

To: Members of the Performance  
Scrutiny Committee

Date: 11 July 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, 17 JULY 2014** in the **COUNCIL CHAMBER, RUSSELL HOUSE, RHYL**.

Yours sincerely

G. Williams  
Head of Legal and Democratic Services

## AGENDA

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

#### **1 APOLOGIES**

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

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

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

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

#### **4 MINUTES OF THE LAST MEETING (Pages 5 - 12)**

To receive the minutes of the Performance Scrutiny Committee held on the 12th June, 2014 (copy attached).

**5 POST INSPECTION ACTION IN RESPONSE TO THE ESTYN INSPECTION ON THE QUALITY OF LOCAL AUTHORITY EDUCATION SERVICES FOR CHILDREN AND YOUNG PEOPLE IN DENGIGHSHIRE (Pages 13 - 22)**

To consider a report by the Partnerships and Communities Manager regarding progress made in addressing Estyn's recommendations following the 2012 inspection.

**9.35 a.m. – 10.10 a.m.**

**6 HR FRAMEWORK (Pages 23 - 26)**

To consider a report by the HR Services Manager (copy enclosed) relating to the risk that the HR Framework does not support the organisation's aims and providing an update on progress made in delivering the HR Improvement Plan and future plans to mitigate this risk.

**10.10 a.m. – 10.40 a.m.**

~~~~~ **BREAK** ~~~~~

**7 HEALTH AND SAFETY REPORTING (Pages 27 - 30)**

To consider a report by the Corporate Information Manager (copy enclosed) providing an overview of the issues associated with the reporting of health and safety incidents and the actions being undertaken to address them.

**10.55 a.m. – 11.25 a.m.**

**8 SCRUTINY WORK PROGRAMME (Pages 31 - 48)**

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

**11.25 a.m. – 11.40 a.m.**

**9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**11.50 a.m. – 11.50 a.m.**

**PART 2 - CONFIDENTIAL ITEMS**

No Items.

## **MEMBERSHIP**

### **Councillors**

David Simmons (Chair)

Arwel Roberts (Vice-Chair)

Meirick Davies

Peter Owen

Richard Davies

Dewi Owens

Colin Hughes

Gareth Sandilands

Geraint Lloyd-Williams

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

Gill Greenland

Dr. D. Marjoram

Debra Houghton

Gareth Williams

Nicola Lewis

### **COPIES TO:**

All Councillors for information

Press and Libraries

Town and Community Councils

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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, 12 June 2014 at 9.30 am.

### PRESENT

Councillors Meirick Davies, Richard Davies, Geraint Lloyd-Williams, Dewi Owens, Arwel Roberts (Vice-Chair) and Gareth Sandilands.

Lead Member attendance requested by the Committee:- Councillors R.L. Feeley, H.C. Irving, B.A. Smith and J. Thompson-Hill.

### ALSO PRESENT

Chief Executive (MM), Director of Social Services (NS), Head of Internal Audit (IB), Head of Customers and Education Support (JW), Principal Manager: Business Support (TW), Property Manager (DL), Corporate Improvement Officer (NK), Corporate Complaints Officer (COG), Scrutiny Co-ordinator (RE) and Administrative Officer (CIW).

#### 1 APOLOGIES

Apologies for absence were received from Councillors Colin Hughes, Peter Owen and David Simmons

#### 2 APPOINTMENT OF VICE CHAIR

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

In the absence of the Chair, Councillor D. Simmons, the Vice Chair, Councillor A. Roberts, took the Chair for the meeting. The Committee's best wishes were conveyed to Councillor D. Simmons for a full and speedy recovery.

#### 3 DECLARATION OF INTERESTS

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

#### 4 URGENT MATTERS AS AGREED BY THE CHAIR

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

#### 5 MINUTES OF THE LAST MEETING

The Minutes of a meeting of the Performance Scrutiny Committee held on Thursday, 1<sup>st</sup> May, 2014 were submitted.

Matters arising:-

5. Corporate Health and Safety Annual Report - Members were informed that it had been agreed that it would not be appropriate for Civica to be invited to the July meeting of the Committee to discuss Health and Safety incident reporting problems. A report would be presented to the meeting by Council officers outlining the problems encountered and the steps being taken to rectify them.

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

## **6 YOUR VOICE COMPLAINTS PERFORMANCE - QUARTER 4**

A copy of a report by the Head of Customers and Education Support (HCES), which provided 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, had been circulated with the papers for the meeting.

The report provided information regarding performance issues in dealing with complaints. The headlines for Q4 had been provided, with the Appendices for the report giving further details. The Corporate Complaints Officer (CCO) detailed the main headlines included in the report.

The HCES responded to questions from Members and confirmed that for 2014/15 onwards the 'other' categorisation for complaints would be obsolete. All future complaints would be allocated to one of the Council's services even if the complaint crossed two or more Council services. The allocation would be done following discussions with the respective heads of services.

Following a discussion on the CRM Service and the EMMA service, and understanding that a high number of Councillors were not using the EMMA system, Councillor Richard Davies agreed to work with the Head of Customers and Education Support with a view to increasing Member engagement with the new system. The Head of Service advised that a session on EMMA would be held for all Members following a future County Council meeting.

The Head of Internal Audit clarified the Corporate Governance Committee's role with respect to the twice yearly report on the complaints process to that Committee and advised Scrutiny that its role was to examine and monitor areas of concern within services which were identified through the complaints process.

In response to a suggestion from Councillor M.LI. Davies, the HCES agreed that the Committee could receive monthly information reports on Services' performance in dealing with complaints. The monthly reports would then be used to inform the contents of the quarterly reports to the Committee, with those reports concentrating on one or two service areas of greatest concern. It was explained that this would assist services to improve their performance in dealing with complaints and with resolving problematic matters.

Following further detailed discussion it was:-

**RESOLVED** – that

- (a) subject to the above observations, the Committee receive the report on the performance of services in dealing with customer complaints, and
- (b) the Committee receive monthly information reports on Services' performance in dealing with complaints and that these monthly reports inform the contents of the quarterly reports to the Committee, with those reports concentrating on one or two service areas of greatest concern.

**7 CORPORATE PLAN PERFORMANCE REPORT - QUARTER 4 - 2013/14**

A copy of a report by the Head of Business, Planning and Performance (HBPP), which provided an update on the delivery of the Corporate Plan 2012-17 at the end of quarter 4 of 2013/14, had been circulated with the papers for the meeting.

The CIM introduced the report which emphasised the need for members and officers to understand the progress made with the delivery of the Corporate Plan (CP) outcomes. Regular reporting was an essential monitoring requirement of the CP to ensure that the Council exercised its duty to improve.

A summary of the fourteen outcomes in the CP had been presented in the Appendix to the report. The report showed acceptable progress was being made in delivering the CP. This was the third year of the 5-year CP and it had been recognised that some areas for improvement would take longer to achieve than others. However, it was understood what the improvement journey should look like and this had been incorporated into the analysis within the report.

Some of the key performance exceptions to be found in the CP for Q4 had been included in the report and were summarised for the Committee. A full report of all 7 Priorities in the CP had been included in the Appendix.

Members discussed the Council's performance in delivering its Corporate Plan up to the end of the 2013/14 financial year. Discussions took place around the Economic and Community Ambition Board's decision to streamline the number of projects and indicators relating to developing the local economy. The rationale being that it would be better to focus efforts and resources towards delivering good quality sustainable projects rather than a greater number of smaller less effective projects.

Officers advised that large scale transport projects, such as the electrification of the North Wales coast railway were now being driven by Welsh Government (WG) and therefore it would not be a good use of scarce resources to duplicate this work, particularly as the Leader of each Council served on the WG's Taskforce. Dialogue had also taken place around the sites earmarked for development in future and current brownfield sites.

Members raised concerns with respect to the drop in the Council's performance in reducing the number of young people not in Education, Employment or Training

(NEET). Whilst this had been given a priority status the Committee felt that it would be important to examine the matter more closely.

The quality of the Council's highways was discussed, particular reference being made to rural roads and the implementation of its dropped kerb strategy. With regards to the perceived performance in dealing with incidents of fly tipping the HIA explained that he had contacted Natural Resources Wales (NRW) to discuss the anomaly relating to the recording of these incidents, NRW had confirmed that they would look at the matter. The Chair had also written to NRW on the matter.

Councillor R.L. Feeley advised that as Lead Member she had already arranged a meeting with the Head of Children and Family Services (HCFS) to discuss the performance relating to holding child protection conferences. It was emphasised that whilst the indicator may not have been met on every occasion that did not necessarily mean that the child's needs had not been met. Councillor Feeley agreed to feedback the result of her meeting with the Head of Service to Members.

A Working Group had been established with a view to increasing the availability of affordable housing in the County, and the recent implementation of a new sickness absence policy was anticipated to further improve performance in this area. For future reports Members asked that it be made clear that the report presented to them was in draft format and that sections in the main report referred to in the covering report be cross referenced accordingly.

Following detailed discussion the Committee:-

**RESOLVED** – *that subject to the above observations, to receive the Corporate Plan Performance report Quarter 4 2013/14 and request that a report be presented to it on the measures being taken by the Council with a view to reducing in future the number of young people classed as NEETs.*

## **8 AGRICULTURAL ESTATE STRATEGY**

A copy of a report by the Property Manager (PM) on the development of a long term strategic plan for the Council's Agricultural Estate holdings and the governance issues for delivery of the strategy, had been circulated with the papers for the meeting.

Following the Committee's consideration of a report on the Estate in March, and in response to concerns raised at that meeting, the Agricultural Estate Working Group had met 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 2013/23. A copy of the reports considered by the Working Group had been included as an appendix to the report presented to the Committee.

The Working Group had resolved that the existing relocation and disposal programme should continue generating anticipated capital receipts of £1.3m by early 2015, and this effectively delivered the outcomes of the existing strategy. 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.

It had been agreed that the only realistic option was to continue with a prioritised and targeted disposal programme aligned to a focus on income generation and sustainability. Options on how this could be undertaken and information on the steps being taken to develop a new strategy for the Estate from April 2015 onwards were contained in the report and appendix.

Officers asked that any operational issues relating to the Estate be brought to the attention of Members should be reported to the Property Manager in the first instance for response and resolution.

In response to Members' questions the Lead Member for Finance and Assets and officers advised that whilst the Council did need capital receipts in order to deliver its Corporate Plan no decision had been taken to sell Agricultural Estate in its entirety. The Estate, like all other Council structural assets, had suffered from a lack of investment over a number of years and consequently a considerable amount of money would need to be spent to make them viable and fit for purpose again. Members emphasised the need to deal in a fair manner with tenants and those affected when disposing of any assets and of the need to consider the younger generation of farmers when devising a strategy for the Estate's future. The importance of retaining any land earmarked as surplus to requirement as agricultural land when disposing of it was emphasised.

Members referred to a report considered by the Welsh Local Government Association's (WLGGA) Rural Forum, titled 'Welsh County Farms: Way Forward Initiative' and officers confirmed that they intended to fully engage with the work which would be undertaken by Mr Charles Coates on the WLGGA Rural Forum's behalf. Concerns were raised that due to changes to the farming industry over a number of decades some of the Authority's farms were no longer viable. Historical tenancy agreements had also complicated matters due to some of them being lifetime tenancies which meant that tenants on 'starter-units' could not be compelled to move to bigger units once their business was established, this in turn had led to a shortage of starter units. Members stressed the need to develop a long term strategy for the Estate which would ensure its viability and make it sustainable for the future.

**RESOLVED** – *that subject to the above observations:-*

- (a) to note the contents of the report and endorse the short-term vision for the County's Agricultural Estate,*
- (b) that the draft long term strategy for the Agricultural Estate from April 2015 onwards be presented to the Committee in early 2015 for examination, and*
- (c) that a report on the Agricultural Estate's performance, including the number and location of holdings and capital receipts received to date and proposed investment strategy, be presented to the Committee in the autumn of 2014.*

## 9 DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2013/14

A copy of a report by the Director of Social Services, which summarised the effectiveness of the Authority's social care services and priorities for improvement, had been circulated with the papers for the meeting.

The Committee considered the 2013/14 Annual Report, and congratulated the Service on its achievements and service delivery. The report demonstrated a clear understanding of the strengths and challenges faced, and enabled Members to scrutinise it prior to its submission to the CSSIW by the end of June.

The Council had continued to provide high quality social services during 2013/14, and achieved some excellent performance in areas that were important to the communities. Progress had been made with transforming social services in response to the challenges posed by the financial position and the Social Services and Well-being (Wales) Act 2014. A number of areas had been identified where improvements needed to be made and plans were in place to address these issues.

Future plans and actions identified for Social Services would be delivered within existing budgets. However, some of the themes covered by the report, such as supporting independence and enhancing wellbeing need to be considered as corporate matters. This would mean ensuring that all services, for example housing, highways, planning, environmental services and leisure, were designed to optimise independence. Feedback from service users and carers about services had been utilised as part of the existing quality assurance system.

Reference was made to the New Work Connections Programme, which would shortly be coming to an end, the Principal Manager: Business Support (PMBS) agreed to circulate information highlighting the good work undertaken in the Programme.

Members raised questions regarding the relationship with the Health Service, including GPs. They were advised that the new Single Point of Access (SPoA) which would be a joint service was about to be launched and the Enhanced Care Service (EHS) (previously known as HECS) was now beginning to work well across the County, although more work would be required. It was also acknowledged that more work needed to be done also to support carers, which were an extremely valuable asset for the purpose of delivering care to the County's vulnerable people and investing in services for carers would assist the Authority to cut down on social care costs in the long-term. Services for carers had been highlighted in the report as one of the six areas which would require strengthening during the course of the forthcoming year.

Work was now underway with a view to changing the way services would be delivered in future, partly in light of limited funding but partly in response to service-user preferences for service delivery and their wish to remain independent. At the conclusion of the discussion the Committee:-

**RESOLVED** – to:-

- (a) commend the report as a clear account of performance in 2013/14, and
- (b) to request that the Scrutiny Coordinator schedule the areas highlighted in the report as 'Future Challenges' into the Committee's forward work programme over the forthcoming months.

## 10 SCRUTINY WORK PROGRAMME

A copy of a report by the Scrutiny Coordinator, which requested the Committee to review and agree its Forward Work Programme and provided an update on relevant issues, had been circulated with the papers for the meeting. The Cabinet 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. Members were informed that the Scrutiny Chairs and Vice-Chairs Group would meet on the 3<sup>rd</sup> July, 2014.

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:-

17<sup>th</sup> July, 2014:-

- A verbal report on the Adult Social Care Task and Finish Group be presented to the meeting by the Head of Adult and Business Service if the Group's work had been concluded by then.

2<sup>nd</sup> October, 2014:-

- Report on Looked after Children be included in the forward work programme for the meeting.

20<sup>th</sup> November, 2014:-

- Report on the Performance of the Agricultural Estate be included in the forward work programme for the meeting.
- An information report on New Library Performance Standards 2014/17 had been circulated with the Information Update for the meeting. Members agreed that a report in respect of this matter be included in the Committee's forward work programme in late 2014.

In reply to a question from Councillor M.LI. Davies, it was explained that a meeting would be convened between officers and Members to discuss the school transport policy. The Committee was informed that the issue could be referred to the Communities Scrutiny Committee for further consideration if required following the meeting already arranged

The Scrutiny Coordinator explained that all Scrutiny Committees had been asked to appoint or re-appoint representatives on to the Council's Service Challenge Groups. A complete list of Scrutiny representatives for 2013/14 had been included in

Appendix 4. The Committee considered its appointments for the forthcoming year and, subject to the following amendments, the list was agreed:-

- Housing and Community Development – Councillor M.LI. Davies be appointed as the Committee’s representative, with Councillor D. Owens as a substitute.
- Highways and Infrastructure - Councillor M.LI. Davies be appointed as the Committee’s representative with Councillor A. Roberts as a substitute.
- All other representatives to stay the same and Councillor R. J. Davies to become the substitute representative for Education

The Committee agreed that Councillor A. Roberts be re-appointed as its representative on the School Standards Monitoring Group (SSMG) for 2014/15, and Councillor C. Hughes be appointed as a substitute representative for 2014/15.

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

## 11 FEEDBACK FROM COMMITTEE REPRESENTATIVES

Councillors D. Owens and M.LI. Davies had recently been on a Service visit to the Registrar and Coroner's Service. Whilst they were extremely complimentary of the Services' work they had serious concerns with regard to safety and privacy aspects of the Registrar’s Office in Rhyl. A request was made that the transfer of the Service to the ground floor of the Town Hall be expedited as soon as possible. The Chief Executive agreed that the concerns expressed would be investigated.

Councillor G. Sandilands confirmed that the Strategic Investment Group had met and discussed issues pertaining to the Nova Centre and Bowls Centre in Prestatyn and the all-weather pitch in Denbigh.

Councillor A Roberts advised that he had attended a meeting with Rhyl College and referred to the excellent work being undertaken.

Councillor G.Lloyd-Williams made reference to the increase in the number, and success, of sports events being held in Denbighshire.

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

Meeting ended at 12.40 p.m.

|                               |                                                                                                                                                                           |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Report To:</b>             | <b>Performance Scrutiny Committee</b>                                                                                                                                     |
| <b>Date of Meeting:</b>       | <b>17 July 2014</b>                                                                                                                                                       |
| <b>Lead Member / Officer:</b> | <b>Lead Member for Education/Head of Education</b>                                                                                                                        |
| <b>Report Author:</b>         | <b>Partnerships &amp; Communities Manager</b>                                                                                                                             |
| <b>Title:</b>                 | <b>The post inspection action in response to the Estyn Inspection on the quality of Local Authority Education Services for children and young people in Denbighshire.</b> |

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

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

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

2.1. To provide information on and consider progress made following the report presented to the scrutiny committee on 16 January 2014, in response to the recommendations made by Estyn following the 2012 inspection.

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

That the Committee:

3.2 considers the information provided and comments on the progress achieved to date in addressing Estyn's recommendations; and

3.3 determines whether further monitoring of the action plan's implementation is required.

## **4. Report details**

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

4.1.1 How good are outcomes?

4.1.2 How good is provision?

4.1.3 How good is leadership and management?

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

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

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

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

## **5. Progress against Recommendation 1**

- 5.1 Provisional results indicate that this recommendation has been addressed. The key indicator at KS 3 is the Core Subject Indicator (CSI), this has risen for a seventh consecutive year. The CSI has risen from 75% in 2013 to 83.3% in 2014, an increase of 8.2%.
- 5.2 There is a significant increase in English, Welsh, Maths and science compared to 2013, there has also been an increase in the number of pupils achieving the higher Levels 6 and 7 in 2014 in all core subjects.

## **6. Progress against Recommendation 2**

- 6.1 A revised approach to meeting the recommendation is proposed which builds on the mapping work that was completed as a pilot in 2012.
- 6.2 A small task and finish group has been convened to plan mapping activity going forward and a work plan has been agreed. This includes:
- Youth Workers completing 15 further mapping tools each (see Appendix 2)
  - Partnerships & Communities Team to include mapping activity through 'Access to Services in Rural Areas' project
  - Family Information Service (FIS) Outreach Officer completing mapping tools at engagement meetings
  - FIS Database to be updated with all information received
  - Lead Officers to meet regularly to consider themes and response required.
- 6.3 This approach not only matches the spirit of the Estyn Recommendation, but also supports the Council's Safeguarding responsibilities by developing better understanding of the requirements for safeguarding training and support for groups that are not directly funded or supported by the Council.
- 6.4 This activity will be completed by the end of December and a review of the approach, coupled with recommendations for embedding the work into 'business as usual' activities will be considered by the Children, Young People & Families Partnership in January 2015.
- 6.5 A further piece of work is underway under the auspices of the Children, Young People and Family Partnership which identifies all the performance indicators and outcome measures that are being reported by projects, programmes, services and partnerships in this area. To date there are over 400 separate indicators that are being reported to Welsh Government and beyond. The

partnership aims to identify shared outcome evaluations in order to be able to compare and contrast the initiatives, fully understanding the impact that is being made by them, identifying any duplication or gaps that need to be addressed, and have a good understanding of the value for money that is being delivered.

- 6.6 Welsh Government have expressed a desire to streamline performance reporting across the Anti-Poverty programmes (Flying Start, Families First and Communities First), but the holistic approach that Denbighshire is taking is understood to be the first such one in Wales; Welsh Government and other stakeholders will be kept informed of the outcome of the work.

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

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

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

- 8.1. All costs accrued will be supported by service budgets.

## **9. 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.**

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

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

- 10.1. Consultation has been carried out with Key Stakeholders.

## **11. Chief Finance Officer Statement**

- 11.1 Any costs associated with the implementation of the recommendations must be contained within the resources available

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

- 12.1 To reduce any risks to school support and challenge in Denbighshire schools, Education Officers within the Authority are monitoring and assessing the quality of the regional support from GwE.
- 12.2 There is an opportunity for officers working for the region to strengthen the moderation process for KS3 Teacher Assessments. This should

improve the quality of external moderation ensure continuity and parity of Teacher Assessments across North Wales.

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

- 13.1 No legal requirements but Local Authority inspections are mandatory.
- 13.2 Article 6.3.2 of the Council's Constitution stipulates that scrutiny committees may ensure that actions indicated in action plans are carried out.

**Contact Officer:**  
Head of Education  
Tel: 01824 708009

## Partnership Group Mapping

|                                                          |  |                           |          |  |           |  |           |                  |         |
|----------------------------------------------------------|--|---------------------------|----------|--|-----------|--|-----------|------------------|---------|
| Name of organisation:                                    |  | Date Completed:           |          |  |           |  |           |                  |         |
| Delivery address:                                        |  | Contact name:             |          |  |           |  |           |                  |         |
|                                                          |  | Total membership          | Age 0-10 |  | Age 11-19 |  | Age 20-25 |                  | Age 25+ |
|                                                          |  | Av attendance per session |          |  |           |  |           |                  |         |
| Contact Tel No                                           |  | Email                     |          |  |           |  |           |                  |         |
| Main activities provided and frequency (e.g. weekly etc) |  |                           |          |  |           |  |           | Funding end date |         |
|                                                          |  |                           |          |  |           |  |           | Insurance* Y/N   |         |
|                                                          |  |                           |          |  |           |  |           | On FIS database? |         |

**Areas of focus – please circle one box (A to E) in each row (1 to 9) based on the one that most closely matches what you do. S = ✓ for advice/support**

|                                                                                                                   | A                                                                                                                  | B                                                                                                                                             | C                                                                                                                                                            | D                                                                                                             | E                                                                                                                                                  | S |
|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|---|
| <b>1. Young peoples' participation</b>                                                                            | Sessions are totally managed by the adults with no involvement of young people in the organisation of the sessions | Sessions are managed by the adults with some limited involvement of young people in expressing their views about the planning of the sessions | Sessions are managed by the adults with regular involvement of young people in expressing their views about the planning of the sessions and session reviews | Young people have an active and ongoing involvement in how their sessions are planned, delivered and reviewed | Young people have an active and ongoing involvement in how their sessions are planned, delivered and reviewed including often leading on sessions. |   |
| <b>2. Keeping young people safe *</b>                                                                             | No knowledge of Safeguarding nor any policies or procedures in place. No CRBs carried out for any adults           | Policies and procedures in place but limited knowledge of these within adults and young people. Relevant CRB checks carried out and in place. | Policies and procedures in place and all adults aware of issues and how to report concerns. Relevant CRB checks carried out and in place.                    | As in C plus young people aware of issues and how to report concerns.                                         | Adults and young people actively involved in promoting safeguarding agenda via a range of initiatives and programmes.                              |   |
| <b>3. Non – Formal Learning-</b><br>structured learning that does not typically lead to accredited qualifications | No process to record any learning that may take place in any session/activity                                      | Awareness of learning is acknowledged through verbal discussion.                                                                              | Group/Individual learning outcomes are recorded.                                                                                                             | Planned learning outcomes and achievements are recognised by internal processes (certs/awards etc)            | Planned learning outcomes are recorded as part of a learning programme. Achievements are recognised by external                                    |   |

|                                                                                      | <b>A</b>                                                                                     | <b>B</b>                                                                                      | <b>C</b>                                                                                                                           | <b>D</b>                                                                                                              | <b>E</b>                                                                                                                                 | <b>S</b> |
|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------|
|                                                                                      |                                                                                              |                                                                                               |                                                                                                                                    |                                                                                                                       | bodies                                                                                                                                   |          |
| <b>4. Formal learning</b> - structured learning leading to accredited qualifications | No formal learning processes taking place.                                                   | Awareness of formal learning process but none in place.                                       | Young people take part in a planned programme of learning                                                                          | Young people's achievements are recognised through a planned programme of learning with a progression pathway.        | Young people's achievements are accredited by a standardised process of external verification by an awarding body.                       |          |
| <b>5. Reading, writing and numeracy</b>                                              | No knowledge or awareness of basic skills levels within regular members                      | Some knowledge of basic skill levels through incidental contact, activities, discussions etc. | Basic skills needs within membership identified through targeted projects / activities                                             | Basic skills levels identified through targeted projects / activities and young people advised re specialist services | Ongoing process of assessment (formal or informal), signposting and follow through support within activities and other agreed strategies |          |
| <b>6. Welsh language and culture</b> (Non Welsh speaking groups)                     | No recognition of issues related to Welsh language and culture within adults or young people | Some recognition of issues related to Welsh language and culture within adult team            | Clear recognition of issues related to Welsh language and culture within adults and some strategies in place in terms of programme | High level of awareness amongst adults and young people and strategies and responses in place.                        | As D plus encouraged on a daily basis within context of their cultural background, their community and their preferences                 |          |
| <b>7. Equality, diversity and inclusion (EDI)</b>                                    | No knowledge or recognition of issues related to EDI within adults or young people           | Recognition of issues related to EDI within some adults                                       | Clear recognition of issues related to EDI within adults and planned strategies in place in response                               | Clear recognition of issues related to EDI within adults and young people and planned strategies in place             | High level of awareness amongst young people and staff and jointly owned/delivered strategies and responses in place.                    |          |
| <b>8. Volunteer and staff support *</b>                                              | No processes of adult support or training in place at a formal or informal level             | Informal conversations with adults about their work. Occasional training takes place          | Agreed formal process of one to one support but not documented. Formal programme of regular training                               | Formal documented one to one support and ongoing programme of training                                                | As in D together with formal programme of review to evaluate effectiveness and impact                                                    |          |
| <b>9. Info and Communication Technology</b>                                          | No ICT resources                                                                             | ICT resources available but no planned use. No safeguarding policies / procedures in place    | Planned use of ICT within sessions to aid learning. Safeguarding policies / proc in place                                          | Non accredited progs of learning on use of ICT and other accredited learning through ICT. Pol/proc in place           | Accredited programmes of learning on use of ICT and other accredited learning through ICT. Pol/proc in place                             |          |
| <b>10. Review and evaluation</b>                                                     | No review of activities / sessions in terms of 'quality' and effectiveness                   | Informal discussions amongst adults about quality and effectiveness                           | Formal recorded reviews of sessions by adults                                                                                      | As in C but with formal evaluation including feedback from young people                                               | As in D but with other types of external evaluation such as peer observation etc.                                                        |          |

Completed by (org)..... Supported by .....

## **Appendix 3**

### **Denbighshire Resource Mapping – Activity Profile Guidance - To be read in conjunction with the Activity Profile checklist**

#### **Common Questions and Answers**

##### **What is it?**

The Activity Profile helps Denbighshire County Council and its partners (Children and Young People's Partnership – CYPSP) know who is providing services to young people in the County and a little bit more about what they focus on during their sessions (Area of Focus).

##### **What is it for?**

It is intended to assist the Partnership in planning for services in the future. For example, if there are a lot of services providing similar things within the same area, the Partnership will know they do not need to plan for additional similar services in that area. However, if we discover there is a big gap in an area, we can plan for that and try and support services to develop.

##### **How were the Areas of Focus chosen?**

Areas such as 'Participation' and 'Learning' were chosen after consultation by partner organisations, based on knowledge about the sorts of things that are important for young people and their development. They are areas that the Partnership think are important and areas that are looked at by the Welsh Government and inspectorates. There are other areas that are important too, but the areas listed are the priorities.

##### **What if we don't do any of these things?**

You might be simply offering young people a place to meet together and socialise in a safe place – that is important and valuable, it would not be seen as 'inadequate' in any way because you were not contributing to some of the listed Areas of Focus.

Again however, if the Partnership knows what you are doing, it helps us to plan for other services in your area that do provide some of the areas of focus listed.

##### **Why aren't other important areas covered such as health and wellbeing?**

We are aware that organisations are providing a whole range of activities and services to young people. These might be focused on health and wellbeing (e.g. exercise, diet etc) or other areas such as advice and counselling. These areas will be listed in the 'main activities provided' section at the beginning of the Activity Profile sheet.

The 'Areas of Focus' cover elements that could be applicable to any activity or session – e.g. the promotion of 'Welsh language and culture' or 'participation' could apply to any activity.

**Where do I return this form and information and what happens to it?**

Please return the form to Heather Morris, Family Information Service (FIS), Denbighshire County Council, The Old Gaol, 46 Clwyd Street , Ruthin, LL15 1HP. Somebody will then contact you to discuss the information you have provided and see if you want to be listed on the FIS website.

## How to complete the form

### 1. Name of organisation

The name of the organisation or group that runs the service/activity. If this is not an organisation or group and just one person enter that person's name

### 2. Date completed

Date this form was completed

### 3. Delivery Address

The address where the activities are held. If more than one address could you please complete a form for each address

### 4. Contact name

Name of main contact person for the service/activity

### 5. Total membership

The approximate number of people in each age group who attend your sessions on a regular basis. If you have an actual membership the approximate numbers of members within each age group. We do not need exact numbers unless these are easily accessible.

### 6. Average attendance per session (11-25)

The approximate number of young people aged 11-25 who typically attend sessions/activities.

### 7. Contact tel no

The contact telephone number of the 'Contact name' on the form.

### 8. Email

The email address of the person named as the 'Contact name' on the form or, if they don't have one, of somebody else within the organisation / group.

### 9. Main activities

The main activities that are supported and how often they take place. Activities might include sports, social, hobbies, support etc. Record on an additional blank sheet if more space is required.

**10. Funding end date**

If you have grant funding the date that this expires. If you have funding from a number of sources the date your main funding expires.

**11. Insurance**

Do you have public liability insurance to cover your activities? If you use somebody else's building they will usually provide this.

**12. On FIS database?**

Are you already listed on the Denbighshire Family Information Service (FIS) website at [www.fisdenbighshire.co.uk](http://www.fisdenbighshire.co.uk)?

**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 17<sup>th</sup> July 2014

**Lead Member/Officer:** Lead Member for Modernising and Performance

**Report Author:** HR Services Manager

**Title:** HR Framework

---

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

The report relates to the risk that the HR Framework does not support the organisation's aims and provides an update on progress made on the HR Improvement Plan and future plans to mitigate and reduce this risk.

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

To provide an update to the committee and offer some reassurance regarding the management of this risk.

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

That Members consider the information provided and comment accordingly on the progress made in addressing the risk identified in the Corporate Risk Register.

## **4. Report details.**

Over the past 18 months, the Service has had an extensive improvement plan which incorporated actions identified following an Audit Review in 2012. The plan ran initially up to December 2013 and extended to the end of March 2014. The plan focused on two priorities:

- a. Getting the core HR Service Right and
- b. Implementation and Improvement of systems

In terms of getting the core HR service right, extensive work has been undertaken on improving the basic knowledge of all HR staff with the implementation of a HR training plan. Alongside this, we have implemented a Competency Framework which is based on the CIPD Framework. Other work undertaken includes:

- Allocated business partners to services
- Development of process guides and standard scripts on key areas
- Review of letters and forms making them simpler to use, written in a common format with the ability to complete and send electronically.
- Development of process chains and workflows on i-trent which has standardised the transactional processes and automatically generates

appropriate letters & forms. In addition, it automatically generates an email to manager confirming the action taken by HR.

- Automating processes to payroll where possible so that information can be sent electronically. Further work is planned on this for 2014/15.
- Review of HR intranet page to make it easier to find documents
- Performance appraisals - Development of employee based forms and simplified forms for those employees who do not have access to a PC; all the data recorded in one place to ensure accuracy of data; set up administration rights so managers can delegate the completion of forms for those that do not have access to a PC and regular reporting lines report is now sent to managers to ensure that they have access to the right records.
- Development of systems improvement group to provide a forum for future development of systems to be shared and discussed and give users an opportunity to share ideas and suggestions on future improvements that they would like to see developed.
- Implementation of EDRMS
- Review of policies and procedures
- Completed Audit Action Plan
- Lean process review actions complete for recruitment, ill health retirement, DBS, Occupational Health, and 75% complete for grievance, DBS, service reviews, consultation and job evaluation; disciplinary and appeals.

Up to the end of March 2014, approximately 90% of the plan had been completed.

During the past month or so, Audit have undertaken a further review of HR and the improvements that have been implemented. A meeting with audit is due to take place in the week commencing 7th July in respect of the further work that they have done on the improvement plan and at the time of writing this report, the outcome of that work is unknown. An addendum to this report will be circulated to members before the date of the meeting to provide more up to date information.

With regards to future improvements, there is a second phase improvement plan currently under development which focus on managers and the support and tools they require to effectively manage their service. This has been developed following a series of meetings with each Service's Senior Management Team and also individual meetings with the Heads of Service.

In addition, a further consultation exercise is proposed with Heads of Service to look at the HR Structure to ensure that the Business Partner model adopted in 2011, effectively meets the needs of their service and is proactively assisting them to manage their service and employees.

This exercise is due to start in September.

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

Not applicable.

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

There are no additional costs associated with this report and there are no particular implications on other services.

**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.**

An Equality Impact Assessment is not required.

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

The Lead member has been involved and informed of progress throughout the duration of the HR Improvement plan.

**9. Chief Finance Officer Statement**

A Chief Finance Officer Statement is not required.

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

There are new no risk associated with this.

**11. Power to make the Decision**

Articles 6.3.4(b) outlines scrutiny's powers with respect to reviewing the performance of particular service areas.

**Contact Officer:**

HR Services Manager

Tel: 01824 706200

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**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 17<sup>th</sup> July 2014

**Lead Member:** Lead Member for Modernising and Performance

**Report Author:** Corporate Information Manager

**Title:** Health & Safety Reporting

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

- 1.1 During the Performance Scrutiny Committee meeting held on 1<sup>st</sup> May 2014, issues associated with Health & Safety reporting were identified and discussed. There were particular concerns at the high number of “Other” and “N/A” accident types being recorded.
- 1.2 The Committee agreed that a report be presented at a future meeting that would outline the issues and progress to date on resolving the problems associated with recording and reporting data on accident categories for Health and Safety reports (including actions identified and timescales for resolution of the problem).

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

- 2.1 To provide Performance Scrutiny Committee with an overview of the issues associated with the reporting of health and safety incidents and the actions being undertaken to address them.

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

- 3.1 That Performance Scrutiny Committee discuss and provide observations on the issues associated with the reporting of health and safety incidents and the actions being undertaken to address them.

## **4. Report details.**

- 4.1 During the year 2011, the Electronic Document Records Management System (EDRMS) Team and Corporate ICT were approached by Health & Safety to ascertain whether a bespoke reporting system could be developed.
- 4.2 There were various scoping meetings held and it was recommended by both Corporate ICT and EDRMs to go with a Civica System alongside an in-house developed webform.
- 4.3 Civica was asked to scope the application and to provide a quotation. The TEST system was built by Civica and the form developed by ICT. Testing was

undertaken and training conducted with users during early 2012. The system went live during May 2012.

4.4 Approximately 12 months after go-live, the Health and Safety team began to raise issues around the “N/A” and “Other” fields and a few other system related issues, including the inability to produce automated reports. These issues created a loss of confidence in the system.

4.5 In order to resolve these issues, the following actions have recently been agreed between ICT, EDRMS and Health & Safety:

- Standard quarterly reports to be produced from July 2014 onwards (removing “Other” and “N/A” fields) (EDRMS Team)
- Conduct changes to the webform (ICT)
- EDRMS hardware and software upgrade to take place, which enables additional fields for more detailed reports (Civica & ICT)
- Implement field changes (Civica)
- More detailed reports to be written following the field changes (EDRMS Team).

4.6 It is anticipated that the aforementioned tasks will be completed by October 2014.

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

5.1 This work does not contribute towards the Council’s corporate priorities but does help to comply with Health and Safety Executive reporting requirements.

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

6.1 Some of the tasks shown in paragraph 4.5 will need to be undertaken by Corporate ICT. These work packages have been discussed and agreed with Corporate ICT.

6.2 The costs associated with the EDRMS hardware and software upgrade will be paid for from the EDRMS budget and were already scheduled to be done during 2014.

## **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 Not required for this report.

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

8.1 N/A.

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

9.1 Any costs must be contained within existing resources.

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

10.1 N/A

**11. Power to make the Decision**

11.1 Articles 6.1 and 6.3.4 (b) outline Scrutiny's powers with respect to this matter.

**Contact Officer:**  
Corporate Information Manager  
Tel: 01824 708246

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**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 17 July 2014

**Report Author:** Scrutiny Coordinator

**Title:** Scrutiny Work Programme

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

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

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

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

**3. What are the recommendations?**

That the Committee:

- 3.1 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate; and
- 3.2 appoints a representative and a substitute representative to serve on the Affordable Housing Task and Finish 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.

4.9 Affordable Housing Task and Finish Group

Members will be aware of a recent proposal to establish a task and finish group to explore various matters relating to affordable housing. The terms of reference for the Group has now been compiled and is attached at Appendix 4 to this report. In line with the terms of reference the Committee is asked to appoint a representative and a substitute representative on the Group.

**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 met on 3 July 2014. No items were referred to this Committee for consideration.

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

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

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

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

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

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

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

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

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

No risks have been identified with respect to the consideration of the Committee's forward work programme. However, by regularly reviewing its forward work programme the Committee can ensure that

areas of risk are considered and examined as and when they are identified, and recommendations are made with a view to addressing those risks.

**11. Power to make the decision**

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

**Contact Officer:** Scrutiny Coordinator  
Tel No: (01824) 712554  
Email: [dcc\\_admin@denbighshire.gov.uk](mailto:dcc_admin@denbighshire.gov.uk)

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

| Meeting   | Lead Member(s)                                                                | Item (description / title)                                                         | Purpose of report                                                                                                                                                                                                                                              | Expected Outcomes                                                                                                                                                                                                | Author                    | Date Entered   |
|-----------|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------|
| 2 October | <b>Cllr. Barbara Smith</b>                                                    | 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 |
|           | <b>Cllr. Eryl Williams</b><br><i>(representative from GwE also to attend)</i> | 2. Provisional External Examinations and Teacher Assessments<br><b>[Education]</b> | To review the performance of schools and that of looked after children                                                                                                                                                                                         | Scrutiny of performance leading to recommendations for improvement                                                                                                                                               | Julian Molloy             | September 2013 |
|           | <b>Cllrs. Bobby Feeley and Eryl Williams</b><br><i>(required)</i>             | 3. Looked After Children<br><b>[Education]</b>                                     | To outline the actions being taken to improve performance in relation to the completion of statutory visits within expected timescales; improve educational and health outcomes, and to reduce the number of placements for the County's looked after children | Improvement of outcomes for looked after children as per the aims outlined in the Director of Social Services' Annual report and the Wales Audit Office' Annual Improvement Letter                               | Leighton Rees/Karen Evans | June 2014      |
|           | <b>Cllr. Eryl Williams</b><br><i>(required)</i>                               | 4. NEET<br><b>[Education]</b>                                                      | To detail the measures being taken to deal with the number of pupils in the County which                                                                                                                                                                       | To improve performance in education and ensure that none of the                                                                                                                                                  | Karen Evans               | June 2014      |

| Meeting     | Lead Member(s)                                | Item (description / title)                      | Purpose of report                                                                                                                                                                                                   | Expected Outcomes                                                                                                                                                           | Author                                 | Date Entered                                   |
|-------------|-----------------------------------------------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|------------------------------------------------|
|             |                                               |                                                 | are 'not in education, employment or training' (NEET)                                                                                                                                                               | County's young people fall into the NEET's category in future and are equipped with the necessary skills to develop the local economy                                       |                                        |                                                |
| 20 November | <b>Cllr. Hugh Irving</b>                      | 1. Your Voice' complaints performance (Q 1 & 2) | To scrutinise Services' performance in complying with the Council's complaints process                                                                                                                              | Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.                                                        | Jackie Walley/Clare O'Gorman           | February 2013                                  |
|             | <b>Cllr. Huw LI Jones</b>                     | 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                                       |
|             | <b>Cllr. Julian Thompson-Hil</b>              | 3. Agricultural Estate's Performance            | To examine the performance of the Estate during the period of the current Strategy. Report to include details on the number and location of holdings, capital receipts to date and the proposed investment strategy | A clear understanding of the Estate's financial position and its contribution to the local economy ahead of the drafting of a new strategy for the Estate from 2015 onwards | Paul McGrady/David Lorey/David Mathews | June 2014                                      |
|             | <b>Cllr. David Smith</b><br><i>(required)</i> | 4. Provision of CCTV and Out of Hours Service   | To consider the preferred options identified for the delivery, with limited financial resources, of an equitable CCTV and associated Out of                                                                         | Provision of an effective and efficient service will assist the Authority to deliver the corporate priorities of protecting                                                 | Graham Boase/Emlyn Jones               | October 2013<br>(rescheduled March 2014 & June |

| Meeting         | Lead Member(s)                                                                | Item (description / title)                                                                                        | Purpose of report                                                                                                                             | Expected Outcomes                                                                                                                                                                                   | Author                                 | Date Entered   |
|-----------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------|
|                 |                                                                               |                                                                                                                   | Hours service across the County in future                                                                                                     | vulnerable people, keeping streets clean and tidy and bring the Council closer to the community                                                                                                     |                                        | 2014)          |
| 15 January 2015 | <b>Cllr. Eryl Williams</b><br><i>(representative from GwE also to attend)</i> | 1. Verified External Examinations and Teacher Assessments <b>[Education]</b>                                      | 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 |
|                 | <b>Cllr. Julian Thompson-Hill</b>                                             | 2. Draft Strategy for the Agricultural Estate 2015 onwards                                                        | To examine the draft strategy for the future of the Agricultural Estate                                                                       | A clear viable long-term vision for the Estate that will realise value for money for the Council and contribute towards the development of the local economy                                        | Paul McGrady/David Lorey/David Mathews | June 2014      |
|                 | <b>Cllr. Huw LI Jones</b>                                                     | 3. Performance in relation to meeting the new Library Performance Standards – 'Libraries are Making a Difference' | To consider the Service's performance in achieving the new standards                                                                          | Identification of any problems encountered with meeting the new standards with a view to resolving them and improving performance and realising the Council's ambition to be close to the Community | Jamie Groves/Arwyn Jones/Roger Elleton | June 2014      |
| 26 February     | <b>Cllr. Hugh Irving</b>                                                      | 1. Your Voice' complaints performance (Q 3)                                                                       | To scrutinise Services' performance in complying with the Council's complaints                                                                | Identification of areas of poor performance with a view to the development of recommendations to                                                                                                    | Jackie Walley/Clare O'Gorman           | February 2013  |

| Meeting  | Lead Member(s)                       | Item (description / title)                                                                            | Purpose of report                                                                                                                                                                                                        | Expected Outcomes                                                                                                                                                     | Author                       | Date Entered  |
|----------|--------------------------------------|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------|
|          |                                      |                                                                                                       |                                                                                                                                                                                                                          | address weaknesses.                                                                                                                                                   |                              |               |
|          | <b>Cllr. Bobby Feeley</b>            | 2 Addressing Future Challenges outlined in the Director of Social Services' Annual Report for 2013-14 | To examine the Service's proposals to improve attendance at work by staff; to increase use of Direct Payments and individual Service Funds; and ensure that all carers are offered a review or assessments of their need | Delivery of the Council's corporate priority of assisting vulnerable people to live as independently as possible whilst improving services and realising efficiencies | Nicola Stubbins/Phil Gilroy  | June 2014     |
| 16 April |                                      |                                                                                                       |                                                                                                                                                                                                                          |                                                                                                                                                                       |                              |               |
| May/June | <b>Cllr. Hugh Irving</b>             | 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 |
|          | <b>Cllr. Julian Thompson-Hill</b>    | 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      |
|          | <b>Cllr. Bobby Feeley (required)</b> | 3. Draft Director of Social Services Annual Report for 2014/15                                        | To scrutinise the content of the draft annual report to ensure it provides a fair and clear evaluation of performance in 2014/15 and clearly articulates future plans.                                                   | Identification of any specific performance issues which require further scrutiny by the committee in future                                                           | Tony Ward                    | June 2014     |

**Future Issues**

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

**Information/Consultation Reports**

| Date                                                                                | Item (description / title)                                                       | Purpose of report                                                                                                                                                                                                                                                                                                                                              | Author                        | Date Entered   |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------|
| <b>July 2014</b><br>[Information]<br><b>[Education]</b>                             | 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   |
| <b>Monthly Information Bulletin</b>                                                 | Your Voice Complaints Procedure                                                  | Details of number of complaints received and dealt with for each Service via the 'Your Voice' procedure to inform the information required in the quarterly reports to the Committee                                                                                                                                                                           | Jackie Walley/Clare O'Gorman  | June 2014      |
| <b>Available during the summer term 2014</b><br>[Information]<br><b>[Education]</b> | Use of Supply Teachers<br><b>[Education – to be shared with coopted members]</b> | 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 |
| <b>September/October 2014</b>                                                       | 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           |
|-----------|---------------------|-------------|-------------------|-----------------|--------------------|
| 2 October | <b>18 September</b> | 20 November | <b>6 November</b> | 15 January 2015 | <b>30 December</b> |

Performance Scrutiny Work Programme.doc

Updated 04/07/14 RhE

Cabinet Forward Work Plan

Appendix 2

| Meeting        |   | Item (description / title)                          | Purpose of report                                                                                                                                  | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|----------------|---|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------|
| <b>29 July</b> | 1 | Finance Report Update                               | To update Cabinet on the current financial position of the Council                                                                                 | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |
|                | 2 | 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 | West Rhyl Coastal Defence Scheme Phase 3            | To seek Cabinet approval for the appointment of the preferred contractor for construction works on the West Rhyl Coastal Defence Scheme (Phase 3). | Yes                                | Cllr David Smith / Mike Hitchings        |
|                | 7 | Items from Scrutiny Committees                      | To consider any issues                                                                                                                             | Tbc                                | Scrutiny Coordinator                     |

Cabinet Forward Work Plan

| Meeting             |   | Item (description / title)                          | Purpose of report                                                                                             | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|---------------------|---|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|                     |   |                                                     | raised by Scrutiny for Cabinet's attention                                                                    |                                    |                                          |
| <b>30 September</b> | 1 | Finance Report Update                               | To update Cabinet on the current financial position of the Council                                            | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |
|                     | 2 | Treasury Management Report                          | Annual review of the performance of the Council's treasury management                                         | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |
|                     | 3 | Food Hygiene Rating Act – Delegated Authority       | To provide delegated powers to the Head of Planning and Public Protection to authorise officers under the Act | Yes                                | Cllr David Smith / Emlyn Jones           |
|                     | 4 | Control of Horses (Wales) Act – Delegated Authority | To provide delegated powers to the Head of Planning and Public Protection to authorise officers under the Act | Yes                                | Cllr David Smith / Emlyn Jones           |
|                     | 5 | Items from Scrutiny Committees                      | To consider any issues raised by Scrutiny for Cabinet's attention                                             | Tbc                                | Scrutiny Coordinator                     |
| <b>28 October</b>   | 1 | Finance Report Update                               | To update Cabinet on the current financial position of the Council                                            | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |
|                     | 2 | Items from Scrutiny Committees                      | To consider any issues                                                                                        | Tbc                                | Scrutiny Coordinator                     |

Cabinet Forward Work Plan

| Meeting            |   | Item (description / title)                       | Purpose of report                                                                             | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|--------------------|---|--------------------------------------------------|-----------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|                    |   |                                                  | raised by Scrutiny for Cabinet’s attention                                                    |                                    |                                          |
| <b>25 November</b> | 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                     |
| <b>16 December</b> | 1 | Finance Report Update                            | To update Cabinet on the current financial position of the Council                            | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |
|                    | 2 | 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> | <b><i>Deadline</i></b> | <i>Meeting</i> | <b><i>Deadline</i></b> | <i>Meeting</i> | <b><i>Deadline</i></b> |
|----------------|------------------------|----------------|------------------------|----------------|------------------------|

Cabinet Forward Work Plan

|             |                       |                  |                            |                |                          |
|-------------|-----------------------|------------------|----------------------------|----------------|--------------------------|
|             |                       |                  |                            |                |                          |
| <i>July</i> | <b><i>15 July</i></b> | <i>September</i> | <b><i>16 September</i></b> | <i>October</i> | <b><i>14 October</i></b> |

Updated 08/07/14 - KEJ

Cabinet Forward Work Programme.doc

## Progress with Committee Resolutions

| Date of Meeting | Item number and title                             | Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Progress                                                                                                                                                                 |
|-----------------|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12 June 2014    | 6. 'Your Voice' Corporate Complaints Q4           | <p><b>RESOLVED</b> – that</p> <p>(a) subject to the above observations, the Committee receive the report on the performance of services in dealing with customer complaints, and</p> <p>(b) the Committee receive monthly information reports on Services' performance in dealing with complaints and that these monthly reports inform the contents of the quarterly reports to the Committee, with those reports concentrating on one or two service areas of greatest concern.</p> | First of these monthly reports circulated to members with the 'Information Brief' document – to enable members to determine the contents of the next 'Your Voice' report |
|                 | 7. Corporate Plan Performance Report – Q4 2013/14 | <p><b>RESOLVED</b> – that subject to the above observations, to receive the Corporate Plan Performance report Quarter 4 2013/14 and request that a report be presented to it on the measures being taken by the Council with a view to reducing in future the number of young people classed as NEETs.</p>                                                                                                                                                                            | See Appendix 1 – report on this area scheduled into the Committee's forward work programme for its next meeting on 2 October 2014                                        |
|                 | 8. Agricultural Estate Strategy                   | <p><b>RESOLVED</b> – that subject to the above observations:-</p> <p>(a) to note the contents of the report and endorse the short-term vision for the County's Agricultural Estate,</p> <p>(b) that the draft long term strategy for the Agricultural Estate from April 2015 onwards be presented to the Committee in early 2015 for examination, and</p> <p>(c) that a report on the Agricultural Estate's performance,</p>                                                          | See Appendix 1 – report on the long term strategy scheduled into the Committee's forward work programme for its meeting on 15 February 2015; a report                    |

|  |                                                             |                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                          |
|--|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |                                                             | <i>including the number and location of holdings and capital receipts received to date and proposed investment strategy, be presented to the Committee in the autumn of 2014.</i>                                                                                                                                            | on the Estate's performance is listed for discussion at the November 2014 meeting                                                                                                                                                                                                        |
|  | <b>9. Director of Social Services Annual Report 2013/14</b> | <p><b>RESOLVED</b> – to:-</p> <p>(a) <i>commend the report as a clear account of performance in 2013/14, and</i></p> <p>(b) <i>to request that the Scrutiny Coordinator schedule the areas highlighted in the report as 'Future Challenges' into the Committee's forward work programme over the forthcoming months.</i></p> | See Appendix 1 – report on 'Looked after Children' scheduled into the Committee's forward work programme for its next meeting on 2 October 2014 with a further report on the progress made in addressing 'Future Challenges' scheduled into the forward work programme for February 2015 |

**Denbighshire County Council**  
**Task & Finish Group Terms of Reference**  
**Affordable Housing**

**Introduction:**

Affordable Housing is a key issue for the Council, crossing both Housing and Planning Strategy/Policy. It is also part of the Council's Priority in the Corporate Plan, "Ensuring access to good quality housing".

Provision of Affordable Housing is a complex matter, with many components, and covers a number of Council Services, Lead Member Portfolios with input from external partners. The complexity and Member interest was highlighted at Planning Committee in May when Members were presented with the Supplementary Planning Guidance (SPG) on Affordable Housing and again in June when the Draft Local Housing Strategy was presented to Council Briefing. The issue has also been raised by Welsh Audit Office which highlighted concerns regarding the lack of clarity in relation to Denbighshire's strategy for delivering affordable housing.

The two relevant Lead Members (Cllr David Smith and Cllr Hugh Irving) with support from the relevant Corporate Director (Rebecca Maxwell) and the two relevant Heads of Service (Graham Boase and Peter McHugh) concluded that a Member/Officer Task & Finish Group looking at Affordable Housing was required. This approach was endorsed during the Council Briefing discussion in June on the Local Housing Strategy.

This paper represents the Terms of Reference for the Task & Finish Group, as agreed by the 2 relevant Lead Members.

**Membership:**

The Task & finish Group shall comprise of 8 Members as follows;

- Lead Member Public Realm
- Lead Member Customers & Communities
- Chair of Planning Committee
- 2 Members nominated by Planning Committee (in addition to the Chair of Planning Committee)
- 1 Member nominated by Partnership Scrutiny
- 1 Member nominated by Performance Scrutiny
- 1 Member nominated by Communities Scrutiny

The Task & finish Group will be co-chaired by the two Lead Members.

Officers supporting the work of the Task & finish Group will be Rebecca Maxwell, Graham Boase and Peter McHugh. Other Officers will attend as and when required.

**Remit:**

To consider all matters relating to the demand for Affordable Housing, the supply of Affordable Housing and access to and eligibility for Affordable Housing across the County.

The work of the Group should therefore influence the relevant planning policies and guidance associated with Affordable Housing, the Local Housing Strategy, the development of the Council's approach to the Corporate Priority, "Ensuring Access to good quality housing", and all other Council work related, directly or indirectly, to Affordable Housing.

The Group will meet on 6 occasions, unless the 2 Lead Members consider additional sessions are required.

The 6 sessions should be held over a 3 month period starting September 2014 and concluding in November 2014 (i.e. ideally there will be 2 sessions per month for 3 months).

The Sessions shall be as follows;

**Session 1:** Statistical analysis of historic provision/demand of Affordable Housing. Set a clear definition of what Affordable Housing is (and what it isn't)

**Session 2:** Look at the supply of Affordable Housing through the "public sector" (e.g. existing Council Housing, possible new Council Housing, Welsh Government funding, Council funding initiatives Registered Social Landlords etc). Furthermore the session will clarify the respective roles and responsibilities for Planning and Housing Services in the supply of affordable housing.

**Session 3:** Look at the supply of Affordable Housing through the "private sector" (e.g. private developers, Planning controls and new initiatives).

**Session 4:** Look at access and eligibility, so who can currently access Affordable Housing, how do they access Affordable Housing, what are the "local" initiatives, are certain parts of our society not being catered for etc.

**Session 5:** A "reserve" session to pick up on issues not currently anticipated or picked up in Sessions 1 – 4.

**Session 6:** Draw together broad conclusions, make recommendations on how to proceed etc. Prior to each Session Graham Boase and Peter McHugh will ensure a set of papers are circulated to Members of the Group for their consideration, ensuring a balance is struck between providing Members with appropriate information, while not over burdening Members with reports & paperwork.

The Sessions should be informal, and focussed on the topic of the day. Members and Officers should challenge each other on the relevant issues so there is a full understanding of the legislative/statutory requirements, the local issues facing residents of Denbighshire and the concerns of Members in terms of addressing the local concerns and making appropriate decisions.

#### **Reporting:**

As a Task & Finish Group, the Group have no powers to make decisions that influence policy/procedures, however the Group have an important role to play in making clear recommendations on improvements and how those improvements should be delivered.

Under 'Reporting', given the debate at Council Briefing, I wonder if we should specifically reference the SPG on Affordable Housing. We should also strengthen the reference to the LDP Steering Group - there will be a role for the Group in reviewing SPGs developed as a consequence of the T&F group's recommendations.

The conclusions/recommendations of the Group will therefore influence a number of areas, not least the Draft Local Housing Strategy, Planning Policy and Guidance and the Corporate Priority, "Ensuring access to good quality housing". Formal decisions on any recommendations from the Group will therefore need to be made through the appropriate channels such as reporting to Council, Cabinet, Planning Committee, Lead Member Delegated Decisions etc. The LDP Steering Group will be responsible for reviewing SPGs developed as a consequence of the Task and Finish Group recommendations and there may also be a role for Scrutiny Committee in moving certain recommendation forward.

It is suggested at this stage that the Group present its findings, conclusions, and recommendations to the first Council Briefing in 2015.

In this regard therefore it is considered appropriate to wait until the Group has concluded before the Council adopts the Local Housing Strategy and before Planning Policy/Guidance on Affordable Housing is amended. Appropriate Forward Work Programmes should be amended to reflect the reporting timelines of this Group.