	(2013) 3300
No. of residents employed in the energy & water sector	(2012) 200
No. of residents employed in the agriculture sector	Data Development
No. of residents employed in the creative industries sector	Data Development

SOCIAL ENTERPRISE

The count of births of new social enterprises	Data Development
The one year survival rate for new social enterprises	Data Development
The three year survival rate for new social enterprises	Data Development
The number of jobs created within the social enterprise sector	Data Development

IMPROVEMENT ACTIVITY

Further exploit the potential of OpTiC & promote St Asaph business park	POSTPONED
Map regional growth locations to identify supply chain and job opportunities	GREEN
Business case and implementation plan for Coastal leisure facilities	YELLOW
Develop an Events Strategy, integrating major and local events	GREEN
Establish a strategic relationship with the agricultural sector	POSTPONED

OUTCOME 4

High quality skilled workforce

SUMMARY

The overall position for this outcome is Orange: Acceptable. Priorities are to see an increase in the qualification levels for a higher proportion of our residents (which might be achieved by improving the county's job market to attract/retain well-qualified residents); to reduce the number of Year 11 school leavers not in employment, education or training; and to reduce the number of young people claiming Job Seekers' Allowance.

In relation to NEETs, the Education service has looked into the figure supplied by Careers Wales, and there are no obvious trends. We will be meeting with Careers Wales to interrogate the data further, and will make this a priority.

Data for indicators beneath the Advanced Skills for Growth section will be available by Q2, once the Denbighshire Business Confidence Survey (currently being conducted) is complete.

Four of the activities have been postponed, subject to a review of the section. To date, the key early priorities are about identifying the advanced skills that are needed for growth, with a particular focus on encouraging uptake of (and attainment in) STEM subjects (Science, Technology, Engineering, and Mathematics) and Careers advice to young people. Once we are clearer about the skills that are required we will identify specific improvement actions.

[KEY](#)

INDICATORS

SKILLS FOR WORK AND LIFE

% of the working age population with no qualifications	▼ (2013) 10.2
% of the working age population with qualifications of level 2 and above	▲ (2013) 72.4
% of the working age population with qualifications of level 4 and above	▲ (2013) 31.1

CONNECTING PEOPLE WITH JOBS

% of year 11 school leavers not in employment,	▼ (2013-14)
--	-------------

education, or training (NEET)	4.1
% of the working age population claiming Job Seeker's Allowance (JSA)	▲ (Q) 3.30
% of the population aged 18 to 24 claiming JSA	— (Q) 7.3

ADVANCED SKILLS FOR GROWTH

% of businesses reporting unfilled vacancies due to unsuitable applicants	N/A until 2014/15
% of businesses reporting difficulty recruiting staff with the right skills	N/A until 2014/15

ENTERPRISE AND ENTREPRENEURSHIP

% of people of working age in Denbighshire who are self employed	▲ (2013) 13
--	-------------

IMPROVEMENT ACTIVITY

Review current programmes to support skills development	YELLOW
Ensure our priorities are in the North Wales Skills Development Plan	YELLOW
Support and challenge Careers Wales to improve school career advice	POSTPONED
Improve the availability and quality of apprenticeship opportunities	POSTPONED
Develop a county wide Job Brokerage scheme	POSTPONED
Review & evaluate how enterprise and entrepreneurship are promoted	POSTPONED

OUTCOME 5

Vibrant towns and communities

SUMMARY

The overall position for this outcome is Orange: Acceptable. While some of the indicators are performing at a Good or Excellent level, deprivation in some of our areas is a key issue. New data from the Wales Index of Multiple Deprivation (WIMD) will be available later in 2014, but we know that unemployment and low income are still issues for Rhyl West in particular, which hasn't recovered the way other areas (including other deprived areas) in Wales have. It's likely that Rhyl Going Forward will need to focus not just on completion of the big infrastructure projects but also increasingly on how we derive maximum benefit from them in terms of improving employment and income levels.

Data on the indicator relating to rural business confidence forms part of the results from the aforementioned Denbighshire Business Confidence Survey (results available by Q2). For both this indicator and the one relating to rural levels of JSA claimants, Rural has been taken to mean all areas except for Rhyl and Prestatyn.

The activity to develop an initiative for all empty shops has been postponed until sometime in the financial year 15/16, pending a Town Centre Growth & Diversification Plan, which is due to be started in July 2014.

With regard to the activity to, "Deliver priority projects within the Rhyl Going Forward (RGF) work streams", this activity will now be monitored by the RGF Board alone. There was no need for additional oversight from the ECA Board. Likewise, it's suggested that the activity to support North Denbighshire Communities First Clusters is also overseen by the RGF Board.

[KEY](#)

INDICATORS

TOWN CENTRES AND HIGH STREETS OF THE FUTURE

% of vacant town centre premises (Denbighshire average)	▲ (2013) 9.75
% of residents reporting overall satisfaction with their town centre	(2013) 62.6
% of town residents reporting overall satisfaction with	(2013) 86.0

their local area	
% of town centre businesses reporting confidence in future prospects	N/A until 2014/15

TACKLING DEPRIVATION AND POVERTY, PARTICULARLY IN PARTS OF RHYL AND UPPER DENBIGH

% of LSOA that fall into the 10% most deprived in Wales	(2011) 10
No. of LSOA with a claimant count (%) greater than Great Britain	(2011) 18
No. of LSOA with a median household income below Wales	(2011) 32

RURAL DENBIGHSHIRE

% of the rural working age population claiming Job Seekers Allowance	1.75%
% of rural residents reporting overall satisfaction with their local area	(2013) 89.7
% of rural businesses reporting confidence in their future prospects	N/A until 2014/15

IMPROVEMENT ACTIVITY

Develop initiatives for empty shops	POSTPONED
Review parking/traffic management in all towns to support economic growth	YELLOW
Deliver priority projects within the Rhyl Going Forward work streams	WITHDRAWN
Support North Denbighshire Communities First Cluster to address deprivation	GREEN
Develop a county wide approach to tackling deprivation and poverty	YELLOW

OUTCOME 6

Well-promoted Denbighshire

SUMMARY

The overall position for this Outcome is Yellow: Good. Although there are two indicators that are classed as Excellent, we need further data before we can be confident that the overall position is Excellent.

Two indicators have been removed because, on reflection, they weren't deemed to be reliable indicators of a 'well-promoted Denbighshire'.

The activity to "Undertake market research to better understand target markets and audiences" was postponed for a short period, but a project brief is due to go before June's ECA Board.

We referred to "Ensure a seamless response to Inward Investment enquiries" under Outcome 2. Town & Area Plans are subject to a full review currently that will help guide their next stage of development. Cabinet commissioned the review following consideration of the latest wave of Town & Area Plans and concerns that perhaps the Plans weren't sufficiently focused or delivering impact.

[KEY](#)

INDICATORS

DENBIGHSHIRE IS RECOGNISED AS A GREAT PLACE TO LIVE

% of residents satisfied with their area as a place to live	▼ (2013) 84.7
% of residents reporting they are likely to move out in the next 5 years	▼ (2013) 17.9
Number of house sales	Data Development
Number of housing new build completions	▼ (2013) 129 ¹

DENBIGHSHIRE IS RECOGNISED AS A GREAT PLACE TO VISIT

Number of visitors	2013 data available July 2014
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¹ This is the figure for new build house completions identified in the Joint Housing Land Availability Study

IMPROVEMENT ACTIVITY

Undertake market research to better understand target markets and audiences	POSTPONED
Destination Management Plan & the Destination Denbighshire Partnership	GREEN
Ensure a seamless response to Inward Investment enquiries	POSTPONED
Embed Town & Area Plans across services, with partners and in communities	POSTPONED
Develop and implement coordinated approach to tackling eyesore sites	GREEN

OUTCOME 7

Students achieve their potential

SUMMARY

We are using a higher benchmark for Excellence for the educational attainment where Green/Excellent is the best in Wales. The overall position for this outcome is Orange: Acceptable. The percentage of pupils achieving the level 2 threshold, including English/Welsh & maths; the percentage of pupils who achieve the Core Subject Indicator at Key Stage 4; and the percentage of pupil attendance in Secondary school are currently a Priority for Improvement. One of the performance measures is currently classed as a Priority for Improvement due to a small increase in the number of deficit places in primary schools.

* **Please Note:** The status of national indicators / measures marked with an asterisk is currently based on all-Wales projections for 2013-14. This data will be published in September.

KEY

INDICATORS

% of all pupils that leave without an approved qualification*	▲ (FY-2013) 0.24
% of pupils who achieve the Core Subject Indicator at Key Stage 2	▲ (AY-2013) 86.0
% of pupils who achieve the Core Subject Indicator at Key Stage 4	▼ (AY-2013) 49
Average Capped Points Score for pupils at Key Stage 4	▲ (AY-2013) 345
% of pupils achieving the level 2 threshold, including English/Welsh & maths	▼ (AY-2013) 53.4
% of pupils achieving the level 2 threshold or vocational equivalents	▲ (AY-2013) 85.7
% of pupil attendance in primary schools	▼ (AY-2013) 94.3
% of pupil attendance in secondary schools	▼ (AY-2013) 92.4

Average number of school days lost per fixed-term exclusion	▲ (AY-2013) 1.9
Number of fixed-term exclusions	▲ (AY-2013) 555

PERFORMANCE MEASURES

No. of surplus places as a % of total primary school places	▲ (AY-2014) 12.95
No. of surplus places as a % of total secondary school places	▼ (AY-2014) 17.89
No. of deficit places as a % of total primary school places	▼ (AY-2014) 1.22
No. of deficit places as a % of total secondary school places	— (AY-2014) 0.00
No. of primary school places provided by mobile classrooms	▲ (AY-2014) 527
No. of secondary school places provided by mobile classrooms	▲ (AY-2014) 566

IMPROVEMENT ACTIVITY

Bodnant Community School – Extension and remodelling	YELLOW
Mentoring programme to support year 11 students	GREEN
Programme to facilitate the delivery of the Literacy Numeracy Framework	GREEN
Funding for 21st Century Schools Programme and Modernising Education	GREEN
Re-structure framework and delivery arrangements of strategic priorities	YELLOW
Review current cluster arrangements	YELLOW
Review current provision for students who access the Behaviour Support Service	YELLOW
Develop and implement an anti-bullying policy	GREEN
Rhyl High School – New building	YELLOW
Programme to reduce the reliance on mobile accommodation	YELLOW

To establish the Modernising Education Programme Board	GREEN
Review approach to planned and reactive maintenance works within schools	YELLOW
Ysgol Bro Dyfrdwy – Building works for the new area school	GREEN
Ysgol Dyffryn Ial – Llandegla extension	GREEN
Ysgol Glan Clwyd – Extension and remodelling	GREEN
Ysgol Twm o'r Nant – Refurbish and remodel	ORANGE
Ysgol y Llys – Extension and remodel	GREEN
Governor's Wales Quality Mark	ORANGE
Faith-Based Review: Consultation	YELLOW

OUTCOME 8

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

SUMMARY

We compare our position for the road condition indicators with a group of similar rural local authority areas in Wales. Overall, the current position for this outcome is Yellow: Good. Our B roads are still considered a Priority for Improvement, despite seeing improvement, and satisfaction with the quality of our C roads is also low. Performance against our planned highways capital maintenance programme is regarded as a Priority for Improvement. The percentage of drop-kerb routes in place is also a Priority for Improvement; however, the Service has now identified each of the priority routes and, during the first quarter of 2014–15, will be carrying out audits to identify gaps in provision and will begin to rectify any shortcomings.

* **Please Note:** The status of national indicators / measures marked with an asterisk is currently based on all-Wales projections for 2013–14. This data will be published in September.

Further work is needed by the service to address issues with extracting measure data from the Customer Relationship Management System (CRM) where it is currently marked as unknown.

[KEY](#)

SURVEY INDICATORS

Residents Survey, % satisfaction with:	
Maintaining main roads in good condition	▲ (2013) 64.9
Maintaining streets in towns & villages in good condition	▼ (2013) 61.9
Maintaining rural roads in good condition	(2013) 48.8
City, Town & Community Councillor Survey, % satisfaction with:	
Maintaining main roads in good condition	N/A until 2014/15
Maintaining streets in towns & villages in good condition	N/A until 2014/15

Maintaining rural roads in good condition	N/A until 2014/15
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INDICATORS

% of A, B & C roads that are in overall poor condition*	▲ (2014) 9.60
% of principal A roads that are in overall poor condition*	▲ (2014) 3.70
% of non-principal/classified B roads in overall poor condition*	▲ (2014) 8.80
% of non-principal/classified C roads in overall poor condition*	▼ (2014) 14.50

PERFORMANCE MEASURES

% structural maintenance spend spent on planned structural maintenance	▲ (2014) 96.0
% timeliness of category C (Final) Street Works inspections	▲ (2014) 10.28
% of damaged roads and pavements made safe within target time	#UNKNOWN
% of road condition defects (CRM queries) resolved within timescale	#UNKNOWN
% of key routes where a drop-kerb route is in place	— (2014) 0
% of planned Highways Capital Maintenance Programme achieved	▼ (2014) 83.0
No. of successful claims concerning road condition during the year	▼ (2014) 3.00

IMPROVEMENT ACTIVITY

Road Resurfacing	ORANGE
Microasphalt	GREEN
Surface Dressing	GREEN
Pedestrian Safety Improvements	GREEN
A525 Elwy Bridge	GREEN
A548 Foryd Bridge	GREEN
Dropped Kerbs Project	GREEN
Review of preparations for Highways Winter	GREEN

Maintenance	
Review parking charges	GREEN
Develop Minor Works framework	GREEN

OUTCOME 9

Vulnerable people are able to live as independently as possible

SUMMARY

The overall position for this outcome is Yellow: Good. On the whole the council is successfully enabling vulnerable people to live independently in Denbighshire. The only concern within this outcome is the proportion of the adult population who are unable to live independently.

Traditionally Denbighshire has always had a very high rate of adults living in residential care compared to other authorities in Wales, and we have been working for many years to reduce it. However, it was always acknowledged that it would take time to bring the rate down. Our ambition for this Corporate Plan is to reduce the number of adults in residential care by 200 by 2017, from 815 to 615. At 31st March 2014, we had reduced the number by 106 to 709, which shows that significant progress has been made. However, Denbighshire still has a higher rate of adults in residential care than most other councils in Wales, which is why the indicator is still showing as red. Our position for 2014/15 will be updated at Q2, when national data is available.

KEY

INDICATORS

% of the adult population who live independently	▼ (2013) 97.1
% of the adult population who cannot live independently	— (2013) 0.7

PERFORMANCE MEASURES

% of people who live independently with modern supportive options	▲ (Q) 68.2
% of people who live independently with traditional care options	▲ (Q) 31.8
Rate of delayed transfers of care for social care reasons	— (Q) 0.3
% of adult clients who do not need social care service following reablement	▲ (Q) 77.0
Average number of days taken to deliver a Disabled Facilities Grant	▼ (Q) 187
The number of new placements of adults whom the	— (Q) 161

authority supports in care homes	
No. of service users in receipt of assistive technology	▲ (Q) 1550

IMPROVEMENT ACTIVITY

Direct Payments Scheme	GREEN
Additional Reablement Capacity (£100k)	GREEN
Carers Plan	GREEN
Feasibility Study: Extra Care Housing Options	GREEN

OUTCOME 10

Vulnerable people are protected

SUMMARY

The overall position for this outcome is Yellow: Good. The council has excellent success protecting vulnerable people in Denbighshire, but there is an exception in terms of the timeliness of core group meetings. In quarter 4, just over 9 out of 10 meetings were held within 10 days of the child protection conference, which is a performance improvement on the previous period but remains below the Wales median.

Steps have been taken over the last few months to increase the number of timely Core Groups meetings, but there are a few circumstances where the key professionals and/or parents are not available within the timescales. These are kept to a minimum and authorised at Service Manager level.

KEY

INDICATORS

% of child referrals that were re-referrals within 12 months	▲ (Q) 17.2
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PERFORMANCE MEASURES

% of adult protection referrals completed & the risk has been managed	▲ (Q) 100
% of child protection reviews carried out within statutory timescales	— (Q) 100
% of core group meetings within 10 days of child protection conference	▲ (Q) 91.2
% of open cases on child protection register with allocated social worker	— (Q) 100

IMPROVEMENT ACTIVITY

Arrangements for Protecting Vulnerable Children and Adults	YELLOW
Signs of Safety Model	YELLOW
Intensive Family Support Services	GREEN

OUTCOME 11

To produce an attractive environment for residents and visitors alike

SUMMARY

The overall position for this outcome is Green: Excellent. The indicator data, however, identifies an issue with fly tipping. This is because we are reporting this indicator differently from other councils, including incidents that we identify ourselves in addition to incidents reported by the public. The percentage of reported fly tipping incidents cleared within five working days is also a Priority for Improvement. There are again some issues with the quality of the data, as our Customer Relationship Management System (CRM) can only measure how long it takes from when the incident is recorded to when it is closed on the system (rather than when the incident was actually cleared). Going forward in 2014–15 the Service hopes to have addressed these issues.

* **Please Note:** The status of national indicators / measures marked with an asterisk is currently based on all-Wales projections for 2013–14. This data will be published in September.

Further work is needed by the service to address issues with extracting measure data from the Customer Relationship Management System (CRM) where it is currently marked as unknown.

[KEY](#)

SURVEY INDICATORS

Residents' Survey, % satisfaction with:	
The cleanliness of the streets (local area)	(2013) 73.1
The cleanliness of the streets – dog fouling (local area)	(2013) 50.8
The cleanliness of the streets (nearest town)	(2013) 74.4
The cleanliness of the streets – dog fouling (nearest town)	(2013) 58.8
City, Town & Community Council Survey, % satisfaction with:	
The cleanliness of the streets (C,T&CC area)	N/A until 2014/15
% of C,T&CC who report improvement with dog fouling	N/A until 2014/15

INDICATORS

The Cleanliness Index (2014 data published in Sept)	▲ (2013) 82.8
The rate of reported fly tipping incidents reported per 1,000 population*	▲ (2014) 23.3
Clean Streets Survey – Improvement Areas	▲ (Q) 99.5

PERFORMANCE MEASURES

% reported fly tipping incidents cleared within five working days*	▲ (2014) 94.88
% of untidy land incidents resolved within 12 weeks	▼ (2014) 47
Average Response time to litter notifications (including dog fouling)	#UNKNOWN
The rate of fixed penalty notices (all types) issued per 1,000 population	▲ (2014) 35.3
The rate of fixed penalty notices (dog fouling) issued per 1,000 population	▲ (2014) 0.47

IMPROVEMENT ACTIVITY

Review provision of Public Bins	GREEN
Review street cleaning activities	GREEN
Target problematic areas for environmental crime	GREEN
Anti-Dog Fouling Project	GREEN
Eyesore Sites Project	GREEN

OUTCOME 12

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

The overall position for this outcome is Orange: Acceptable. However, the current supply of social and affordable housing is considered a Priority for Improvement, as is the supply of housing land. The housing land supply data provided below is, however, is for 2012–13, pre-dating the adoption of the Local Development Plan. The LDP makes provision for 7500 new homes by 2021 and the land supply figure for 2013–14 will be significantly higher. The 2014 Joint Housing Land Availability Study is to be agreed and published by March 2015. In terms of the performance measures, the speed of determining householder planning applications within eight weeks is also a Priority for Improvement. The council recognises that speed needs to be balanced with quality, but accepts that further improvements should be made in this area. The council will also be looking at upfront work on planning applications (pre-application stage) to support the development and submission of higher quality applications.

* **Please Note:** The status of national indicators / measures marked with an asterisk is currently based on all-Wales projections for 2013–14. This data will be published in September.

[KEY](#)

INDICATORS

The current supply of social housing	▼ (2014) 9
The current supply of affordable housing	▼ (2014) 15
The current supply of market housing (2014 data published in June)	(2013) 109
% additional affordable housing units provided*	▲ (2014) 49
% additional affordable housing units granted planning permission (count)	▲ (2014) 18
% HMO with a full licence*	▲ (2014) 36
Supply of housing land by joint housing land availability study (2014 data published in June)	▼ (2013) 3.50

PERFORMANCE MEASURES

% potentially homeless households with homelessness prevented*	▼ (2014) 93
% of core KPI benchmarked in HouseMark that are in the top quartile	▼ (Q4) 41
The average number of calendar days taken to re-let empty properties (standard re-lets only)	▼ (2014) 34.42
% private sector dwellings returned to occupation*	▼ (2014) 17.7
The number of potential homeless people assisted to find a home	▲ (Q4) 30
The average number of calendar days taken to deliver a Disabled Facilities Grant*	▼ (2014) 187
% householder planning applications determined within eight weeks*	▲ (2014) 82
% council properties achieving Welsh Housing Quality Standard	▲ (2014) 99.76

IMPROVEMENT ACTIVITY

Single Access Route to Housing Project	YELLOW
HMO Licensing Scheme	ORANGE
Refurbishment in Conservation Area (Brighton Road, Rhyl)	GREEN
Refurbishment (Area Renewal Grants)	GREEN
Housing Renewal Projects in private sector housing and environmental enhancements	GREEN
Private sector bringing forward allocated Housing Sites	ORANGE
Financial Inclusion Strategy 2014-17	ORANGE
Satisfaction Survey: Homelessness & Housing Options Service	YELLOW
Arrangements for Move On accommodation from supported housing	GREEN
Redesign/restructure the Homelessness and Housing Option Service	ORANGE
Action Plan: Relationship with Private Rented Sector	YELLOW

Encourage the private sector to bring forward allocated housing sites	ORANGE
Agree common allocations policy with SARTH partners	YELLOW
Local Housing Strategy for 2013-18	ORANGE
Develop an Affordable Housing Programme for 2013/14	YELLOW
Revise the Supplementary Planning Guidance on Affordable Housing	YELLOW
Deliver energy efficiency initiatives in the private sector housing	GREEN
Introduce re-payable loans to allow home owners to improve conditions in the private housing stock	YELLOW

OUTCOME 13

Services will continue to develop and improve

SUMMARY

The overall position for this outcome is Yellow: Good, with most of the Indicators generating an Excellent status. Although the complaints-related indicator only achieves Acceptable status, there is low tolerance for deviation from 100%, and we are very close to the Acceptable threshold of 95%.

[KEY](#)

SURVEY INDICATORS

Residents' Survey, % satisfaction with:	
The council is efficient and well-run	▲ (2013) 40.8
The council acts on the concerns of residents	▼ (2013) 38.4

INDICATORS

% of projects expected to achieve their benefits	— (Q) 100
No. of statutory recommendations made by the Wales Audit Office	— (2014) 0

PERFORMANCE MEASURES

% of Outcome Agreement grant awarded to Denbighshire	— (2013) 100
% of complaints responded to within corporate timescales	▼ (2014) 93.84
% of eligible modernisation projects with a post-implementation review	(Q) N/A ²
Rate of complaints received by DCC per 10,000 population	15.46 ³

² No Modernisation projects are yet at the post-implementation review stage.

³ No Excellence or Intervention thresholds have been set for this figure. This is because we did not have access to enough comparable data, and we did not know whether comparable processes were being followed in other authorities. Hence, we could not account for the difference in volumes recorded, and could not assert what would be an excellent position. We will track the trend over time.

IMPROVEMENT ACTIVITY

Customer Feedback and Complaints	GREEN
Establish the Corporate Programme Office	GREEN
Resident's Survey	GREEN
Launch New Website	GREEN

OUTCOME 14

More flexible and effective workforce supported by cost efficient infrastructure

SUMMARY

The overall position for this outcome is Orange: Acceptable. Reducing running costs is a big challenge for the Council, but there are some significant projects underway to increase efficiency, and these are progressing well.

Of the exceptions, percentage of people that feel they have the information and IT to work efficiently was initially gauged in 2013, and the survey will be repeated in 2015.

Although our levels of sickness absence remain a Priority for Improvement, the FTE average is down from 9 days, and there is work planned for 2014/15 to further address problem areas.

We are aware that our primary school portfolio emits a relatively high proportion of carbon, compared to the rest of Wales. This is because our electricity consumption in Primary Schools is higher than the Welsh average, and electricity substantially affects our carbon emissions. The Property section is aware of increased ICT equipment in schools, and is investigating ways of reducing consumption by installing switch off software for the computers when they are not being used. A number of schools under refurbishment are also having low energy lighting installed.

[KEY](#)

SURVEY INDICATORS

Staff Survey, % of positive responses to:	
I know what is expected of me	(2013) 94.0
I have the skills to do my job effectively	(2013) 97.0
I can access the information & I.T. that I need to work efficiently	(2013) 82.0

INDICATORS

No. of working days/shifts lost to sickness absence per FTE	▲ (2014) 8.47
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PERFORMANCE MEASURES

% of performance appraisals due that were completed	▲ (2014) 96.0
Carbon emissions from Denbighshire's corporate office space (carbon kg/m ²)	▼ 50
Carbon emissions from Denbighshire's primary schools (carbon kg/m ²)	▼ 45
Carbon emissions from Denbighshire's secondary schools (carbon kg/m ²)	▼ 36
Corporate Office space occupied by DCC, m2	16,340
Average number of business miles recorded per FTE	▲ (Q) 506
% of mobile staff that have remote access to their work I.T. systems	N/A until Q3 2014/15 ⁴
% of proposed savings through the Modernisation programme achieved	New (Q) 64.1%
% of 'Key Tasks' transactions undertaken online	▲ (03/2014) 13.13 (baseline)

IMPROVEMENT ACTIVITY

Printer Rationalisation Project	COMPLETE
Defining Work Styles Project	YELLOW
E-Invoicing & Central Invoice Registration	GREEN
EDRMS	GREEN
Office Accommodation Review Implementation	GREEN
Audio/video conferencing implementation	GREEN
Automated payment kiosks in Ruthin and Prestatyn	COMPLETE
Website: Phase 2 – channel shift	GREEN

⁴ The service has changed this way that this is measured - previously it was a count of the number of people that had CAG access. Policy now states that to be mobile people need CAG, a laptop, and a mobile phone. Data is being developed and the original survey repeated, and full reporting will be possible from Q3.

PROJECT REGISTER

CORPORATE PROJECT REGISTER SUMMARY

CORPORATE PROGRAMME: ECONOMIC & COMMUNITY AMBITION

Rhyl Harbour: Bridge, public square, quayside building and extended quay wall	YELLOW
Rhyl Harbour: Harbour Empowerment Order	ORANGE
Construction Procurement North Wales	GREEN

CORPORATE PROGRAMME: MODERNISATION

Electronic Document and Record Management System (EDRMs)	GREEN
Electronic Invoicing & Central Invoice Registration	GREEN

CORPORATE PROGRAMME: MODERNISING EDUCATION

Rhyl New School	YELLOW
Ysgol Y Llys – Extension, Remodel & Refurbishment	GREEN
Bodnant Community School Extension and Refurbishment	YELLOW
Ysgol Bro Dyfrdwy Area School: Extension & Refurbishment, Cynwyd Site	GREEN
Ruthin Area Primary School Review	New Project
Welsh Medium Primary's North Denbighshire – Ysgol Twm o'r Nant	YELLOW
Welsh Medium Provision – Ysgol Glan Clwyd Extension & Refurbishment	New Project

CORPORATE PROGRAMME: MODERNISING SOCIAL SERVICES & ENHANCING WELLBEING

Carer's Development	YELLOW
Single Point of Access	YELLOW
Vulnerable People Physical Activity	YELLOW

ICT STRATEGY

Desktop Refresh	GREEN
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RHYL GOING FORWARD

West Rhyl Housing Improvement Project	YELLOW
The Honey Club, Rhyl	GREEN

SERVICE: ADULT & BUSINESS SERVICES

Review of Day Services Provision for Older People (North)	GREEN
Financial Inclusion Project	YELLOW

SERVICE: BUSINESS IMPROVEMENT & MODERNISATION

Business Continuity Plan	GREEN
Denbighshire's T&CC Devolution and Empowerment project	GREEN

SERVICE: CHILDREN & FAMILY SERVICES

Paris – Children’s Financials	GREEN
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SERVICE: CUSTOMERS & EDUCATION SUPPORT

Income Management, Cash Receipts	GREEN
Capita Regional MIS	ORANGE

SERVICE: FINANCE & ASSETS

Office Accommodation Review	GREEN
FCC and DCC Joint Strategic Procurement Service	YELLOW
PROACTIS eSourcing Rollout	ORANGE
Payroll/HR integration	New project

SERVICE: HIGHWAYS & ENVIRONMENTAL SERVICES

Residual Waste (North Wales Collaboration)	GREEN
North Wales Cycling Sustainable Activity Tourism Centre of Excellence	YELLOW
H&I Street Lighting HiLight Implementation	GREEN
Merged Highways and Environmental Services Department	GREEN
Loggerheads Traffic Congestion Initiative	YELLOW

Foryd Harbour Blue Bridge Concrete Repairs	GREEN
Corwen Flood Risk Management Scheme	GREEN
Denbighshire Local Flood Risk Management Strategy	GREEN

SERVICE: HOUSING & COMMUNITY DEVELOPMENT

Excellent Housing	YELLOW
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SERVICE: HR DIRECT

Improving Attendance and Delivering Excellence Thresholds	GREEN
Workforce Information Requirements	GREEN

SERVICE: PLANNING & PUBLIC PROTECTION

Former North Wales Hospital Denbigh	YELLOW
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Report To: Performance Scrutiny Committee

Date of Meeting: 12th June 2014

Lead Member / Officer: Lead Member – Finance and Assets/
Head of Finance and Assets

Report Author: Property Manager

Title: Agricultural Estate.

1. What is the report about?

1.1 The long term strategic vision for the Council's Agricultural Estate holdings.

2. What is the reason for making this report?

2.1 To update Performance Scrutiny regarding the development of a long term strategic plan for the Council's Agricultural Estate holdings and the governance issues for delivery of the strategy.

3. What are the Recommendations?

3.1 That the Committee provides observations on the contents of the report and the proposed long-term vision for the Estate.

4. Report details.

4.1 In March 2014, the Council's Performance Scrutiny Committee requested a report outlining the progress made in the rationalisation of the estate with the anticipated outcome being:

Identification of any risks relating to the rationalisation of the estate that may impact on the Council's priorities of ensuring access to good quality housing and modernising the authority to deliver efficiencies.

4.2 Discussion at the meeting culminated in the opinion that while the extant approved strategy for the future management and rationalisation of the Agricultural Estate Portfolio was considered suitable at the time of ratification (2010), the current economic climate would not have been predicted at that time. Consequently, a review of the strategy aligned to the current and future financial constraints the Council faces, together with an evaluation of the current governance arrangements in respect of the Agricultural Estates Working Group was requested.

4.3 A meeting of the Agricultural Estates Working Group was convened on 12th May 2014 to discuss the development of a revised long term strategy on the basis of the Council's legal obligation to retain the estate, the identified

purpose of the estate aligned to the delivery of the Council's Corporate Priorities and the Council's Economic and Community Ambition Strategy 2013 – 2023. A copy of the report for consideration at the meeting is included in Appendix 1.

- 4.4 Following discussion the resolution of the group was that the existing relocation and disposal programme should continue generating anticipated capital receipts of £1.3Million early 2015. This effectively delivered the outcomes of the existing strategy.
- 4.5 It was also agreed that the remaining agricultural estate was far from sustainable given the levels of investment required to bring the buildings into a reasonable state of repair (circa £1.5 - £2Million) and, given the competing priorities for investment, the retention of a sizeable agricultural estate was not a viable option.
- 4.6 It was resolved that the only realistic option was to continue with a prioritised and targeted disposal programme aligned to a focus on income generation and sustainability. This could include selective open market disposal, disposal to existing tenants and consideration of diversity in terms of stimulating rural economies.
- 4.7 In order to facilitate the detailed development and implementation of the long term strategy, Property have recruited a chartered land agent with experience of managing a large and diverse agricultural estate. Anticipated start date mid/end June 2104.
- 4.8 The Group agreed to meet again on the 11th July 2014 to consider and discuss:

The development of a prioritisation matrix to target and programme potential disposals and the resultant draft prioritised list;

Communication and consultation proposals;

Opportunities for diversification/alternative use/investment;

- 4.9 The role of the existing Agricultural Estates Working Group (see Appendix 2) will ostensibly remain the same – i.e. to assist with the development of the strategy and monitor progress against agreed timelines. The operational management of the estate would remain with officers from Property. Any operational issues brought to the attention of Members to be reported to the Property Manager in the first instance for response & resolution.

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

- 5.1 No decision is required.

6. What will it cost and how will it affect other services? *Additional Resources needed (staffing or financial)*

6 Anticipated staff costs - 0.5 FTE = £20,846.50 p/a.

ICT

N/A

Legal

There is potentially an increased workload for the Legal department, but the utilisation of a chartered land agent will minimise the impact as tenancy agreements etc. can be drafted/reviewed within Property.

Biodiversity

N/A at present. Each disposal/relocation will be assessed individually.

Effects on the Environment

N/A at present. Each disposal/relocation will be assessed individually.

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.

N/A at present. Each disposal/relocation will be assessed individually.

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

None, this report is at the request of Performance Scrutiny.

9. Chief Finance Officer Statement

N/A at present. Proposals for investment aligned to capital generation will be assessed individually through the development of specific business cases.

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

10.1 Rationalisation of the estate to a manageable level in terms of available capital and revenue budgets is hampered by the fact that reducing the number of lettable units reduces the income stream from them. This inevitably impacts negatively on funds available for upkeep of the estate leading to a further decline in its sustainability. The focus on disposals and increased revenue income will offset this to some extent and specific business cases will highlight any onerous proposals.

11. Power to make the Decision

11.1 Articles 6.1 and 6.3.4(b) of the Council's Constitution

Contact Officer:
Property Manager

Tel: 01824 706969

AGRICULTURAL ESTATE:

REVIEW OF CURRENT STRATEGIES, MANAGEMENT & GOVERNANCE

Agricultural Estate Working Group;

12th May 2104

RECOMMENDATION:

That the existing investment and disposals programme in respect of the Agricultural Estate continues;

That the current long term strategy for the retention of the Agricultural Estate is reviewed taking into account the ongoing and anticipated financial constraints being imposed on the Council and aligning it to the current Corporate Priorities;

That the three options considered in the 2010 Bruton Knowles report are used as the template for outcome options;

CURRENT POSITION:

The Agricultural Estate comprises 48 sites over approximately 1,054.13 hectares (2,604.755 acres) being a mixture of dairy and stock farms and associated grazing/bareland and woodland.

There are currently 28 farm holdings let via tenancies subject to Tenancies granted subject to either the Agricultural Holdings Acts 1986 or the Farm Tenancies Act 1995.

The annual income generated from the estate is £236,414.67 (source Finance Report). An annual revenue budget of £134,334.00 is provided from the gross income. Of this salaries (£64,620.00) and repairs and maintenance (£68,164.00) are the two largest budget items.

Historically the R and M budget has been insufficient to cover the in year calls on a reactive maintenance basis and the nature of the AHA tenancies has placed additional burdens on the estate

Capital expenditure on the estate to undertake improvements over the last 6 years (including 2013/14 to date) is £1,504,329.51. This funding has been targeted to support the Council's legislative and Landlord's liabilities and the ongoing rationalisation of the estate, moving tenants from farms in poor condition, high Landlords liabilities and with limited economic life to enable units to be declared surplus

Capital receipts for the 2008 – 14 are currently £3,396,000.00 achieved through 19 disposals.

Current maintenance backlog for the whole estate (not including capital improvement and/or tenant liability works) is approximately £1.5 - £2.0 Million and the condition of the portfolio is in decline.

Possible capital receipts for 2014 – 15 could amount to approximately £1.3m (conservatively). These anticipated receipts are the culmination of ongoing capital works and farm relocations in line with the current rationalisation strategy with also possible disposals of land from the agricultural estate for residential development.

If the Council could obtain vacant possession of the whole of the agricultural estate a possible Market value of more than £30m is possible. The current value of the estate allowing for the presence of Tenancies is currently estimated to be circa £20m.

BACKGROUND:

An in depth review of the Agricultural Estate was undertaken in 2010.

The Agricultural Estate Working Group working in conjunction with Bruton Knowles considered the following options:

- Retention in broadly the current form
- Outright disposal of the estate as an investment as a whole or in lots
- Progressive disposal particularly as vacant possession becomes available
- Progressive rationalisation into a more viable and sustainable estate

The Working Group considered each option in detail and initial findings were as follows:

- The Estate has provided a service which is not provided elsewhere in the agricultural economy; although in common with the majority of smallholdings estates it is constrained by the lack of opportunities in the wider tenanted sector;
- The estate has generally been well managed and benefited from prudent investment in the past;
- Notwithstanding this earlier investment there is considerable accrued requirement for expenditure, not least generated by the latest NVZ proposals, previously estimated in total at more than £1.4 million;
- Proposals developed by the Estate Team for rationalisation of elements of the portfolio offered practical solutions to a significant number of the problems
- The Estate offers opportunities for future development sales although the timing of such disposals is by no means certain

In the light of these findings the review concluded:

- That the Estate is not sustainable for the Landlord or Tenants in its current condition and structure and could not simply be retained as existing; however

- The Estate is of sufficient scale and diversity that it can be made sustainable in the short-term with a degree of rationalisation to enable it to deliver both financial and non-financial benefits in the future
- There are sufficient assets and opportunities within the current portfolio that this rationalisation can be funded within the Estate whilst continuing to generate funds for investment in other core services

In exploring the potential of the Estate the review considered three broad policy models over a 15 year term:

- Option A – modelled on a policy of *Progressive Rationalisation* retaining an estate of approximately 2,400 acres and between 20 and 25 main holdings
- Option B – again modelled on a policy of *Progressive Rationalisation* retaining an estate of approximately 2,400 acres and between 20 and 25 main holdings but on a quicker timescale.
- Option C – based on a policy of *Progressive Disposal* retaining only property with long-term development potential.

Progressive Rationalisation was considered the only policy option which delivered a sustainable estate in the long-term. The modelling undertaken as part of this review anticipated that rationalisation could be funded from within the Estate whilst still generating capital and revenue to contribute to general funds.

The current capital policy provides for 33% of capital proceeds to be reserved for reinvestment in the Estate with the balance being transferred to central funds. Whilst this offers a clear policy environment it does not enable the degree of flexibility, particularly in investment timing, which is required to deliver a rationalisation policy of this type.

The legal implications of adopting such a policy are known and do not pose a risk subject to due process being observed.

At the time of ratification, the Chief Financial Officer stated:

Early indications are that Assembly Capital funding for the next few years will be reduced to a more significant extent than revenue funding. WLGA has estimated that general capital funding will reduce by 10% per annum i.e. 40% over the next 4 years. Special capital funding will reduce by a similar level in total but WAG will require significant match funding, around 30% minimum on Education schemes, on individual proposals, compared to the current situation where many grants have been 100%.

The delivery of additional capital resources from the disposal of some of the Council's assets has never been more urgent. Reviews are currently in hand for all of the Council's assets. The proposals in this report will make a major contribution to this situation.

RECENT DEVELOPMENTS

In March 2014, the Council's Performance Scrutiny Committee requested a report outlining the progress made in the rationalisation of the estate with the anticipated outcome being:

Identification of any risks relating to the rationalisation of the estate that may impact on the Council's priorities of ensuring access to good quality housing and modernising the authority to deliver efficiencies

Discussion at the meeting culminated in the opinion that while the approved strategy for the future management and rationalisation of the Agricultural Estate Portfolio was considered suitable at the time of ratification, the current economic climate would not have been predicted at that time. Consequently, a review of the strategy aligned to the current and future financial constraints the Council faces, together with an evaluation of the current governance arrangements in respect of the Agricultural Estates Working Group was requested.

The minutes of the meeting state the following resolution:

Resolved: - *that*

(a) a meeting of the Agricultural Estate Working Group be convened urgently with a view to devising a clear long-term vision for the Council's Agricultural Estate and develop a robust strategy to deliver the vision. The Working Group to review its Terms of Reference, meet on a regular basis and conduct a condition survey of all holdings with a view to delivering the vision; and

(b) a report be presented to the Committee at its meeting on 12 June 2014 outlining the progress achieved to date in progressing the above

The minutes also note that:

Members asked whether there was enough emphasis on generating capital receipts by disposal of agricultural properties? Where disposal was not an option why was the rental income far less than would be expected in the private sector?

LONG TERM VISION:

Notwithstanding the need to review the long term strategy and governance issues, there is an identified need to increase the focus on capital and revenue income generation. In order to facilitate this, a qualified Land Agent has been appointed to join the Valuation & Estates Team to provide additional resource.

In order to develop a long term vision and delivery model, the Council's need to retain the Agricultural Estate needs to be identified and recognised. The retention of the estate does not fulfil any legal obligation the Council has and should, therefore, be aligned to the Corporate Priorities and the Freedom & Flexibilities agenda.

Corporate Priorities:

The Corporate Plan identifies seven corporate priorities for the period 2012 – 2107 being:

- **PRIORITY: DEVELOPING THE LOCAL ECONOMY**
- **PRIORITY: IMPROVING PERFORMANCE IN EDUCATION AND**

THE QUALITY OF OUR SCHOOL BUILDINGS

- ***PRIORITY: IMPROVING OUR ROADS***
- ***PRIORITY: VULNERABLE PEOPLE ARE PROTECTED AND ARE ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE***
- ***PRIORITY: CLEAN AND TIDY STREETS***
- ***PRIORITY: ENSURING ACCESS TO GOOD QUALITY HOUSING***
- ***PRIORITY: MODERNISING THE COUNCIL TO DELIVER EFFICIENCIES AND IMPROVE SERVICES FOR OUR CUSTOMERS***

The Corporate Plan also identifies an additional capital investment requirement of circa £134 Million to deliver the priorities within the lifespan of the plan.

The role of the Agricultural Estate is identified in the priority – Developing the Local Economy. The main vehicle for the delivery of this priority is the Council's Economic and Community Ambition Strategy 2013 – 2023. This document recognises the relevance of rural and agricultural economies and states:

The economy of Denbighshire is diverse. In the more urban north of the county, the seaside towns of Rhyl and Prestatyn dominate and the retail, leisure and tourism sectors remain major employers. Also in the north, however, is St Asaph Business Park - home to a growing opto-electronics cluster and a strategically important business park within the region, with good prospects for growth...

Further south, Denbighshire is predominantly rural in nature, characterised by a network of small towns and villages situated within a high quality landscape environment. Tourism and agriculture are key sectors. Smaller industrial and business parks provide space for light industry and businesses across the county. Denbighshire's natural environment is an important economic strength and asset for the county....

Agriculture also represents an important source of employment in the county. Many of the farms in Denbighshire, however, depend on the EU Common Agricultural Policy for a significant proportion of their income, which will be affected by the changes taking effect from 2014. Our engagement with the Agricultural sector in Denbighshire has been limited to date...

Agriculture represents a strong influence on Denbighshire – both its economy and its landscape. Pressures facing our agricultural and associated businesses are many. The Council has not previously devoted much energy to exploring and understanding them, or to supporting diversification or other growth strategies for the sector. We recognise that we need to strengthen our partnership with this sector, and support existing and seek new programmes to add value to agricultural produce and address agri-environmental issues....

Workstream 3.1B: Developing our Strengths: Agriculture

- a) Establish a strategic relationship with the agricultural sector in Denbighshire
- b) Explore and promote opportunities for sustainable growth and jobs within the agricultural sector, in particular measures that support farmers and land managers improve competitiveness, reduce grant dependency and improve resilience.

Workstream 5.2: Rural Denbighshire

- a) Explore and promote opportunities for diversification to support growth in rural areas across all sectors in line with Welsh Government's Green Growth rural strategy.
- b) Develop initiatives to promote local food production/selling - including consideration of supply chain issues to local shops, markets, cafes, restaurants and hotels.
- c) Assess accessibility of goods and services in rural areas

However, while the impact and issues around the development of the Agricultural sector is recognised, there is also significant emphasis placed on the development of business opportunities in other geographic and business activity areas, potentially giving greater benefit due to opportunity and prevalent socio economic circumstances, namely:

Workstream 3.1A: Developing our Strengths: Tourism

- a) Explore and promote opportunities for growth/diversification, with a particular focus on:
 - i. Outdoor and activity tourism
 - ii. Food and drink tourism
 - iii. Welsh language, culture and heritage
- b) Work with accommodation providers to improve the quality and quantity of visitor accommodation across the county
- c) Work with tourism businesses generally, with a particular focus on tourism skills development
- d) Complete the Coastal Facilities business case and strategy
- e) Develop a Denbighshire Events strategy, integrating both major and local events

Workstream 3.2: Growth Opportunities

- a) Explore the local growth potential from new sectors, with an initial focus on Advanced Manufacturing, Energy & Environmental Technologies, Health & Care and Creative Industries.
- b) Through the North Wales Economic Ambition projects, maximise the potential for local supply chain connections into the Manufacturing and Energy & Environmental Technologies sectors
- c) Work with Glyndwr University to further exploit the potential of OpTiC as a high tech incubator hub and promote St Asaph Business Park generally as a location for Advanced Manufacturing (Opto Electronics)

- d) Map regional growth locations (Deeside & Anglesey Enterprise Zones, Energy Island developments, new Prison, 21st Century Schools programmes, etc) to identify supply chain and job opportunities

e)

Workstream 5.3: Tackling Deprivation & Poverty

- a) Deliver the priority projects within the Rhyl Going Forward programme workstreams
- i. Coastal Tourism
 - ii. Town Centre
 - iii. West Rhyl Housing/Neighbourhood Improvement
 - iv. Live & Work in Rhyl
- b) Work with and support North Denbighshire Communities First Cluster to address the causes of deprivation and improve outcomes for residents in Rhyl & Upper Denbigh
- c) Develop a county wide approach to understanding and tackling deprivation and poverty

It is against these competing priorities that the retention of a significant Agricultural Estate, owned and managed by the Council needs to be justified. The report to Performance Scrutiny of 20th March 2014 included a comparison between the Agricultural Estate and the Council's Commercial Estate (see below) and it is within this context of prioritisation and benefit that the long term strategic plan for the Agricultural Estate needs to be considered.

	Agricultural Estate	Commercial Estate
No of Units	28	207
Operational (let as Feb 2013)	24	195
Rent Roll (2012/13)	£236,414.67	£770,167.25
Property Staff Cost p/a	£73,000.00 (31% - includes allowance for V&E team managers time)	£80,000.00 (10%)
Estimated Capital Value	£20 - £30Million	£10 - £12Million
Net Surplus Income (Ave 2011 – 13)	£-35,000.00 p/a	+£15,500.00 p/a
Current NNDR/Council Tax burden (void units) p/a	£6,000.00	£42,460.64
Total Contribution to the Public Purse (NNDR/Council Tax) from the Estate	£46,576.00	£275,961.00
DCC Capital Investment 2008 - 2014	£1.5Million	£0
Capital Receipts Generated 2008 -2014	£3.4Million	£219,000
Approximate Employment (No's)	56 (based on an average of 2.25 FTE per unit)	585 – 973 (based on an average of 3 -5 employees per unit)

Governance:

The Agricultural Estate Working Group's current remit is to monitor the progress of the agreed strategy. Officers from the Valuation & Estates team report on a quarterly basis to the Working Group and are responsible for operational management and decision making in line with the current scheme of delegation.

In terms of the decision making process, there are sufficient gateways in the democratic process, including the scheme of delegation, to ensure decisions are suitably scrutinised and the Agricultural Estates Working Group should continue to act in a monitoring/advisory capacity once the long term strategy has been developed.

Denbighshire County Council's Agricultural Estate Working Group

Membership

Cllrs:

Julian Thompson Hill;
Huw Williams;
Merfyn Parry;
Rhys Hughes;
David Simmons;
Dewi Owens;
Peter Evans;

Officers:

David Lorey;
Gerald Thomas;
Mair Jones;
Ken Jones;
Neville Hughes;
Janet Davies;

Terms of Reference:

- To develop a long term strategy for the Council's Agricultural Estate aligned to Corporate Priorities and the current and anticipated financial pressures the Council is facing.
- To review and monitor progress of the strategy against agreed timescales.

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Report To: Performance Scrutiny Committee

Date of Meeting: 12 June 2014

Lead Member / Officer: Cllr Bobby Feeley, Lead Member for Social Care
Nicola Stubbins, Director of Social Services

Report Author(s): Tony Ward / Vicky Allen

Title: Director of Social Services Annual Report: 2013/14

1. What is the report about?

- 1.1. Every Director of Social Services in Wales is required to produce an annual report which summarises their view of the effectiveness of the authority's social care services and priorities for improvement.
- 1.2. A draft annual report for 2013/14 is attached as Appendix I. The report is intended to provide the public with an honest picture of services in Denbighshire and to demonstrate a clear understanding of the strengths and challenges faced.

2. What is the reason for making this report?

- 2.1. To enable Members to scrutinise the draft report prior to it being submitted to the CSSIW by the end of June 2014.

3. What are the Recommendations?

- 3.1. It is recommended that Members consider whether:
 - the report provides a clear account of performance in 2013/14;
 - the report raises any performance issues / concerns that require further scrutiny.

4. Report details.

- 4.1. Overall, the report shows that we continued to provide high quality social services during 2013/14, and that we achieved some excellent performance in areas that are important to our communities. We also started to make real progress with our aim to transform social services in response to the challenges posed by the financial position and the Social Services and Well-being (Wales) Act 2014.
- 4.2. Clearly, not everything went as well as we had planned, and the report identifies a number of areas where improvements could still be made. However, we have plans in place to address these issues, as highlighted in the report.

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

- 5.1. The report specifically relates to our contribution to delivery on the following two corporate priorities:
- Vulnerable people are protected and are able to live as independently as possible; and
 - Modernising the council to deliver efficiencies and improve services for our customers.

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

- 6.1. The production and publication of the report itself does not cost anything (except for officer time), and does not impact on other services. The future plans and actions identified for social services within the report will be delivered within existing budgets. However, some of the themes covered by the report, e.g. supporting independence and enhancing wellbeing, must be considered to be corporate agendas rather than the responsibility of social services alone. For the council as a whole, this will mean ensuring that all our services, for example housing, highways, planning, environmental services and leisure, are designed to optimise independence.

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

- 7.1. The report does not require an Equality Impact Assessment (EqIA). The report provides a retrospective evaluation of social services performance during 2013/14, and the publication of the report itself has no potential impact on people sharing protected characteristics. However, in terms of future plans mentioned within the report, an EqIA will be required for any decisions/change that will have an impact on people sharing protected characteristics. These will be undertaken for each individual project as and when required.

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

- 8.1. We have drawn on feedback from service users and carers about our services as part of our existing quality assurance system.
- 8.2. The draft report will be circulated to partners (e.g. health, 3rd sector) for comment, and also to colleagues in Flintshire as part of a peer review arrangement in which we have agreed to act as a “critical friend” in relation to reviewing each other’s draft reports. The draft report has been sent to our CSSIW Area Manager for informal feedback about whether the content is likely to meet the requirements of the annual report.

9. Chief Finance Officer Statement

- 9.1. The cost implications of any themes emerging in the report must be considered within the context of the council's wider budget position.

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

- 10.1. There is a detailed risk register for Adult & Business Service and for Children & Family Services. As this is a report about Social Services in Denbighshire, any risks associated with the issues covered by this report (and actions to mitigate and manage them) are captured in the service risk registers.

11. Power to make the Decision

- 11.1. Statutory Guidance on the Role and Accountabilities of the Director of Social Services issued under Section 7 of Local Authority Social Services Act 1970.
- 11.2. Article 6.3.4(b) sets out scrutiny's powers with respect to performance monitoring and policy objectives.

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Director of Social Services
Annual Performance Report
2013-14

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INTRODUCTION

This is my annual report about Social Services in Denbighshire. The report looks at our performance in 2013/14 and sets out our priorities for 2014/15 and beyond. The report provides a detailed assessment of how effective services are for adults, children and families in Denbighshire.

My overall assessment is that we continued to provide high quality social services for the residents of Denbighshire during 2013/14. As this report will show, we achieved some excellent performance in areas that are important to our communities. We also started to make real progress with our aim to transform social services in response to the challenges posed by the financial position and the Social Services and Well-being (Wales) Act 2014.

Clearly, not everything went as well as we had planned, and there are areas where improvements could still be made. The table below summarises some of our key strengths during 2013/14 and some of the areas where challenges lie ahead for 2014/15:

Strengths
<ul style="list-style-type: none">• Overall, the number of complaints received by social services decreased, whilst our performance in dealing with complaints within timescale improved significantly• We effectively managed the risk in 100% of cases where there were Protection of Vulnerable Adult (POVA) concerns• We increased the number of carers (of adults) who were offered a review or assessment of their needs. We then assessed the needs of more carers, and provided more services to carers as a result of those assessments• We increased the number of adult care plan reviews undertaken, and also increased the number of care plans that were reviewed on time• More adults were able to retain, or regain, their independence following a period of reablement• 97% of adult service users were satisfied that the service they received improved their quality of life• We improved our planning arrangements for looked after children• We increased the number of children who are seen / seen alone as part of the initial assessment processes• We reduced the number of re-referrals into the Children and Family Service• We improved our performance in completing initial assessments (for children) within timescales
Challenges

Strengths

- We need to continue improving attendance at work
- We need to ensure all carers are offered a review or assessment of their needs
- We need to continue to increase the use of Direct Payments and Individual Service Funds to give people more freedom to choose the services that meet their assessed needs and who provides them
- We need to continue to increase the completion of statutory visits to looked after children within timescales
- We need to continue to improve educational and health outcomes for looked after children
- Maintaining stable placements for children and young people, and minimising the number of moves they experience, will remain as a strong focus, yet for some this is not always possible as we experienced during the 2013/14. There are a number of reasons for children needing to move placement, and these are often for positive reasons, such as moving into kinship care; longer term foster placements; or being placed for adoption. Through our quality assurance process we always aim to learn from the causes of placement moves and ensure we build on our experiences.

The council continues to face a real challenge because of the impact of increasing demands and reducing financial resources. The financial position facing councils across Wales is well known, and the position for Denbighshire is no different. The council's overall revenue budget reduced by £3.1 million in 2013/14, and there has been a further £8.5 million reduction for 2014/15. The impact of these continued budget reductions on social services is two-fold. First, social services must take responsibility for sharing the overall burden by reducing its own budgets. Second, when other service budgets are being cut, it inevitably becomes more difficult for the council to invest further in preventative services and strategies to enhance wellbeing, because the benefits of this work are difficult to quantify and will not be seen for many years.

In terms of increasing demand, the council is dealing with the impact of changes to the demographic profile of the county as well as changing public expectations. Our society has changed in recent years, and continues to change. The general population is ageing, and there are many more adults with complex disabilities. There are an increasing number of children with significant disabilities who rightly have high expectations of services. Furthermore, family and community structures are changing, and there continue to be high rates of family breakdown.

Like many authorities in Wales, Denbighshire is seeing increases in the number of people with a learning disability; older people with complex care needs and whose support needs are extensive; and carers who need support to help them continue to support vulnerable people. Overall the number of looked after children and the number of children on the child protection register has remained relatively static, although we often see some fluctuation in numbers.

It is clear that we cannot respond to these demands with reducing resources and traditional models of social care. We therefore need to change the way we deliver

services if we are to successfully meet the needs and expectations of vulnerable people. The need for change has been identified within the council's Corporate Plan for 2012/17, which includes the following priorities:

- ensuring vulnerable people are protected and are able to live as independently as possible; and
- modernising the council to deliver efficiencies and improve services for our customers.

Social services in Denbighshire are focussed on delivering against these priorities, and the Service Plans for both Adult & Business Services and Children & Family Services are specifically designed to support these priorities.

Denbighshire's Wellbeing Plan (Single Integrated Plan) is due to be launched towards the end of 2014, and will also have a strong focus on wellbeing and enabling people to become resilient and independent. This plan will be a key strategic document demonstrating the commitment of all our public and third sector partners to work together to achieve positive outcomes for the citizens of Denbighshire.

In order to clarify the role that we believe the council needs to play to support people to be independent, we have developed a model to show the type of support that a person could expect to be available to them at different stages of their life, and as their needs change. We have created a character called "Sid", which stands for "Supporting Independence in Denbighshire", to illustrate the model and to show how it would apply to an individual resident. Sid could be anyone, from a young, disabled person to an 85 year old with dementia, and the model shows the support that Sid could expect at different times of his/her life. Most people will fit within the first part of the model, where Sid requires no support from the council and is supported by family, friends and social groups to be active, connected and contribute to his community. The model then progresses through various stages, including "advice & information" and "re-ablement", through to managed social care support when Sid has complex and long-term needs.

We now need to communicate the "Sid model" to a wider audience, so that our communities understand what support they can expect at different stages of their life, and so that our partners understand the role that they can play in this joined-up vision for supporting independence in Denbighshire. For the council, this means ensuring that our own services, such as housing, highways, planning, environmental services and leisure, are designed to optimise independence. The Sid model will not work unless the general environment in Denbighshire support people with low level needs through accessible buildings and services that have an enabling culture. The question we need to ask ourselves as a council when making policy and financial decisions is "what will this mean for Sid?".

MODERNISING SOCIAL SERVICES AND ENHANCING WELLBEING

Last year, the Welsh Government set out its vision for the future of social services in Wales in its paper “Sustainable Social Services: A Framework for Action”. This document put in place a framework for meeting the challenges facing social services in the next decade and beyond, and sets out priorities for action. Delivery of the Sustainable Social Services agenda is supported by the Social Services and Wellbeing (Wales) Act 2014, which became law on 1st May 2014.

In response to “Sustainable Social Services”, and to prepare ourselves for the Act, we established a 5 year programme to modernise social services. The programme aims to transform the way that social care is viewed and delivered in Denbighshire. The changes will redefine the responsibility of individuals, families and communities for maintaining their own health and wellbeing. This will require a change in culture and a greater focus on promoting resilience, independence, self-care and community support.

Changing the way we work, even when this is for positive reasons, can be challenging. We recognise that the level of change required will involve difficult decisions about the way some services are delivered and that these will not always be popular. We will have to manage this change effectively and ensure that we listen to and involve staff, elected members and communities in the modernisation programme. Some of the work we are currently taking forward as part of the programme is summarised below:

A single point of access

Throughout 2013/14, we have been planning the introduction of a new, effectively co-ordinated single point of access, assessment and care co-ordination for preventative and rehabilitation work for adults across Denbighshire. This includes the provision of information, signposting to general community services, and the integration of a specified and developing range of intermediate care and short-term health and social services. This will be part of a staged approach to a fully integrated health and social care community service model that will eventually incorporate longer term community support and in-patient bed-based care and a full range of council services aligned to an ageing population.

We have been working with our health and third sector colleagues to develop the model for our Single Point of Access. Although developing this service has taken longer than we initially anticipated, we are now in the final stages leading up to implementation and we expect to go live in July 2014. It is proposed that this work will then be used to inform the development of a Single Point of Access across North Wales.

Using Intelligence more effectively

This project will identify how the Council can use intelligence to focus its preventative and wellbeing initiatives where vulnerable groups most need early intervention. As a result, we should be in a stronger position to support the independence of vulnerable people in the community for longer and to reduce the demand for formal social services intervention.

Enhancing Wellbeing

The project will focus on the wellbeing of Denbighshire residents using the New Economics Foundation (NEF) *five ways to wellbeing* indicators as a measurement tool. Whilst Social services is driving this work, it is recognised that the ways to improve wellbeing will not necessarily consist of formal social care interventions but will be available through a number of pathways, including:

- Universal advice and information from health, social care and the third sector
- Targeted advice and marketing (mail shots, online campaigns)
- Accessible community groups and services
- Accessible universal services provided by the Local Authority – e.g. Countryside walks, library resources, leisure activities

Ensuring people have a strong voice and control

Over the coming years, we aim to develop and implement what is called 'citizen directed support'. This approach is about people having choice and control over the support they need to live their life as independently as possible. It is likely to take a number of years to fully embed the citizen directed support approach. It will require significant change for social services staff, providers, service users and families – but the change is worth making. We started the process in 2013/14 by completing a citizen directed support self-assessment which has been developed by the Social Services Improvement Agency. The self-assessment will now be used to inform our plan to implement this change over the coming years.

Transforming services for disabled people and their families/carers

Our vision is for disabled people and their families to be confident, resilient and independent. To achieve this, we will work with our partners to enable disabled children and their families to exercise their rights to access to the same opportunities as all other children, while having some specific opportunities that address the issues that families with disabled children experience. A strong focus of this project is to make sure we provide a seamless experience of transition for young people and that the focus on promoting independence and providing opportunities continues throughout

adulthood. Services will have to be transformed and modernised and so the project is developing:

- An inclusion toolkit that will be promoted amongst all service providers to improve inclusion and accessibility
- Formal and informal education opportunities
- Development of opportunities for disabled children in mainstream activities
- Changes to the way we provide short breaks
- Delivery of a new workforce development programme

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CUSTOMER FEEDBACK

Part of delivering efficient and effective services is about how we deal with customer feedback and complaints, and we produce a separate annual report which provides an overview of customer feedback alongside a review of the effectiveness of our complaints process. The main findings of the annual report for 2013/14 are as follows:

- Overall, the number of complaints received during 2013/14 decreased, whereas compliments increased slightly.
- Involvement, staff and communication continue to be the three main areas of complaint; this is consistent with previous years.
- In terms of the outcome of complaints, the proportion of complaints being 'partially upheld' has been relatively static over the last three years, but the proportion of complaints 'upheld' decreased significantly in 2013/14.
- Performance in dealing with complaints within timescale improve significantly over the last year, with 97% of stage 1 complaints and 100% of stage 2 complaints being dealt with within timescale.

When complaints are upheld, action plans are drawn up when it is recognised that changes need to be made. Action plans are monitored until all the actions have been completed. Some examples of changes implemented following complaints are:

- When staff are off with sickness, open cases are monitored to ensure responsibilities are being met, regular reviews will be undertaken to ensure this.
- When a family is in dispute, it is important that communication from us remains equal to both parties.

As well as responding to complaints when people feel that something has gone wrong, we have developed mechanisms for understanding the general views of service users about the quality of social care services and the impact they have on their lives. We have a number of questionnaires that we use for this purpose, and we plan to extend the use of these questionnaires during 2014/15. Instead of listing the findings of all our customer feedback questionnaires here, we have included a summary of our findings within the relevant sections of this report. During 2014/15, we also have plans to develop the use of case studies to give us a more in-depth understanding of how service users view the support and care they receive.

We have also strengthened our quality assurance and contract management arrangements to ensure that we have confidence that both the services we deliver directly, and those delivered by third parties on our behalf, are delivered to a high standard and in a manner that actively promotes positive outcomes and dignity.

SUPPORTING OUR WORKFORCE

The most important asset we have in terms of the ability to deliver and commission high quality services is the social care workforce. We are committed to supporting and developing the workforce to ensure that we are able to give best possible levels of advice, information, support and care to our communities. Our focus on training and development includes the whole social care workforce in Denbighshire, not just council employees.

Training and Development

During 2013/14, there were over 3,800 training attendances by whole sector social care staff, the majority of these attendances were through the Social Care Workforce Development Programme (SCWDP). In addition, Denbighshire County Council staff studied for accredited qualifications. In February 2014, the SCWDP Annual Awards Ceremony recognised 85 staff from the social care sector for achieving qualifications throughout the year. The position at the end of 2013/14 was that:

- 100% of managers / deputy managers, and 90% of care workers / officers / assistants, within local authority residential services for elderly and elderly mentally infirm people held the recommended occupational qualification.
- 100% of managers, and 78% of senior domiciliary care workers / care workers, in local authority domiciliary care services for adults held the recommended occupational qualification.
- 100% of managers and 78% of family support workers in local authority domiciliary care services for children held the recommended occupational qualification.
- 87.5% of managers and 59% of care staff in the independent domiciliary sector for adults held the recommended occupational qualification.
- 87.5% of managers and 67% of care staff in the independent residential sector for adults held the recommended occupational qualification.
- 65% of active foster care households have at least one foster carer holding the recommended qualification.

Flexible Working

Last year, social services did a lot of planning around the introduction of flexible working. Flexible working will enable us to provide a better service to the public because staff will have easy access to information due to improved technology, regardless of location. Our response times will also be faster due to the reduction of delays in communication. Flexible working will also provide benefits for staff, including a reduction in travel, and an improved ability to manage work/life balance.

Workforce Profiling

We have been developing a new workforce strategy to ensure we can deliver services as outlined within the Social Services and Well-being Act. For example, a review of structures and roles within our adult locality teams has been undertaken to ensure a more holistic approach to the way services are delivered. We will begin implementing these changes during 2014/15.

Performance Appraisals

We have paid a lot of attention to the completion, and quality, of performance appraisals for staff as we recognise that this is an important investment in making sure our staff develop their skills and experiences. 93% of eligible staff had a performance appraisal during 2013/14, which was a significant improvement on the previous year. The challenge will now be to build on this good work and ensure that all of our eligible staff have a performance appraisal every year.

Attendance at work

Overall levels of sickness absence across social services have been a concern for us over the past few years. This is something that we have been working hard to tackle during 2013/14, and there are signs that the situation is now starting to improve. The council has recently introduced a new "attendance at work" policy, which links attendance more closely to capability, and provides managers with more support to manage absence effectively. Evidence from other organisations suggests that flexible working opportunities for staff often result in improved morale; wellbeing; performance; and attendance at work. We therefore expect to see significant reductions in sickness absence during 2014/15. However, sickness absence in social services currently remains as a priority for improvement.

WELSH LANGUAGE

We are committed to being more proactive about how people can access our social services through the medium of Welsh and increase the use of Welsh at work. While not all staff will be fluent in Welsh, we do expect that all will demonstrate a sense of place and enthusiasm for Wales, while making practical arrangements to meet language needs. In order to enable this expectation, and to deliver the requirements of “More Than Just Words/ Mwy Na Geiriau”, we have developed a Welsh language statement and established a Welsh language strategy group (chaired by the Director of Social Services). Progress against the associated action plan includes:

- ‘Iaith Gwaith’ badges have been distributed to those members of staff who speak Welsh.
- ‘Rwy’n Dysgu’ badges have been distributed to those members of staff who are actively learning Welsh.
- ‘Use your Welsh’ posters have been circulated for displaying in prominent public areas of our buildings e.g. staff room, photocopier room, etc.
- Information on various training courses is regularly circulated to social services staff, for example, a half-day Welsh language taster session around language courtesy; offering language choice; and responding to language need.
- Officers are ensuring that through the contract monitoring process, services commissioned are available through the medium of Welsh.
- External and internal trainers re-enforce the ‘More than words’ requirements in all appropriate training courses.
- Our dementia logo has been translated into Welsh.
- The Social Care in Partnership regional group has been provided with lanyards and advice for recruitment fairs.

Future plans include:

- Ensuring the “active offer” is evident at the first point of contact with social services.
- Supporting our staff to improve, and use, their Welsh language skills, especially in key areas such as the Single Point of Access and the Children and Families Support Gateway (previously known as the First Contact Team).
- Ensuring all forms, leaflets, promotional material are bi-lingual and in new corporate format.
- Monitoring our customer experience questionnaire which includes a question asking whether people were provided with a service in the language of their choice.
- Improving our processes for identifying service users who are Welsh speakers
- Identifying what impact (positive or adverse), policy decisions would have on opportunities for people to use the Welsh language.
- Continuing to publish information about the Welsh language services that are available.

WORKING WITH OTHERS

We take great pride in our positive track record for delivering improvement, and for our commitment to partnership working. Across North Wales, there is a strong recognition of the need to work within a regional footprint, both to accommodate the Local Health Board structure and to maximise efficiencies; whilst also being responsive to local need and historical service developments. This results in service planning and delivery needing to operate on a regional, sub-regional and local level. Some of our partnership working, at a regional, sub-regional and local level, is summarised below.

North Wales Commissioning Hub

In 2012/13 we established the North Wales Commissioning Hub (NWCH), which is a collaboration between the six North Wales authorities and the Betsi Cadwaladr University Health Board. The Hub, which is hosted by Denbighshire County Council, delivered some real improvements in the commissioning of services for people with complex needs (adults and children) during 2013/14, including:

- Taking on responsibility for placement sourcing for children and young people (residential care / residential care with education placements) and supporting partners in identifying suitable placement options for 49 children and young people, as well as for around 120 adults.
- Leading on the development of a regional outcomes framework for quality monitoring of care homes for adults. It developed processes for collating and analysing intelligence on quality from a range of sources, and led on the development of the information sharing protocol for the quality monitoring of adult residential care homes.

Adoption Service

The North Wales Adoption Service continues to get stronger and as a result of some key developments including: a dedicated training officer, targeted recruitment campaigns and the development of a bespoke website, there is a diverse range of adopters that has increased the ability of the service to place children in North Wales.

Safeguarding

In preparation for the forthcoming Social Services and Wellbeing (Wales) Act 2014, regional safeguarding arrangements for vulnerable adults and children / young people have been put in place to:

- co-ordinate safeguarding and protection policies within the region
- promote shared understanding and practice for all agencies within the region
- contribute to all Wales understanding of POVA / Child Protection practice
- promote a joined-up approach to training.

Commissioning

2013/14 has also been a busy year for commissioning across the region with the establishment of a new sub-regional young carers service and an in-depth project to scope the options for a North Wales advocacy service for vulnerable children that will go live in April 2015.

Working with Betsi Cadwaladr University Health Board

We are committed to working in partnership with the Betsi Cadwaladr University Health Board (BCU) to ensure that health and social care become more integrated. We welcome and support the BCU Operational Plan for 2014/15, which includes the following commitments:

- In each of our 14 localities, NHS and Social Services staff will work together to provide integrated care and to support more people to remain independent in their local community.
- Services will be planned and delivered jointly with local authorities, the 3rd Sector and communities through an integrated approach.
- Health and Social Care professionals will work more closely together, with patients and families, to identify those people at risk of deteriorating health.
- Community services will be accessible through a simplified, well coordinated 'single point of access'.

There are already some examples of excellent partnership working with BCU which are delivering real benefits for the people of Denbighshire. The development of the Single Point of Access, discussed earlier, is one example of this, but others include:

- A statement of intent in relation to agreeing a framework for delivering integrated health and social care for older people with complex needs has been developed jointly by colleagues from the North Wales Authorities and BCU.
- There are plans being finalised for the introduction of a new integrated assessment process which puts the citizen at the heart of the process for decisions about their health care and well-being. The focus will be about building on people's strengths and their networks and community contacts in order to maintain and improve their independence.
- Discussions about a new model for integrated service delivery in Localities are underway which will ensure that we take a 'team around the person' approach, and ensure effective care coordination across health and social care in all sectors. 2014/15 will see the development of small patch-based virtual teams and a change of skill mix within Adult Services. We have also committed, via a formal partnership agreement, to developing and deploying a group of staff known as Health and Social Care Support Workers, who will work to multi-disciplinary care plans for a limited period of time

- In order to help with speedier discharges we have engaged in some limited weekend working with BCU. This included a Social Worker working on a Sunday and Health and Social Care Support Workers being available to deliver initial packages of care. There are indications that this may prove useful as more people recognise what is available.

New Work Connections

The New Work Connections (NWC) project was funded by the Welsh European Funding Office (WEFO), with match funding from participating local authorities. Unfortunately the project has now closed because the grant funding has come to an end. The project ran from 2010-14 with the last activity ceasing in February 2014, and the final 3 months until May 2014 being taken up with the tasks associated with project closure and archiving. The main aim was to reduce economic inactivity and to improve employment levels amongst disadvantaged groups by providing a range of flexible interventions to meet assessed needs. Denbighshire was the lead authority for this regional project covering the four local authority areas of Ynys Mon, Conwy, Denbighshire and Gwynedd.

Working closely with a wide range of partners, including North Wales Women's Centre, Hafal, North Wales Training, Llandrillo & Deeside Colleges, Job Centre Plus, DVSC and internal departments within the council, the project supported nearly 3,000 participants within Denbighshire who were facing hurdles in moving closer to the labour market. Nearly 2,000 of participants gained a 'positive outcome', including significant and, for many, challenging steps like gaining a job interview, attending a training course or doing voluntary work. Whilst around 200 people have entered full time work as a result of the project, a great many more have entered part time work in order to accommodate their needs and/or other responsibilities.

Social Care Workforce Development Programme

The joint Conwy and Denbighshire SCWDP Training Group continues to provide a more efficient, cost effective service and use of grant monies across the sector. There continues to be strong links with the Regional Social Care in Partnership (SCiP) North Wales and the Service Manager, Workforce Development has recently taken over as Chair of the North Wales SCiP. A local recruitment fair was held in February 2014 in partnership with SCiP North Wales to promote social care as a career of choice. 31 exhibitors attended, consisting of Adults and Children's independent and 3rd sector social care providers, Careers Wales and Jobcentre Plus. A total of 123 people interested in a career in social care attended the event.

Working together as a council

We also recognise the importance of maximising the resources available within the Council and as such we have worked closely with wider Council services in Denbighshire to deliver services. Examples include:

- The provision of physical activities for vulnerable adults in partnership with Leisure Services;
- Piloting of new models to support the integration of disabled children and young people into mainstream leisure and youth activities.
- A review of the process for managing Disability Facilities Grants, working closely with Planning & Public Protection Services;
- Delivery of the Supporting People Programme, where we work closely with our colleagues in housing to provide housing-related support to vulnerable people to help them gain (or regain) the skills and confidence necessary to live independently.
- Strengthened our relationships within Housing Services to develop accommodation for vulnerable families, for example, supporting families to move from temporary Local Authority accommodation into private rented; and supporting families to maintain their tenancies.
- Delivery of the Families First Programme and developing closer connections with Flying Start and Communities First.

ADULT & BUSINESS SERVICES: PERFORMANCE

What we are about

We aim to ensure that vulnerable people are protected and able to live as independently as possible. For most people this means working with them so that they can continue to live in their own home and participate in their local community to the extent they wish.

The services we provide

The type of service we offer depends on a person's needs. Depending on their individual circumstance, we could offer someone:

- information and advice e.g. about community services, benefits, and how to claim them;
- signposting to services available in their community;
- support that helps people to regain or develop their skills and confidence to take care of themselves safely;
- equipment and home adaptations to assist people with daily living activities;
- care and/or support in a person's home;
- respite/support for carers such as advice on healthy living or arranging for some short term care to enable carers to have a break from caring responsibilities;
- day services; and
- care in a residential or nursing home for people with specific high level care needs.

PREVENTION, EARLY INTERVENTION AND ENHANCING WELLBEING

As mentioned earlier in the report, our Modernisation Programme is focussing on the development of new initiatives to enhance wellbeing and support independence. However, a lot of our business is already focussed on enabling people to remain independent without the need for ongoing support from social services. We have a range of services that have been developed to build networks and support to help people live in their community. In 2013/14 we have extended the range of community initiatives that support this agenda, including:

- **Men's sheds:** The scheme aims to reduce social isolation and improve health and wellbeing among men with a wide range of needs and circumstances (including domestic violence victims, alcohol and substance misuse, Asperger Syndrome, learning disabilities, physical impairments, and depression). The scheme is also an opportunity to share skills and learning, which could lead to future employment opportunities. The number of people participating is increasing, and the project has been expanded to respond to demand. One man, after attending training and carrying out work experience, was able to secure employment.
- **Volunteering opportunities for older people:** including the recruitment of older people from the community who now train front-line staff in Age Awareness and Dignity in Care. To date they have trained about 200 people, including councillors, third sector and private sector colleagues and health professionals. We are in the process of recruiting more older people as the demand for the training has increased. They have all attended college in order to become qualified to deliver training sessions.
- **Introduction of the University of the Third Age (U3A) for Prestatyn, Rhyl and District.** U3A enables retired or semi-retired people to share their interests, hobbies and experiences in a friendly social atmosphere. A website has been launched which already has over 80 interest groups.

Promoting independence

We have continued to develop our services to provide a strong focus on supporting people to maintain or regain their independence. Examples of how the service supports people to lead an independent life include:

- Intake and Reablement;
- Telecare and assistive technology;
- Equipment; and
- Extra Care Housing

Intake and Reablement

We have an effective Intake Service which aims to respond promptly when people seek help, and to help identify the best way for them to regain or maintain their independence by delivering advice and short term intensive support.

Reablement is short-term support which is designed to develop people's confidence to manage as many tasks as possible on their own rather than having other people do things for them. Last year, our reablement team provided a support programme to 379 people, including 296 people to help them return to their own home from hospital.

The percentage of people who no longer needed a social care service following involvement from the reablement service went up to 77% from 72% the previous year. This shows that the reablement approach is producing real and sustained benefits for residents. Despite this, we feel that further improvements could be made, and at times it is a real challenge to meet the large and growing demand for reablement. We therefore plan to review and re-focus our reablement service during 2014/15 to ensure that it is as effective as possible and that we have the resources available to respond to demand.

We have developed a customer questionnaire which enables us to evaluate the experience of residents receiving a service from our intake and reablement teams. During 2013/14, the questionnaire responses were extremely positive, including:

- 99% of people felt that they were treated with dignity and respect;
- 95% of people said that the support they received helped them to live more independently; and
- 95% of people said that the support they received helped them to feel safe and secure.

People told us:

"The staff who came to me gave me a lot of confidence I was doing so well"

"I think they are such dedicated people and so very helpful"

"I felt like social services really grasped the situation and supported me to the best of their ability"

"It has given me a bit more independence around my home"

Telecare

Telecare is a range of equipment that uses sensors and an alarm system which is plugged into the telephone socket. This alerts a carer or a monitoring centre when a person needs help or something has been detected such as gas or smoke and an appropriate response can be instigated. By the end of 2013/14, there were 1,550 people with Telecare in Denbighshire.

Equipment

We have an Integrated Community Equipment Service (CESI), which is a formal partnership with the Betsi Cadwaladr University Health Board (BCU). The service provides and manages a wide range of equipment to help people live safely at home. In 2013/14 we provided 1,923 people with equipment, which is a 10% increase from the previous year.

Extra Care Housing

In the Council's Corporate Plan 2012/17, we have said that we would like to see more Extra Care Housing across Denbighshire. For many people, we believe that Extra Care Housing is a better alternative to residential care, because people will be more able to remain as an active member of the community. Denbighshire already has three highly successful Extra Care Housing schemes, but will aim to have two additional schemes in operation by 2017 (containing a total of around 100 units), with yet another scheme in the development phase.

The development of additional Extra Care Housing will also enable us to achieve another one of our Corporate Priorities, i.e. to reduce the number of people in residential care. We believe that a large proportion of people currently living in residential care homes in Denbighshire could lead a much more active, independent, and fulfilling life within an Extra Care Housing environment.

SUPPORTING ADULTS WITH COMPLEX AND / OR LONG TERM CARE NEEDS

Whilst our emphasis is on prevention and early intervention, we recognise that an ageing population has complex, long term care needs that require responsive support tailored to individual needs. Where specialist/long term services are needed we are committed to ensuring that we provide high quality, responsive services that focus on meeting people's needs in their own community wherever possible. At all stages our aim is to ensure that people are able to have a strong voice and control over their support arrangements. Progress in these areas can be summarised as follows.

Providing high quality services - progress made in 2013/14:

We increased the number of care plan reviews undertaken, and also increased the number of care plans that were reviewed on time. This means that we maintained our excellent performance of reviewing around 94% of care plans on time, despite an increase in the number of reviews needing to be reviewed.

We have developed a questionnaire to help us to understand the views of service users and carers about the quality of services. We gave the questionnaire to service users at the point of re-assessment. The completion rate during 2013/14 was 83%, so we are confident that the views are genuinely representative of service users. The results show that:

- **98%** of service users were either **fully or partially satisfied** with the services they received.
- **97%** were either **fully or partially satisfied** the services were meeting their needs
- **97%** were either **fully or partially satisfied** that the services improved their quality of life.

This is what people told us in their feedback:

"I find the care staff very caring and am enjoying being with other residents"

"I feel the equipment supports my independence"

"Very happy with the support and is especially pleased that the care staff speak Welsh"

"Service user is very happy with the services provided as she is now able to carry out some of the daily living activities which she had been struggling with"

We have also developed a programme of rota visits which provide Elected Members with an opportunity to visit our in-house provider services and speak to service users and staff about the quality of services. The visits have proven to be an excellent way for Members to meet service users and staff and to hear their views on the services we provide. Thirteen adult services establishments have been identified as appropriate for

rota visits, and 8 were visited during 2013/14. After each rota visit, the Elected Members involved submit a report which is shared with the service. Action plans are developed in response to any specific issues raised within the reports.

Reports on in-house provider visits undertaken during 2013/14 confirmed good standards of care. Positive comments have been received on the care and quality of the establishments and staff in every report, including:

- “Very cheerful staff and service users”
- “Full of activity painting, knitting, craft, sewing etc.”
- “Home is safe and secure, residents are happy and relaxed”
- “The clients were cared for well and all support services operate efficiently in clients interest and comfort”
- “Very enjoyable visit with well cared for and happy residents”
- “Very warm and friendly atmosphere”

Protecting vulnerable adults

We have effective systems in place to make sure that vulnerable people are safeguarded. We work well with other agencies, and last year 254 people from across the social care workforce attended POVA (Protection of Vulnerable Adults) training. We have posters that explain the types of abuse a vulnerable person may suffer and who to contact if someone has concerns.

We have also recently developed a corporate safeguarding training programme that will be rolled-out across the council during 2014-15. This recognises that staff in other council services come into regular contact with the public and therefore have a responsibility and opportunity to safeguard vulnerable people (children and adults).

In 2013/14 there were 87 vulnerable people referred to us where we undertook an investigation into their circumstances. We effectively worked with these people and agencies to ensure that the risk was fully managed for all of the 87 referrals investigated.

Carers

We value the role of carers and appreciate this can be challenging and demanding. We aim to improve the quality of life of carers and support them to achieve their potential so that they, and the people they care for, can live fulfilled lives.

We know that we need to be responsive, and prepare for an increase in the number of carers coming forward for support, as evidenced by national and local statistics. We also need to prepare for the likely impact of new legislation, including the Carers Strategy (Wales) Measure which places a duty on health staff to identify Carers, and

the new Social Services Bill which will strengthen Carers' rights and place additional duties on the council to meet their assessed needs.

During 2013/14, we focused one-off funding to develop Carers' services that address our agenda to support independence. This included:

- support for parents of older service users with learning disabilities via project worker support for the service user;
- support for carers of services users with dementia, including home based support and group based activities for the service user; and
- additional support for Carers following assessment to assist them in accessing on-going support and support to address any issues in regard to services for the cared for person.

We are also currently in the process of tendering for a Carers Community Development Officer Post who will work with communities and local services to develop locally based initiatives to support Carers. We expect to have appointed a provider and recruited to the post by the end of the summer of 2014.

In addition, work is ongoing to review the provision of sitting services for Carers to ensure that future delivery and commissioning arrangements for these services are efficient and effective, and available to carers in greatest need of this type of support to sustain their caring role.

Our performance in terms of supporting carers in 2013/14 was as follows:

- We offered 1,517 carers an assessment or review of their needs, which is 14% more than the previous year.
- 463 carers went on to have an assessment or review of their needs, which is 9% more than the previous year.
- 442 of the 463 carers who were assessed or reviewed were subsequently provided with a service.

CHILDREN AND FAMILY SERVICES: PERFORMANCE

What we are about

We aim to ensure that all vulnerable children are safeguarded and are able to live in secure, stable and loving families. We have strong ambitions for the children and young people we support and aim to ensure they all have opportunities for success and are enabled to grow into healthy, well rounded adults.

The services we provide

We recognise the importance of providing the right support to children and families at the right time. This involves working closely with other agencies to combine our effort so that we:

- help prevent problems arising;
- respond early before problems escalate, and
- provide effective support when intensive help is needed from statutory services.

The services we provide include:

- information, advice and signposting people to help and support;
- supporting families to care for their children safely, and to reduce the risk of family breakdown;
- helping children in need, disabled children and young carers;
- supporting looked after children and care leavers;
- providing stable, secure placements through fostering and adoption, and
- child protection to ensure vulnerable children are safe.

SUPPORTING FAMILIES IN A TIMELY AND EFFECTIVE WAY

The early intervention service has gone from strength to strength during the past year with more and more families being supported at an earlier stage. In response to feedback from families and stakeholders we have re-shaped the Families First delivery model for 2014/15 to enable a more targeted and co-ordinated response for all families receiving support throughout the whole programme. We have also strengthened our links with other key anti-poverty programmes within Denbighshire (Flying Start and Communities First) to ensure available resources are maximised and more opportunities offered to families.

A key element of the Families First programme is the Team Around the Family (TAF) which is a key early intervention and prevention response to support families as quickly as possible to prevent their issues escalating and placing the family at risk. TAF is a key layer of support that prevents a step-up to formal support from Children and Family Service, along with an effective step-down out of the service. In 2013/14 TAF supported 186 families, with 137 of these being new referrals during the year. Of these families only 22 were stepped up to the Children and Family Service and 67 families were stepped-down.

"I think that without the support I've had things would have turned out differently"

We continue to meet with colleagues in Health, Education and the Police twice a week to consider referrals and ensure the appropriate agency responds to the family to address their issues.

A lot of work has happened within the service over the past year to develop a more pro-active approach to working more directly with families that really promotes positive outcomes. Alongside this we have implemented more engaging models for assessment and care planning such as the Framework for Analysis that makes it clearer for families how they will gain access to the right levels of support they need from a range of services. Evidence of this can be seen in improvements in practice where the child is seen / seen alone by the Social Worker as part of the initial assessment.

Within the Children and Family Service we are starting to feel the impact of early intervention services and more targeted work with families through a reduction in the number of referrals made into the service from 799 in 2012/13 to 776 in 2013/14. Contacts have increased slightly. As significant is the reduction in the proportion of re-referrals from 19% in 2012/13 to 17% in 2013/14. We are now measuring and comparing the activity within the early intervention services and in the Children and Family Service in order to evidence the impacts.

HELPING CHILDREN IN NEED, DISABLED CHILDREN AND YOUNG CARERS

Children in need and their families

A lot of work has been done over the past year to extend the range of support provided to children in need and their families to empower and skill the parents, build family resilience and ultimately prevent admissions into care. A key area of development has been the expansion of the family support service to a 7 day waking hour provision that delivers intensive 4-6 week plans that are aimed at motivating families to make real change.

“Pleased with all the help we’ve had but time to stand on our own. Thank you for helping us to a future” (parent)

Staff within the service have been focussing on how they engage children and young people and how they hear their voice, obtain their views and build this into care planning and review. Implementing evidence based tools such as the graded care profile and ‘signs of safety’ and the roll-out of these with partners such as health visitors is critical in ensuring consistency in approach and language. This commitment has been evident in the improvements in performance in key areas of practice such as:

- statutory visits held within timescales (89%),
- child protection reviews held within timescales (100%)
- looked after children reviews held within timescales (94%)

Implementation of the Integrated Family Support model has been made but progress has been slow due to difficulties in recruiting into key posts. However, the team now has all key posts in place with staff having a range of backgrounds including a learning disability specialist nurse.

There has been an improvement in the work undertaken with Adults Services to develop a more holistic family focus with improved relationships established with adult learning, psychologists and community psychiatric nurses.

Disabled Children

In addition to the disability services transformation programme described earlier there have been a number of key developments within the service that are aimed at ensuring disabled children develop, that they are able to access service to support their needs and that their independence is promoted. These developments include:

- a review and restructure of the Occupational Therapy Service that has seen the reduction and removal of a waiting list;

- a review of the Disability facilities Grant with future business models now being considered;
- introduction of a person centred approach to all work; and
- the appointment of a full time transitions and independence co-ordinator who will undertake a review of the transitions policy and enhance relationships with key partners (adults Services; education; health) in the promotion of independence

Young Carers

During 2013/14 the joint commissioning arrangements between Families First and Children and Family Services were continued whilst intensive sub-regional re-commissioning work was taking place. Intensive work has been undertaken during the year to explore the options for a sub-regional young carers service between three of the six local authorities with Betsi Cadwalader University Health Board. As a result of consultation with young carers and stakeholders and a robust tendering process a new provider was appointed and the new service started on 1st April 2014.

Within Denbighshire a process for identification and referral for assessment/ access to services has been completed jointly by Social Services, Education and Families First. Performance has remained stable in relation to young carers known to Social Services receiving an assessment and being provided with a service.

LOOKED AFTER CHILDREN AND CARE LEAVERS

Corporate Parenting within Denbighshire continues to be of importance with an established Corporate Parenting Forum where elected members and senior managers scrutinise and challenge performance and quality of services in promoting positive outcomes. There is strong interest amongst elected members to further raise the profile of Corporate Parenting across the council, this will be a key focus of the revised Corporate Parenting Strategy.

Looked After Children

During 2013/14 there has been an increase in the number of looked after children within Denbighshire from 160 (in 2012/13) to 164 which excludes respite. Whilst there has been an increase in the number of looked after children who have experienced 3 or more placement moves from 8% in 2012/13 to 10% in 2013/14 this does only relate to three additional children. It is important to highlight that for many of these children the placement moves have been for positive reasons which include being placed for adoption and returning home.

There has been a strong focus on permanence and ensuring looked after children are provided with loving and stable homes, as such we have improved performance in the production of care plans at first placement (100%) and completion of permanence plans at second review from 75% in 2012/13 to 94% in 2013/14.

In 2012/13 the health and education outcomes of looked after children were highlighted by the Care and Social Services Inspectorate for Wales (CSSIW) as an area of concern and whilst performance has been affected as a result of staff vacancies there has been a strong improvement in practice and the focus on these outcomes in 2013/14.

Education

There has been a notable improvement in behaviour in schools with no children permanently excluded and a reduction in the number of children receiving a fixed-period exclusion. School attainment has also improved at Key Stage 2 from 62% (in 2012/13) to 83% and remained steady and whilst performance at Key Stage 3 has decreased from 25% (in 2012/13) to 20% it is reflective of the cohort with 6 out of the 10 children having a special educational need. A full time designated Education Liaison Officer for looked after children is now in post and performance is expected to improve with her focussed attention, for example all children now have an up-to-date Personal Education Plan. The officer is also taking forward a piece of work redesigning the Personal Education Plans to make them more user friendly for children and young people.

Health

There remains a strong commitment to improving the health of our looked after children and to reflect this we have now appointed a full time designated nurse for looked after children. The focus of this post has been on consolidating activity and improving performance in key areas such as registrations with GP's and completion of dental checks. A key change in the management of health assessments has been made with these now being completed by health visitors, school nurses and the designated nurse as opposed to the paediatric GP (unless there are chronic health conditions present). In addition processes have been changed to increase the reporting of health assessments being completed.

"Would like to thank the Child's Social Worker for her support regarding child's challenging behaviour" (foster carer)

Looked after children have actively engaged with the service throughout the year through focus groups for inspections and the NSPCC project and in addition a children's panel took part in the recent recruitment of an Independent Reviewing Officer. This increase in engagement is being maximised by members of the Looked After Children Practice Group who are moving ahead with plans to form a Children's Council.

During 2013/14 there has been a strengthened focus on looked after children who are vulnerable to sexual exploitation and as such there has been an increased and effective use of the SERAF (Sexual Exploitation Risk Assessment Form), strengthened relationships and co-operation with North Wales Police and the establishment of a third sector provision.

Denbighshire is currently the only local authority in Wales participating in the NSPCC review of emotional wellbeing of looked after children. We have been working with our NSPCC colleagues to look at the design and scope of services and how best we can deploy existing services to better meet identified needs. NSPCC have been actively consulting with staff, looked after children, care leavers, foster carers and stakeholders as part of the review.

In October 2013 the service successfully implemented the revised Public Law Outline (PLO) protocol. The revised PLO will operate in all public law family proceedings undertaken in that court that includes applications for care orders, supervision orders, contact with a child in care, change of a child's surname whilst they are in care. The purpose of the revised PLO is to move such cases to a conclusion within 26 weeks and provides a structure for social work statements and evidence. The service continues to meet the growing number of court ordered viability assessments.

Care Leavers

In 2013/14 we continued our close working with Barnardos who provide a dedicated Personal Advisor service to our care leavers. There have been a number of changes

made to the delivery of support to care leavers which include a change to the name of the service to become the '14+ Group' following feedback from care leavers. In addition the name change has been made to reflect the full age range of young people being supported by the service which includes an increasing number of 14 year olds which enables them to start their 'preparation' for the transition to adulthood at an earlier age. In addition we have undertaken more targeted work with foster carers to enhance their role in supporting looked after children to develop their life skills in preparation for their transition to leaving care.

In addition, there has been a change in the focus of support to those aged 18 years and over with the Personal Advisors providing a dedicated response.

During the year internal audit completed a review of payments to care leavers and as a result of this audit we are seeking to introduce payment cards for care leavers in order to streamline cash payments to this cohort of young people.

There has been strong performance relating to care leavers:

- 100% in contact with the authority at the age of 19;
- 93% (15 out of 16 young people) known to be in suitable accommodation;
- 81% (13 out of 16 young people) known to be engaged in education, training or employment

FOSTERING AND ADOPTION

Fostering

Recruitment of foster carers within a competitive market remains a challenge, although the retention of in-house foster carers is good. A new marketing campaign has been developed to raise the profile of fostering in Denbighshire and attract new foster carers. To ensure effective targeting of this campaign work is underway to develop a foster care profile that will provide the detail of what the fostering service needs to look like in the future.

We have been focussing our efforts on ensuring that those foster carers who work with us are well supported, developed and confident in their role. To support this commitment we have established an effective kinship forum that is now offering support to those with Special Guardianship Orders and we have set up a foster carer forum in Denbigh to offer easier access to carers in South of county. Incredible Years training for foster carers is now delivered jointly with a member of the Therapeutic Service which has proved very successful with carers and social workers commenting on the helpfulness of the course in understanding and dealing with challenging behaviours. A rolling programme for the course has now been developed.

A key service development that we have rolled out this year has been the Support Care Service whose aim is to work with families who are experiencing difficulties or stress by providing short breaks for children and support for parents. Recruitment of carers into the service is ongoing.

The CSSIW Fostering Inspection carried out in January 2014 considered the quality of life theme with no areas of non-compliance identified. Key strengths identified in the inspection include:

- Foster Carers positive about the support and training provided
- Good morale and motivation amongst staff
- Knowledge of all foster carers through a dedicated placement officer is supporting effective matching of placements

*"Fostering has been our life for the past 25 years. We have loved and enjoyed it"
(foster carer)*

Adoption

The focus of our work in relation to adoption over the past year has been in relation to embedding the North Wales Adoption Service (NWAS) and embedding its activity and service delivery. A key measure of this has been our experience of the ongoing success in placing children for adoption, including 'older' children and siblings groups which has been enabled through a steady approval of adoptive parents across North Wales.

A comprehensive training programme for adopters now well established and receiving positive feedback. In addition, Safe Base training is being provided to adopters, delivered by After Adoption, on behalf of NWAS. This course is specifically to assist with placement stability and offers long term support to adopters.

The CSSIW Adoption Inspection carried out in November 2013 identified no areas of for compliance. Key strengths identified in the inspection include:

- a range of adopters and increased ability to place children for adoption in North Wales
- support from adoption social workers is of a high standard
- children's long term (permanence) needs are assessed in detail

DRAFT

SAFEGUARDING AND CHILD PROTECTION

Whilst there has only been a small increase in the number of children on the Child Protection Register from 93 in March 2013 to 103 in March 2014, activity has fluctuated throughout 2013/14 with a low of 54 children registered in September 2013.

There has been a lot of attention on safeguarding during the year with a robust response and learning strategy put in place in response to a review of a serious case. A number of lessons were identified within the review and to ensure the whole service, and its partners, provide a robust response there have been a number of learning events provided to staff whereby the case was reviewed in stages and the learning from the case discussed openly. An action plan is now in place to take forward all lessons learnt.

Within the service there have been a number of models rolled-out that focus on learning from best practice to improve the approach to safeguarding and child protection, examples include the "Signs of Safety Approach to Child Protection Conferences" and the Bruce Thornton Risk Model. The benefit of these tools is that it enables Social Workers to both screen and assess risk.

Despite a number of staff absences within the Safeguarding and Reviewing Unit there has continued to be a strong focus on managing child protection processes as is evident in our strong performance. 99% of initial child protection conferences and 91% of initial core group meetings were held within timescales.

As part of the contractual requirements for the Families First programme all projects are required to ensure safeguarding arrangements are in place and that these are reported at regular contract reviews. In addition, all projects are required to complete a self-audit tool for Safeguarding (children, young people and adults) on an annual basis.

On a corporate level there have been a number of key developments and include:

- implementation of a new Corporate Safeguarding Policy
- revisions to HR (Human Resource) procedures;
- safeguarding being adopted as part of the new corporate induction framework
- establishment of a Corporate Safeguarding Panel

FUTURE PLANS

As mentioned earlier, our 2014/15 Service Plans are designed to support the delivery of our corporate priorities to:

- ensure vulnerable people are protected and able to live as independently as possible; and
- modernise the council to deliver efficiencies and improve services for our customers

Below is a summary of activities we aim to progress during 2014/15, and some of the results that we expect to see. It is possible that we will add to these as the regulations for the new Social Services and Wellbeing (Wales) Act 2014 are rolled-out.

We will begin to implement our revised workforce strategy to ensure we can deliver services as outlined within the Social Services and Well-being Act.

We aim to significantly reduce sickness absence across social services

We will develop our approach to using intelligence to inform service developments

Denbighshire will have two additional Extra Care Housing schemes in operation (containing a total of around 100 units) by 2017, with another scheme in development. We expect one of these schemes to begin construction during 2014/15.

We will increase the use of Direct Payments and Individual Service Funds to give people more freedom to choose the services that meet their assessed needs and who provides them

We will deliver against our Welsh Language Action Plan to meet the requirements of “More Than Just Words/ Mwy Na Geiriau”

We will ensure that all carers are offered a review or assessment of their needs

We will develop a framework to identify and evidence the impact (numbers and outcomes) of early intervention services

We will implement a service wide approach to the use of risk models and risk management in the direct work with families

We will embed the Intensive Family Support service model

We will develop a detailed looked after children (fostering) profile for Denbighshire

We will establish and embed new corporate safeguarding arrangements

We will identify and implement a range of resources to actively engage children, young people and families e.g. use of social media, technology.

We will maximise Care Leaver's opportunities to access accommodation that meets their needs

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Report to: Performance Scrutiny Committee

Date of Meeting: 12 June 2014

Report Author: Scrutiny Coordinator

Title: Scrutiny Work Programme

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:

- 3.1 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate; and
- 3.2 confirms/appoints representatives to serve on the various Service Challenge Groups and the Schools Standards Monitoring Group.

4. Report details.

- 4.1 Article 6 of Denbighshire County Council's Constitution sets out each Scrutiny Committee's terms of reference, functions and membership, whilst the rules of procedure for scrutiny committees are laid out in Part 4 of the Constitution.
- 4.2 The Constitution stipulates that the Council's scrutiny committees must prepare and keep under review a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.
- 4.3 For a number of years it has been an adopted practice in Denbighshire for scrutiny committees to limit the number of reports considered at any one meeting to a maximum of four plus the Committee's own work programme report. The aim of this approach is to facilitate detailed and effective debate on each topic.
- 4.4 The Committee is requested to consider its draft work programme for

future meetings, as detailed in appendix 1, and approve, revise or amend it as it deems appropriate taking into consideration:

- issues raised by members of the Committee
- matters referred to it by the Scrutiny Chairs and Vice-Chairs Group
- relevance to the Committee's/Council's/community priorities
- the Council's Corporate Plan and the Director of Social Services' Annual Report
- meeting workload
- timeliness
- outcomes
- key issues and information to be included in reports
- whether the relevant lead Cabinet member will be invited to attend (having regard to whether their attendance is necessary or would add value). (In all instances this decision will be communicated to the lead member concerned)
- questions to be put to officers/lead Cabinet members

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

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

4.6 As mentioned in paragraph 4.2 above the Council's Constitution requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee's business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of suggested subjects. No such proposal form has been received for consideration at the current meeting.

Cabinet Forward Work Programme

4.7 When determining their programme of future work it is useful for scrutiny committees to have regard to Cabinet's scheduled programme of work. For this purpose a copy of the Cabinet's forward work programme is attached at Appendix 2.

Progress on Committee Resolutions

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

Service Challenge Groups

- 4.9 As we are now entering a new municipal year all scrutiny committees are being asked to appoint/re-appoint representatives on to the Council's Service Challenge Groups. A complete list of scrutiny representatives for 2013/14 can be seen at Appendix 4. The Committee is therefore requested to consider its appointments for the forthcoming year.

School Standards Monitoring Group (SSMG)

- 4.10 Conversely the Committee is asked to appoint/confirm its representative on the above Group. The Committee is also asked to appoint a substitute representative for 2014/15. For 2013/14 Councillor Arwel Roberts was the Committee's.

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 Group's next meeting is scheduled for 3 July 2014.

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

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	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
17July	Cllr. Eryl Williams <i>(required)</i>	1 Estyn Action Plan [Education]	To (i) monitor the progress achieved to date in implementing the actions to address the 2 recommendations in the 2012 Estyn Inspection of the Quality of Education Services; (ii) detail measures taken to improve accuracy of KS3 teacher assessment and GwE's use of Moodle; (iii) detail the findings of the audit of services available to children and young people, their impact and value for money; and (iv) inform members of any proposed changes to education delivery, performance/attainment measures and future inspection arrangements and expectations	(i) Better quality services and better outcomes for pupils through early identification of any slippages in progressing actions, or in implementing mitigating measures to address identified risks; and (ii) identification of measures to address national policy requirements/challenges and consequential inspection arrangements with a view to mitigating the risk of disruption to pupils and teachers and deterioration in performance and attainment rates	Joint report by Karen Evans/Liz Grieve	June 2013
	Cllr. David Smith <i>(required)</i>	2 Provision of CCTV and Out of Hours Service	To consider the preferred options identified for the delivery, with limited financial resources, of an equitable	Provision of an effective and efficient service will assist the Authority to deliver the corporate	Graham Boase/Emlyn Jones	October 2013 (rescheduled March 2014)

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			CCTV and associated Out of Hours service across the County in future	priorities of protecting vulnerable people, keeping streets clean and tidy and bring the Council closer to the community		
	Cllr. Barbara Smith <i>(required)</i> <i>Cc Cllr Julian Thompson-Hill</i>	3. IT Software for Recording Health and Safety Incidents	To outline the progress to date in resolving the problem with recording and reporting data on accident categories for Health and Safety reports (including actions identified and timescales for resolution of the problem)	Resolution of a long-standing problem which will enable the Authority to produce accurate and detailed health and safety statistics	Craig Berry/Barry Eaton cc Gerry Lapington	May 2014
	Cllr. Barbara Smith <i>(required)</i>	4. HR Framework	To detail the actions taken to date and planned with a view to reducing Corporate Risk DCC004 that the Framework does not meet the organisation's aims	Reduction in risk categorisation and associated financial, organisational and reputational risk to the Council	Linda Atkin	May 2014
2 October	Cllr. Barbara Smith	1. Annual Performance Review 2013/14	To seek Scrutiny's view on the Council's Annual Performance Review report prior to its submission to County Council for approval	Participation in the consultation on the Annual Report will assist the Committee to identify areas of weakness and build them into its future work programme with a view to realising improvements going forward	Alan Smith	September 2013
	Cllr. Eryl	2. Provisional External	To review the performance of	Scrutiny of performance	Julian Molloy	September

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	Williams <i>(representative from GwE also to attend)</i>	Examinations and Teacher Assessments [Education]	schools and that of looked after children	leading to recommendations for improvement		2013
20 November	Cllr. Hugh Irving	1. Your Voice' complaints performance (Q 1 & 2)	To scrutinise Services' performance in complying with the Council's complaints process and to consider the feedback received after service issues and complaints have been resolved (as a result of the analysis undertaken of the complaints received)	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Jackie Walley/Clare O'Gorman	February 2013
	Cllr. Huw LI Jones	2. Street Naming Policy	To consider the progress made with the implementation of the new policy	Identification of problems with its implementation and management with a view to devising solutions to improve future performance	Hywyn Williams	May 2014
15 January 2015	Cllr. Eryl Williams <i>(representative from GwE also to attend)</i>	1. Verified External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's powers	Scrutiny of performance leading to recommendations for improvement	Julian Molloy	September 2013
26 February	Cllr. Hugh Irving	1. Your Voice' complaints performance (Q 3)	To scrutinise Services' performance in complying	Identification of areas of poor performance with a	Jackie Walley/Clare	February 2013

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			with the Council's complaints	view to the development of recommendations to address weaknesses.	O'Gorman	
16 April						
May/June	Cllr. Hugh Irving	1 Your Voice' complaints performance (Q 4)	To scrutinise Services' performance in complying with the Council's complaints process and to consider the feedback received after service issues and complaints have been resolved	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Jackie Walley/Clare O'Gorman	February 2013
	Cllr. Julian Thompson-Hill	2. Corporate Health and Safety Annual Report	To consider the Council's management of general health and safety and fire safety matters	Assurances that the Authority is abiding and conforming with all relevant H&S legislation and therefore mitigate the risk of litigation	Gerry Lapington	May 2014

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
<i>In-house Services Task and Finish Group</i>	<i>To consider the findings of the Task and Finish Group examining the value for money and viability of the Council's social care establishments</i>	<i>To formulate recommendations with respect to providing quality social care establishments that meet residents needs with diminishing resources</i>	<i>Phil Gilroy/Rhian Evans</i>	<i>March 2014</i>

Information/Consultation Reports

Date	Item (description / title)	Purpose of report	Author	Date Entered
April 2014 [Information] [Education]	Condition of the County's School Estate	To detail the structural and fabric condition of the County's School estate	Jackie Walley/James Curran	January 2014
May /June 2014 [Information]	New Library Performance Standards	Details of the proposed new national Library Service Standards and Denbighshire's evaluation/proposals to meet those standards. The report will assist the Committee to determine whether this topic merits detailed scrutiny	Jamie Groves/Roger Ellerton/Arwyn Jones	January 2014
Available during the summer term 2014 [Information] [Education]	Use of Supply Teachers [Education – to be shared with coopted members]	To detail the use made of supply teachers within the county during recent years and to date this year. The report to detail the costs to the Council of hiring supply teachers, the lengths of time for their hire, the expectations/objectives given to them upon engagement and the quality monitoring arrangements in place to evaluate their effectiveness	Karen Evans	September 2013
September/October 2014	Community Development Agency	To detail the progress made in securing alternative delivery arrangements for services previously provided by the Agency and in securing premises to deliver the services	Phil Gilroy/Gwynfor Griffiths	March 2014

Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
17 July	3 July	2 October	18 September	20 November	6 November

Performance Scrutiny Work Programme.doc

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Cabinet Forward Work Plan

Appendix 2

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
24 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 / Alan Smith / Keith Amos
	3	Advocacy Regional Commissioning Project	To seek approval to commission a regional North Wales advocacy service for vulnerable children and young people	Yes	Cllr Bobby Feeley / Michelle Hughes
	4	Foryd Bridge Works	To award a contract for reconstruction of the Eastern Approach and other ancillary works at the Foryd Bridge.	Yes	Cllr David Smith / Tim Towers
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
29 July	1	Finance Report Update	To update Cabinet on the current financial position of	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
			the Council		
	2	Modernising Education Programme – Future Proposals	To review progress to date and to identify future priority areas for investment.	Tbc	Cllr Eryl Williams / Jackie Walley
	3	Rhyl High School	To seek authority to award the construction contract for the new school	Yes	Cllr Eryl Williams / Sian Lloyd Price
	4	West Rhyl Green Space Development	To award a tender.	Yes	Cllr Hugh Evans / Carol Evans
	5	Denbighshire’s Local Flood Risk Management Strategy	To approve the strategy for submission to the Welsh Government	Yes	Cllr David Smith / Wayne Hope
	6	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet’s attention	Tbc	Scrutiny Coordinator
2 September	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
30 September	1	Finance Report Update	To update Cabinet on the current financial position of	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
			the Council		
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
28 October	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
25 November	1	Tenancy Terms and Conditions and Service Charges	To consider updated tenancy terms and conditions and charges for additional landlord services	Tbc	Cllr Hugh Irving / Stephen Collins
	2	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
16 December	1	Finance Report Update	To update Cabinet on the current financial position of	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
			the Council		
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>May</i>	12 May	<i>June</i>	10 June	<i>July</i>	15 July

Updated 30/05/14 - KEJ

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Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
1 May 2014	5. Corporate Health and Safety Annual Report	<p>RESOLVED that:-</p> <p>(a) Subject to the above observations to receive the Corporate Health and Safety Team's Annual Report on its activities; and</p> <p>(b) An invitation be sent out to the Head of ICT, the Corporate Health and Safety Adviser and representatives from Civica to attend a future meeting with a view to examining the problems encountered with the recording/ reporting software for Health and Safety statistics, and possible solutions and timescales for their resolution.</p>	Report scheduled for presentation to the Committee at its meeting on 17 July 2014
	6. Housing Services Improvement Plan	<p>RESOLVED :</p> <p>(a) Notwithstanding the further work required to achieve the Service's ambition to be an excellent service, to note the considerable progress made to date in relation to service improvement</p> <p>(b) That officers feedback to local members the outcomes of their housing estate visits and the progress made in addressing issues raised</p> <p>(c) That the additional information requested by members be provided, and</p> <p>(d) That elected members be involved with the development of the new tenancy agreement from an</p>	Committee's recommendations communicated to relevant officers

	<p>7. Corporate Risk Register</p>	<p><i>early stage.</i></p> <p>RESOLVED that :</p> <p>(a) <i>Subject to the above observations to note the deletions, additions and amendments to the Corporate Risk Register, and</i></p> <p>(b) <i>On the basis of members' concerns on the risks posed to the Authority if the HR Framework did not meet its aims, to request that relevant officers attend a future meeting to detail progress made and future plans to mitigate and reduce this risk.</i></p>	<p>Report scheduled for presentation to the Committee at its meeting on 17 July 2014</p>
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Scrutiny Representatives on Service Challenge Groups 2013/14

Appendix 4

Service:	Communities	Partnerships	Performance
Housing & Community Development – Peter McHugh	Cllr Bob Murray	Cllr. Bill Tasker	
Children & Family Services – Leighton Rees	Cllr Win Mullen-James	Cllr. Jeanette Chamberlain-Jones	Cllr. Arwel Roberts
Adult & Business Services – Phil Gilroy	Cllr Bob Murray	Cllr. Ann Davies	Cllr. David Simmons
Legal & Democratic Services – Gary Williams	Cllr. James Davies	Cllr. Meirick Lloyd Davies	Cllr. Dewi Owens
Business Planning & Performance – Alan Smith	Cllr. Cheryl Williams	Cllr. Jeanette Chamberlain-Jones	Cllr. Dewi Owens
Education– Karen Evans	Cllr Huw Hilditch-Roberts	Cllr. Margaret McCarroll	Cllr Arwel Roberts
Customers and Education Support – Jackie Walley	Cllr. Carys Guy-Davies	Cllr. Pat Jones	Cllr. Richard Davies
Communication, Marketing & Leisure – Jamie Groves	Cllr Joseph Welch	Cllr. Dewi Owens	Cllr. Geraint Lloyd Williams
Finance & Assets – Paul McGrady	Cllr Rhys Hughes	Cllr. Dewi Owens	Cllr. Colin Hughes
Highways & Infrastructure – Steve Parker	Cllr Huw O Williams	Cllr. Merfyn Parry	(sub: Cllr. Meirick Lloyd Davies)
Planning & Public Protection – Graham Boase	Cllr. Huw O Williams	Cllr. Meirick Lloyd Davies	Cllr. Meirick LI Davies
Strategic Human Resources – Linda Atkin	Cllr. Huw Hilditch-Roberts	Cllr. Dewi Owens	Cllr. Richard Davies

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