

To: Members of the Performance  
Scrutiny Committee

Date: 13 November 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, 20 NOVEMBER 2014** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams  
Head of Legal and Democratic Services

## **AGENDA**

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

#### **1 APOLOGIES**

#### **2 DECLARATION OF INTERESTS (Pages 5 - 6)**

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 7 - 14)**

To receive the minutes of the Performance Scrutiny Committee meeting held on the 2 October 2014 (copy enclosed).

**5 CCTV AND OUT OF HOURS SERVICE (Pages 15 - 18)**

To consider the preferred options identified for the delivery, with limited financial resources, of an equitable CCTV and associated Out of Hours service across the County in future – including the Police Service’s financial and resource contribution towards the CCTV service.

09:35 – 10:05

**6 CORPORATE RISK REGISTER (Pages 19 - 28)**

To consider a report (copy attached) and comment on recent amendments to the Corporate Risk Register, and determine whether the identified risks are being appropriately managed.

10:05 – 10:35

**BREAK**

**7 YOUR VOICE COMPLAINTS PERFORMANCE QUARTER 1 AND QUARTER 2 (Pages 29 - 40)**

To scrutinise Services’ performance in complying with the Council’s complaints process.

10:45 – 11:15

**8 SCRUTINY WORK PROGRAMME (Pages 41 - 58)**

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.

11:15 – 11:40

**9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

11:40 – 12:00

## **PART 2 - CONFIDENTIAL ITEMS**

It is recommended in accordance with Section 100A (4) of the Local Government Act 1972 that the Press and Public be excluded from the meeting during consideration of the following item(s) of business because it is likely that exempt information (as defined in Paragraph 13, 14, 15 and 16 of Part 4 of Schedule 12A of the Act) would be disclosed.

### **10 AGRICULTURAL ESTATES (Pages 59 - 62)**

To consider a confidential report (copy attached) which seeks the Committee's comments on the Estate's performance under the current strategy, and members' observations for consideration as part of the formulation of the new strategy for the Estate.

12:00 – 12:30

## **MEMBERSHIP**

### **Councillors**

Councillor David Simmons (Chair)

Councillor Arwel Roberts (Vice-Chair)

Meirick Davies

Peter Owen

Richard Davies

Dewi Owens

Colin Hughes

Gareth Sandilands

Geraint Lloyd-Williams

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**Code of Conduct for Members**

**DISCLOSURE AND REGISTRATION OF INTERESTS**

I, *(name)*

a \*member/co-opted member of  
*(\*please delete as appropriate)*

**Denbighshire County Council**

**CONFIRM** that I have declared a **\*personal / personal and prejudicial** interest not previously declared in accordance with the provisions of Part III of the Council's Code of Conduct for Members, in respect of the following:-

*(\*please delete as appropriate)*

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

Signed

Date

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# Agenda Item 4

## **Minutes of Performance Scrutiny Committee held on Thursday, 2 October 2014 at 9.30 am at Conference Room 1a, County Hall, Ruthin**

### **Present:**

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

### **Also Present:**

Mohammed Mehmet (Chief Executive), Nicola Stubbins (Director of Social Services); Karen I Evans (Head of Education), Leighton Rees (Head of Children and Family Services), Phil Gilroy (Head of Adult and Business Services), Keith Amos (Manager – Corporate Programme Office), Iolo McGregor (Corporate Improvement Officer), Ivan Butler (Head of Internal Audit), Rhian Evans (Scrutiny Coordinator) and Karen A Evans (Democratic Services Officer).

Co-Opted Members; Gill Greenland, Debra Houghton and Dr. Dawn Marjoram.

Councillors Bobby Feeley (Lead Member for Social Care and Children's Services) and Barbara Smith (Lead Member for Modernising and Performance) attended at the Committee's request.

Councillors Raymond Bartley and Huw LI Jones attended as observers

### **1 APOLOGIES**

Councillor Eryl Williams (Lead Member for Education). Co-opted Members Nicola Lewis and Gareth Williams

### **2 DECLARATION OF INTERESTS**

No declaration of personal or prejudicial interest had been raised

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

No matters had been raised.

### **4 MINUTES OF THE LAST MEETING**

The minutes of the Performance Scrutiny Committee held on 17 July 2014 were submitted. There were no matters arising.

**RESOLVED** that the minutes of the meeting held on 17 July 2014 be received and approved as a correct record.

## 5 PROVISIONAL EXTERNAL EXAMINATIONS AND TEACHER ASSESSMENTS

The Head of Education (HoE), Karen Evans introduced the report (previously circulated). She confirmed that all results had been verified apart from Key Stage 4. Those verified results would be reported to the Committee in January 2015. Whilst the majority of schools and pupils were performing well there were specific areas which would benefit from support to improve attainment, and consequentially outcomes for pupils.

One area which would benefit from intervention during the forthcoming year would be first language Welsh (Cymraeg) at Key Stage 2, which had seen a 2.9% drop in performance compared to the previous year. It was speculated that one possible reason for this could include the increase of English medium families sending children to Welsh medium schools. It was noted that functions previously undertaken by the Authority e.g. Athrowen Bro had now transferred to Regional School Effectiveness and Improvement Service (GwE) who would be supporting schools in this specific area.

The Committee discussed the Foundation Stage where the County was quickly being caught up by other Local Authorities. It was mused that in areas of deprivation more children were coping with behavioural issues that impacted on teaching. The Committee also considered the range of levels of skills at Foundation Stage and agreed that it was more important to focus on children's attainment at the end of primary education – the progress made.

Member of the Committee advised that some school governing bodies felt they were receiving insufficient support from GwE. The HoE emphasised the need for school governing bodies to inform the Education Department if they were of the view that their school was not receiving sufficient support from GwE, or the support received was not of the desired standard. This would enable officers to examine whether the terms of the Service Level Agreement (SLA) were being met.

A report to be presented to the Performance Scrutiny Committee in January 2015 on 'Verified External Examinations and Teacher Assessments' should include an illustration of Denbighshire's position both nationally and regionally over the past five years, and be accompanied by GwE's Annual Report (including and that a representative from GwE should be in attendance to present and discuss the report;

Members of the Committee asked that assurances be sought from GwE that it is not its intention to solely focus its work and efforts on failing schools/authorities, and that it does have services in place to help support good schools/authorities to achieve an excellence level. Officers emphasised that the Council's education service and GwE were not separate entities, both services' aims and objectives were the same - to support and assist the County's pupils to realise their educational and vocational potential which should result in better outcomes for them. Estyn would judge both the Council and GwE on these outcomes and on their joint role in supporting pupils to achieve their potential.



The HoE reported that as yet there was no update from the Welsh Government regarding children with special needs in special schools having to sit the same tests as those who have not which has a negative impact on the Authority's perceived performance

Councillor Arwel Roberts wanted to clarify a point he had raised at a recent Cabinet meeting, that when he said that Ysgol Brynhyfryd should teach through the medium of Welsh 100% of the time, he meant the Welsh Stream rather than the whole school. The Head of Education offered to facilitate a visit for members to Ysgol Brynhyfryd to see and meet pupils in the Welsh Language stream throughout the school. A number of Members indicated that they would appreciate such a visit.

it was requested that future reports include information on the the three lowest achieving secondary schools' improvement plans

Following a detailed discussion it was:

**Resolved:** - *subject to the above observations and actions to note the performance of schools against previous performance and the external benchmarks that are currently available.*

## 6 LOOKED AFTER CHILDREN - PERFORMANCE INDICATORS

The Lead Members for Social Care and Children's Services introduced the report (previously circulated) that had been requested in the light of recommendations made in the Wales Audit Office's (WAO) Annual Improvement Report and areas for improvement included in the Director of Social Services' Annual Report.

The Head of Children and Family Services (HoC&FS) expanded further on detail in the report. He explained that there were issues within the education and health indicators last year as timescales were being affected by not having in place specialist staff and issues with partnership working – relying heavily on the availability of Betsi Cadwaladr University Health Baord (BCUHB) health professionals.

The Authority had now employed a nurse specifically for looked after children (LAC) which has increased the availability and responsiveness for reviews. The LAC nurse post had greatly assisted with the health checks aspect, as this post was less focussed on process and more focussed on improving outcomes for individual children;

Members acknowledged that the data behind the statistics and the reasons for the number of placements experienced by some looked after children were both complex and valid. It was explained that not all moves had negative associations e.g. the move from the hospital to the Service or from the Service back to a family member.

There were a number of contributory factors which influenced the number of children who had experienced 3 or more placements per year. Some children

move for positive reasons eg rehabilitation or with extended family, adoption placements, moving into independence etc. In a minority of cases it proves difficult to find a resource that is able to effectively manage the issues and concerns the young person faces and they can then move a few times before that is satisfactorily arranged.

Members were satisfied that the interest of the child and his/her's long-term stability and welfare were the reasons behind the perceived underperformance (number of moves), and that actually the Authority was acting in the best interest of the child.

Concerns were raised with respect to disabled children, some of whom attended residential special schools that met their needs and others who received respite foster care, being classed as 'Looked after Children' despite the fact that they had a stable family life and home. It was explained that the reason for this was the legislation contained in the Children Act, 1989, which had proved upsetting to a number of families.

it was noted that the Welsh Government (WG) was about to trial a set of outcome-based indicators in the area of looked after children and DCC are to be part of the pilot programme. It was hoped that the new indicators would address some of the anomalies which had come to light with the current indicators. The Committee acknowledged that no set of indicators would ever be perfect but they were a good management tool to prompt asking questions or further investigation.

The Committee:

**Resolved:** - *subject to the above observations and the assurances given, to receive the report and endorse the actions taken to improve performance and support the County's Looked after Children*

## 7 2013/14 ANNUAL PERFORMANCE REVIEW

The Lead Member for Modernising and Performance introduced the draft Annual Performance Review Report for 2013/14 (previously circulated) for the Committee's comments ahead of its presentation to County Council for approval to publish. The Lead Member reiterated that none of the information presented in the report was new to the Committee – it had been presented twice previously – but was a mandatory report for Welsh Government.

During its consideration the Committee identified the following areas for closer scrutiny when considering the performance report on the Corporate Plan - end of Quarter 2 report in January 2015:

- the progress with the delivery of the Outcome Agreements and the potential budgetary implications of non or partial delivery of the agreements going forward;
- to focus on 'red' delivery status areas, in particularly those registering a decline (downward arrow) in performance and deliverability;

- in early 2015 the Committee should consider the potential impact of budget cuts on the deliverability of the corporate priorities and on the Council's future performance in delivering services to enable expectations and risks to be effectively managed

In addition to the above the following actions were identified:

- footnotes to be included on future reports to define complex activity or indicators;
- Committee link members to focus on their particular area of the Corporate Plan and arrange to meet the Head of Service if they have concerns and report back to the Committee
- a comment was made that the Economic and Community Ambition Board was too process orientated with not enough emphasis on actions to develop the local economy
- that the conclusions of the Affordable Housing Task and Finish Group be reported to Scrutiny in due course - with the SCVCG to determine the most appropriate Committee

It was:

**Resolved:**

- (i) subject to the above observations, that the draft 2013/14 Annual Performance Review be submitted to County Council for approval; and*
- (ii) that the Committee should in future utilise the Quarter 2 Corporate Plan Performance Report to identify areas and outcome agreement for detailed examination with a view to improving performance and realising maximum benefits from the outcome agreements.*

## **8 SCRUTINY WORK PROGRAMME**

The Scrutiny Coordinator submitted a report (previously circulated) seeking members' review of the committee's work programme and providing an update on relevant issues.

The next meeting of Performance Scrutiny Committee has the "Your Voice" complaints report scheduled. The Head of Customers and Education Support had asked the Committee to select 2 Service areas to focus on for Officers to attend and respond to questions. The Committee agreed that the Chair should meet with the Scrutiny Coordinator to go through the report and chose 2 Service areas that stand out.

CCTV was also on the agenda for the next Performance Scrutiny Committee. The Partnership Scrutiny Committee had asked that the question of North Wales Police's contribution to funding CCTV be raised.

The Committee were updated on the Scrutiny Chairs and Vice Chairs meeting that recommended that future forward work programmes focused on delivering the Corporate Plan and meeting budgets. The SC&VCG also agreed items included on

agendas pass the “P.A.P.E.R.” test and that forms for submission of items to scrutiny be submitted by members.

The SC&VCG had discussed the possibility of items relating to Co-opted members be solely submitted to the Performance Scrutiny Committee but had eventually agreed that they were referred to the most relevant Committee.

**RESOLVED** that –

*the forward work programme as detailed in Appendix 1 to the report be approved*

## **9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

Councillor Colin Hughes announced that there was a meeting scheduled for the Affordable Housing Task and Finish Group in October that he could not attend - but his deputy Councillor Geraint Lloyd-Williams would attend. There was another meeting scheduled for 24<sup>th</sup> October which neither could attend. The Chair agreed to deputise on this occasion.

## **10 THE FUTURE OF IN-HOUSE SOCIAL CARE SERVICES**

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

**RESOLVED** that under Section 100A of the Local Government Act 1972, the Press and Public be excluded from the meeting for the following items of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 15 of Part 4 of Schedule 12A of the Local Government Act 1972.

A report (previously circulated) by the Scrutiny Task and Finish Group that had been examining the future of in-house adult social care services presented to the Committee by the Group's Chair, Councillor Meirick Lloyd-Davies who outlined the process followed and the method and depth of the review. It was emphasised that whilst the Council faced severe budgetary constraints in the future, the main driver for this review was the need to meet the demands of an increasing older population within the requirements of the Social Services and Well-being (Wales) Act 2014, which placed a far greater emphasis on promoting independence and reablement.

A number of members questioned the rationale behind the options set out in the Task and Finish Group's report, including the Group's recommendations. The questions which the Task and Finish Group Chair and officers answered related to the capacity within the independent sector locally to meet the demand for services, the quality of services in the independent sector, monitoring arrangements, anticipated savings and the timescale for the implementation to the proposed changes to services if they were agreed. The Task and Finish Group's Chair and members, as well as officers emphasised that the proposals emanating from the Task and Finish Group's review were citizen-centred, the emphasis would be on

meeting the service-user's need and providing equitable access to services for all of the County's residents. No establishment would be closed before a service-user's needs had been met. Capital realised from the sale of any buildings released as a result of the review would be re-invested in future extra-care and associated Social Services and Well-being Act services. At the conclusion of a detailed discussion the recommendations were put to the vote and it was:

**Resolved: to -**

*(i) receive the options appraisal and support the preferred options, resulting in the re-provision of services for those people using them while still meeting their assessed needs; and*

*(ii) that whilst noting that the report and the options appraisal be presented to County Council for discussion, the Committee recommends to Cabinet that a formal consultation, including an Equality Impact Assessment, be undertaken on the re-provision of services so that the preferred options can be implemented and savings made.*

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**Report To:** Performance Scrutiny Committee

**Date of Meeting:** 20<sup>th</sup> November 2014

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

**Report Authors:** Head of Planning and Public Protection/Public Protection Manager

**Title:** Denbighshire CCTV and Out of Hours Call Service

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

- 1.1 To provide Members with an update on the Council's CCTV and Out of Hours Call Service.

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

- 2.1 A report was presented to Members in October 2013 to present a range of potential projects to develop the CCTV service, which had the potential to bring in additional income. Members requested an update report on progress.

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

- 3.1 It is recommended that Members comment on the contents of this report in light of the Freedoms and Flexibilities project to enable Scrutiny's views to be reported to County Council on 9<sup>th</sup> December.

## **4. Report details**

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

- 4.2 The team comprise of 10 members of staff (not all full time) working shifts to provide 24 hour cover, 7 days a week, 365 days per year.

- 4.3 The Public Space CCTV Cameras are located in Rhyl, Prestatyn and Rhuddlan. The cameras are located as follows:

Rhyl	59 Cameras
Prestatyn	18 Cameras
Rhuddlan	4 Cameras

- 4.4 All these cameras are live cameras, linked to our main CCTV control room at Rhyl Police Station and are monitored by our CCTV operators.

- 4.5 The cost of providing this service in 2014/15 will be £282k, with an income of £48k leaving a net budget cost of £234k. The 3 Town Councils make no

financial contribution towards the cost of the CCTV service. The Police contribute approx. £17k per annum.

- 4.6 3 other towns in the County, Denbigh, Ruthin and Llangollen have made their own arrangements over recent years to have limited CCTV public space systems in their towns. These are run independently of the DCC system and DCC make no financial contribution towards these schemes.
- 4.7 A list of potential proposals on how to develop the DCC CCTV Service were drawn up by Officers and presented to this Scrutiny Committee in October 2013. Following that meeting, Officers evaluated the proposed projects on the basis of maintaining a 24/7 CCTV Service.
- 4.8 One of the issues in considering these proposals was to establishing what level of financial investment would be required into the network providing the additional capacity to allow these projects to happen and any additional equipment that would be required.
- 4.9 This review established that DCC would need to invest in the region of £300k to create the additional capacity in the system to accommodate the additional work. These projects would also require significant management capacity within the Service. It was felt that this level of investment could not be justified in this current economic climate and having regard to the financial challenges faced by the Council. At around the same time the Freedoms and Flexibilities project started to look into all services being provided and the CCTV Services was identified as an area of potential savings.
- 4.10 At the Members budget meeting on Monday 13<sup>th</sup> of October, Members agreed in principle for DCC to stop providing, managing and funding the CCTV service in order to deliver a saving of at least £200k in financial year 2016/17. This will be presented to Full Council on the 9<sup>th</sup> of December as part of the Freedoms and Flexibilities Phase 2 project for a final decision.
- 4.11 If, following a Full Council decision on the 9<sup>th</sup> of December, the CCTV budget is to be reduced by £200k it is the intention of Officers to progress an 'exit strategy' for the CCTV service. Given that the savings will not be required until 2016/17 there is approximately 12 months to agree and implement an exit strategy. Officers believe that a multi-agency working party should be established, involving North Wales Police, Members from Rhyl, Prestatyn and Rhuddlan Town Councils and other interested parties to explore other possible options for delivering a CCTV system in the 3 towns. DCC will support this group and assist in the 'handover' of any responsibilities to a third party. At this time Officers are optimistic that an alternative CCTV Service in these 3 towns could still be delivered by a third party, not least because the existing infrastructure could be 'handed over' with an agreed method of maintaining/managing the apparatus, systems and control room.
- 4.12 It is also proposed to set up an internal Working Group with Officers from front line services who use the Out of Hours call facility provided by the CCTV team, along with and Officers from Customer Services to agree a system for Out of Hours call handling should the CCTV function cease to be managed by DCC, and in all likelihood cease to be manned 24/7.



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

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

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

- 6.1 Any costs in terms of the exit strategy will need to be contained within existing budgets. There will be impacts upon other Services, hence the need for an agreed exit strategy.

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

- 7.1 The potential impact of this decision has been assessed. Any decision to progress with any of the previously mentioned proposals will need to be assessed for equality impact.

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

- 8.1 Members have been consulted through the Freedoms and Flexibilities process, CCTV staff and Unions have been advised and informal discussions have been had with NWP. The Town Councils of Rhyl, Prestatyn and Rhuddlan are also aware of the budget position and the need for an agreed exit strategy, in which they will be involved.

**9. Chief Finance Officer Statement**

- 9.1 This is one of the budget proposals being considered currently and it is assumed that a saving will be delivered in 2016/17.

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

- 10.1 If the decision is taken at Full Council in December to make £200k savings from the CCTV budget then without an appropriate exit strategy there are a number of operating, financial and reputational risks.

**11. Power to make the Decision**

- 11.1 No formal decision is required  
11.2 Article 6.3.2(c) of the Council's Constitution stipulates that Scrutiny can "consider any matter affecting the area or its inhabitants", and Article 6.3.3(a) states that Scrutiny can "assist the Council and the Cabinet in the development of its budget and policy framework..."

**Contact Officer:**

Public Protection Manager. Tel: 01824 706350

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**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 20 November 2014

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

**Report Author:** Corporate Improvement Officer

**Title:** Corporate Risk Register review, November 2014

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

1.1 The October 2014 formal revision to the Corporate Risk Register.

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

2.1 A formally updated version of the Corporate Risk Register was agreed at Cabinet Briefing and is presented for consideration by Performance Scrutiny.

**3. What are the recommendations?**

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

**4. Report details**

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

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

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

- Individual meetings are held with the Chief Executive and each Corporate Director to discuss the risks for which they are lead. Consideration is given to whether the risk remains, whether the scores are accurate, and whether any new risks under their jurisdiction need to be included.
  - A risk workshop is held with Cabinet and CET to review existing risks; discuss progress on agreed mitigation actions; discuss and agree new corporate risks; review and update residual risk scores; update existing controls (in light of completed actions); and agree any new actions required to mitigate risks.
- 4.3 The Corporate Risk Register is formally reviewed twice yearly by Cabinet and CET. However, any significant new or escalating risks are brought to the attention of CET (via the Corporate Improvement Team) as and when they are identified. CET then take a view as to whether that risk should be included in the Corporate Risk Register.
- 4.4 Following each formal review of the Corporate Risk Register (twice per year), the revised document is presented to Corporate Governance and Performance Scrutiny.
- 4.5 Actions identified to address corporate risks are included in Service Plans (where appropriate), which enables Performance Scrutiny Members to monitor progress. Any performance issues in relation to the delivery of these activities should be highlighted as part of the Service Performance Challenge process.
- 4.6 The council's Internal Audit function provides independent assurance on the effectiveness of the internal control procedures and mechanisms in place to mitigate risks across the council. It also offers independent challenge to ensure the principles and requirements of managing risk are consistently adopted throughout the council. Internal Audit Services also use information from our service and corporate risk registers to inform its forward work programme.
- 5. How does the decision contribute to the Corporate Priorities?**
- 5.1 The purpose of the Corporate Risk Register is to identify the potential future events that may have a detrimental impact on the council's ability to deliver its objectives, including its corporate priorities. The identified controls and actions are therefore crucial to the delivery of the corporate priorities.
- 6. What will it cost and how will it affect other services?**
- 6.1 The cost of developing, monitoring and reviewing the Corporate Risk Register is absorbed within existing budgets.
- 7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.**

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

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

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

**9. Chief Finance Officer Statement**

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

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

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

**11. Power to make the Decision**

11.1 Local Government Act 2000.

11.2 Article 6.3.4(b) of the Council's Constitution

**Contact Officer:**

Corporate Improvement Officer

Tel: 07810 055 413

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**The main changes made to the Corporate Risk Register are listed below, along with any points of note:**

- i) No change to DCC001: *'The risk of a serious safeguarding error where the council has responsibility, resulting in serious injury or death'*. The planned mitigating actions are close to completion, but are still to be implemented.
- ii) Revision to DCC004: *'The risk that the HR framework doesn't support the organisation's aims'*. Support processes are now in place, and the Improvement Plan is progressing (annual leave guidance has been developed, the appraisal system has been reviewed and new lifecycles have been developed for managers). Enough progress has been made to justify a reduction in the residual risk score from a B2 to a C2, but there is still some work to be done around updating policies and procedures, and a strategy for developing leadership.
- iii) No change to DCC006: *'The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income'*. The inherent and residual risk scores remain identical, with this being a significant risk. This is because although the Freedom & Flexibilities program is identifying savings, it is still a work in progress.
- iv) Revision to DCC007: *'The risk that critical or confidential information is lost or disclosed'*. A previous mitigating action ('Roll out of information security e-learning') is fulfilled, but not all office-based staff have completed the training. Hence, an additional action has been added: to report non-completion to Cabinet, and inform SLT of this process. Other mitigating actions are due for completion at the next Corporate Risk Register review (March 2015).
- v) No change to DCC011: *'The risk of a severe weather, contamination, or public health event'*. Although there had been progress against implementation of the mitigating actions, they are not yet complete (but delivery of training to SLT and finalisation of the Incident Handbook are imminent). Until these actions are complete, the scores remain at D2. The actions we are putting in place at the moment should reduce the Impact of an emergency event (whereas mitigating actions for most risks tend to affect the Likelihood), and this should be tested by a multi-agency training exercise scheduled for October.
- vi) Revision to DCC012: *'The risk of a significantly negative report(s) from external regulators'*. No change to the score here, but the further mitigating action to merge the Annual Governance Statement and the Corporate Self-Assessment is complete.

- vii) Revision to DCC013: *'The risk of significant financial and reputational liabilities resulting from management of some Arm's Length organisations'*. There's a new mitigating action here, which is that Internal Audit will develop a robust framework for monitoring governance arrangements with 'Council Funded Service Providers'. This is expected to be delivered by March 2015, at which point the risk's score will be reviewed. It's suggested that we change the reference here from "Arm's Length Organisations" to "Council Funded Service Providers" for consistency.
- viii) No change to DCC014: *'The risk of a health & safety incident resulting in serious injury or the loss of life'*.
- ix) No change to DCC016: *'The risk that the impact of welfare reforms is more significant than anticipated by the council'*. This remains an area of uncertainty and, therefore, a risk for the Council.
- x) Revision to DCC017: *'The risk that the ICT framework does not meet the organisation's needs'*. There are two mitigating actions for this risk (Telephony Strategy, and MS Enterprise rollout), which aren't due for delivery until March 2015. Progress against them has increased our confidence in our ability to deliver these actions, but where this risk originally focussed on the ICT department itself, consideration has now broadened to consider other important IT systems that the council operates, such as Social Service's PARIS system. There are some corporate projects that have a dependency on PARIS (e.g. Vulnerable People Mapping, Central Invoice Registration), and there may be similar non-central IT systems across the Council that need to fit with the organisation's strategy. Should we consider how we respond to this situation under this risk description?
- xi) No change to DCC018: *'The risk that programme and project benefits are not fully realised'*. The Strategic Investment Group is now the only one that can approve funding for capital projects, and a representative from the Corporate Programme Office (who will seek to ensure that project benefits are articulated and appear robust) sits on the group. Nevertheless, there are still mitigating actions to be completed (some are due for completion before the next Risk Register review in March 2015), so the inherent and residual risk scores remain identical, and significant.
- xii) No change to DCC019: *'The risk that the availability of the Welsh Government's match-funding contribution towards Band A of the 21st Century Schools programme is not in line with the timescales for Denbighshire's work programme'*. The 21st Century Schools Programme is progressing, with contracts agreed (or about to be agreed) for three out of the five projects. However the scale of the project still warrants the risk level of B2 as the remaining value of



the two other projects is approximately £39m.

- xiii) Revision to DCC021: *'The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCUHB and DCC'*. The residual risk's likelihood has been downgraded here, so the score is now C2. This is due to the fact that the new Chief Executive of BCUHB is now in post, and the Statutory Director of Social Services on the BCUH Board will be Nicola Stubbins, Denbighshire. We're awaiting official confirmation, but the appointment will better position Denbighshire to effectively partner the Health Board.
- xiv) New risk, DCC027: *'The risk that the decisions that are necessary to enable the delivery of a balanced budget are not taken or implemented quickly enough'*. As our settlement reduces, we need to develop and gain approval for plans as to where to stop spending in our budget. Any plans require the approval of Council, and must be implemented in a timely manner that complies with legislation. With a suggested inherent score of B1, mitigating factors in place include the Freedom & Flexibilities program, and Member involvement in its operation. It's suggested that the residual score is then a C1 (reduced likelihood). Is there any further action we need to take in order to ensure approved decisions are implemented in a timely and effective manner?
- xv) New risk, DCC028: *'The risk that the services that we scale back have a greater negative impact than we anticipated'*. When deciding where to make budget cuts, we endeavour to ensure the quality of key services. There is a risk that we haven't identified the correct services as being 'key', and/or that the changes we make are more disruptive than we anticipated. There's also the risk that we don't effectively anticipate and manage the reputational risks associated with service reductions. With a suggested inherent risk score of B2, mitigating factors in place include the fact that Impact Assessments are undertaken, and all reports ask for risks and benefits to be articulated. It's suggested that the residual score is C2 (reduced likelihood). Is there any further action we need to take to ensure we have fully considered the impact of our ideas and decisions?
- xvi) New risk, DCC029: *'Risk of successful challenge that we are illegally depriving people of their liberty'*. In March 2014 the Supreme Court ruled that all people who lack the capacity to make decisions about their care and residence and, under the responsibility of the state, are subject to continuous supervision and control and lack the option to leave their care setting are deprived of their liberty. This means that each client needs to be assessed as to whether their liberty's being jeopardised by

practises in their placement. We need to train our officers in how to assess whether liberty's being jeopardised, and the main challenge here is how to deliver that training within the given timescales.

## Risk Assessment Criteria

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

### Corporate Risk Severity key

#### Severity

#### Management intervention



Minor

Risk easily managed locally no need to involve senior management



Moderate

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



Major

Intervention by SLT, Exec Group with Cabinet involvement



Critical

Significant Exec Group and Cabinet intervention

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**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 20<sup>th</sup> November 2014

**Lead Member / Officer:** Lead Member for Customers and Communities  
Head of Customers and Education Support

**Report Author:** Corporate Complaints Officer

**Title:** Your Voice report – Q1 & Q2 2014/15

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

The report provides an overview of compliments, suggestions and complaints received by Denbighshire County Council under the council's customer feedback policy 'Your Voice' during Q1 & Q2 2014/15 (appendix 1).

At the request of the Committee, the report also contains specific reference to the recent drop in performance in dealing with complaints, and the number of complaints not resolved within timescales in Highways & Infrastructure and Finance & Assets (appendix 2).

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

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

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

That the Committee comments on the performance of services and if appropriate identifies areas for future scrutiny.

## **4. Report details**

### **Headlines for Q1 (please see appendices for further detail).**

- The council received 141 complaints.
- There was a significant rise (200%) in the number of complaints against Planning and Public Protection; 27 in Q1 compared to 9 in the last quarter. 74% (20) concerned Community Safety Enforcement.
- Complaints against Finance and Assets increased by 67% (15 in Q1 compared to 9 in the last quarter). There was also a 36% increase in complaints against Environment (30 in Q1 compared to 22 in the last quarter).
- Complaints against Highways and Infrastructure decreased by 32% (19 in Q1 compared to 28 in the last quarter). There was also a 29% decrease in

complaints against Communication, Marketing and Leisure (20 in Q1 compared to 28 in the last quarter).

- The council received 133 compliments during Q1.
- The council received 17 suggestions during Q1.

### **Performance – Q1**

- 94% (131/140) of stage 1 complaints were responded to within the 'Your Voice' timescales. **This does not meet the corporate target of 95%.**
  - 91% (10/11) of stage 2 complaints were responded to within the 'Your Voice' timescales. **This does not meet the corporate target of 95%.**
  - 93% (130/140) of complaints were successfully dealt with at stage 1.
  - 3 service areas are highlighted as having RED status; Finance and Assets, Highways and Infrastructure and Legal and Democratic Services.
- 

### **Headlines for Q2 (please see appendices for further detail).**

- The council received 93 complaints, 34% less than Q1.
- The council received 111 compliments during Q2.
- The council received 3 suggestions during Q2.

### **Performance – Q2**

- 88% (78/89) of stage 1 complaints were responded to within the 'Your Voice' timescales. **This does not meet the corporate target of 95%.**
- 88% (7/8) of stage 2 complaints were responded to within the 'Your Voice' timescales. **This does not meet the corporate target of 95%.**
- 96% (85/89) of complaints were successfully dealt with at stage 1.
- 5 service areas are highlighted as having RED status; Finance and Assets, Housing and Community Development, Planning and Public Protection, Highways and Infrastructure and HR.

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

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

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

All costs relating to customer feedback are absorbed within existing budgets.

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

Not applicable.

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

Monthly reporting to the Senior Leadership Team. Annual reporting to Corporate Governance Committee.

**9. Chief Finance Officer Statement**

There are no obvious financial implications arising from the report.

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

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

**11. Power to make the Decision**

Articles 6.1 and 6.3.4(b) of the Council's Constitution outlines the Committee's powers with respect to complaints and service's performance.

**Contact Officer:**

Corporate Complaints Officer

Tel: 01824 706169

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**Your Voice information**

**1 Your Voice reporting periods**

The following periods are used for reporting data:

- Quarter 1: 1-Apr to 30-Jun
- Quarter 2: 1-Jul to 30-Sep
- Quarter 3: 1-Oct to 31-Dec
- Quarter 4: 1-Jan to 31-Mar

**2 Complaint response timescales**

The ‘Your Voice’ feedback policy states that the following timescales should be adhered to when responding to complaints:

- Stage 1: **10** working days
- Stage 2: **20** working days

**3 Your Voice performance measures**

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

<b>Red</b>	less than 90% of complaints responded to within timescale
<b>Amber</b>	when more than 90% but less than 95% of complaints responded to within timescale
<b>Green</b>	more than 95% of complaints responded to within timescale

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

<b>Green</b>	Improvement in performance
<b>Red</b>	Decline in performance
<b>White</b>	No change in performance
-	No data for period for comparison

Table 1: Overall complaint response times for stage 1 complaints – Q1 and Q2

Stage 1 Complaints

Service	Quarter 1 - Stage 1			Quarter 2 - Stage 1				
	Rec'd	Within	%	Rec'd	Within	%	Prev Qtr %	Change
Business Improvement & Modernisation	0	0	-	0	0	-	-	-
Legal and Democratic Services	0	0	-	2	2	100%	-	-
Customers and Education Support	6	6	100%	5	5	100%	100.0%	0%
Education	0	0	-	2	2	100%	-	-
Environment	30	29	97%	16	15	94%	96.7%	-3%
Finance and Assets	15	13	87%	4	3	75%	86.7%	-12%
Housing and Community Development	23	22	96%	10	8	80%	95.7%	-16%
Planning and Public Protection	27	27	100%	22	19	86%	100.0%	-14%
Highways and Infrastructure	19	14	74%	21	19	90%	73.7%	17%
Communication, Marketing and Leisure	20	20	100%	5	5	100%	100.0%	0%
HR	0	0	-	2	0	0%	-	-
Corporate Total	140	131	94%	89	78	88%	93.6%	-6%

<b>Green</b>	Improvement in performance
<b>Red</b>	Decline in performance
<b>White</b>	No change in performance
-	No data for period for comparison

Table 2: Overall complaint response times for stage 2 complaints – Q1 and Q2

Stage 2 Complaints

Service	Quarter 1 - Stage 2			Quarter 2 - Stage 2				
	Rec'd	Within	%	Rec'd	Within	%	Prev Qtr %	Change
Business Improvement & Modernisation	0	0	-	0	0	-	-	-
Legal and Democratic Services	1	0	0%	0	0	-	0.0%	-
Customers and Education Support	0	0	-	1	1	100%	-	-
Education	0	0	-	1	1	100%	-	-
Environment	0	0	-	0	0	-	-	-
Finance and Assets	3	3	100%	1	1	100%	100.0%	0%
Housing and Community Development	1	1	100%	0	0	-	100.0%	-
Planning and Public Protection	5	5	100%	1	1	100%	100.0%	0%
Highways and Infrastructure	1	1	100%	3	2	67%	100.0%	-33%
Communication, Marketing and Leisure	0	0	-	1	1	100%	-	-
HR	0	0	-	0	0	-	-	-
Corporate Total	11	10	91%	8	7	88%	90.9%	-3%

<b>Green</b>	Improvement in performance
<b>Red</b>	Decline in performance
<b>White</b>	No change in performance
<b>-</b>	No data for period for comparison

Table 3: Complaint response times for 2013/14

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

**Table 4: Compliments received**

<b>Service Area</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Business Improvement and Modernisation	5	1		
Legal and Democratic Services	0	0		
Customers and Education Support	10	8		
Education	0	0		
Environment	44	44		
Finance and Assets	0	1		
Housing and Community Development	27	15		
Planning and Public Protection	3	7		
Highways and Infrastructure	15	16		
Communication, Marketing and Leisure	29	19		
	<b>133</b>	<b>111</b>		

**Table 5: Social Services complaint response times for Q1 and Q2**

Social Services' data is now reported separately as the process and timescales are different

Month	Adult & Business Services					Corporate - Adults					% within time, where ended	Approaches to the Ombudsman	Children & Family Services					Corporate - Children					% within time, where ended				
	No Complaints	No within time	Beyond	Still open	Ended eg withdrawn	No Complaints	No within time	Beyond	Still open	Ended eg withdrawn			No Complaints	No within time	Beyond	Still open	Ended eg withdrawn	No Complaints	No within time	Beyond	Still open	Ended eg withdrawn					
April	1	1				0					100%	1	1	1							0						100%
May	0	0				0					100%	0	4	4							0						100%
June	4	4				2	2				100%	0	8	7		1					0						100%
July	5	5				0	0				100%	1	3	3							0						100%
August	3	3				0					100%	0	2	1		1					0						100%
September	6	4	1	1									3	3							0						100%
October																											
November																											
December																											
January																											
February																											
March																											
<b>Total</b>	19	18	1	1		2	2				95%	2	21	19	0	2	0	0	0	0	0	0	0	0	0	0	100%

**Table 6: Social Services compliments received**

	Adult & business services	Corporate Adults	Children & family Services	Corporate Children	Social Services General	Total
April	10	1	1	0	0	12
May	23	1	3	0	0	27
June	26	0	6	0	0	32
July	22	1	5	0	0	28
August	19	1	4	0	0	24
September	25	0	3	0		28
October						0
November						0
December						0
January						0
February						0
March						0
<b>Total</b>	125	4	22	0	0	151

### Specific performance issues identified by the Committee

In order to facilitate effective scrutiny of performance in complying with the council's complaints process, the Committee regularly receive performance reports. Areas of poor performance are identified and services requested to provide additional information.

During Q1 and Q2 the Committee identified the following services as having poor performance:

- Highways
- Finance and Assets

At the request of the Committee, the following analysis has been completed.

Highways & Infrastructure – 18% (8/44) complaints were reported as late during Q1 and Q2.

Ref. no.	Department	Comments from Head of Service
405362	T & I	Customer declined the offer to log the initial complaint on CRM. Instead, he insisted on “speaking to somebody“. However, when he subsequently called back, he didn't know who he had spoken to. Even though he didn't know who he had spoken to, he refused to speak to “anybody else”, so we had to trawl round various departments - trying to find out who had spoken to him. He wanted to know the name of the person he had spoken to previously! Several messages were left on his answer machine during this process, but the gentleman seemed to be hard of hearing, and was difficult to contact. In summary; we tried our best to deal with him in the way he wanted to be dealt with, but this proved to be very difficult, partly because of his own actions / behaviours.
406800	Traffic (parking)	There was an unacceptable delay of several months – no excuses.
413581	Public rights of way	The complaint was deemed to be political in nature, so highways were not allowed to respond (it involved a DCC member). The complaint was eventually answered by the council's legal dept.
413953	Highway Operations	Officers spoke to the complainant, who promised a corroborating witness statement, but this never arrived.
413656	Traffic Wardens	Similar to the one above. Officers spoke to the complainant, who promised a written witness statement, but this never arrived.

415931	Highway Operations	Received 2 July, answered 17 July, i.e. one day over the limit. There were 10 different points to be investigated in the complaint, which is why it over-ran by a day.
416328	Fleet	Initial responses were within time – however, there was a follow up question for property, and the response to this was late ( but this was not a highways or fleet issue).
418725	Highway Operations	Stage one was on time. The follow up query related to the behaviour of a specific officer, and I had to wait for him to return (from his summer holidays) before I could conclude the investigation and reply.

Finance & Assets – 13% (3/23) complaints were reported as late during Q1 and Q2.



**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 20 November 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 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate.

**4. Report details.**

4.1 Article 6 of Denbighshire County Council's Constitution sets out each Scrutiny Committee's terms of reference, functions and membership, whilst the rules of procedure for scrutiny committees are laid out in Part 4 of the Constitution.

4.2 The Constitution stipulates that the Council's scrutiny committees must prepare and keep under review a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.

4.3 For a number of years it has been an adopted practice in Denbighshire for scrutiny committees to limit the number of reports considered at any one meeting to a maximum of four plus the Committee's own work programme report. The aim of this approach is to facilitate detailed and effective debate on each topic.

4.4 The Committee is requested to consider its draft work programme for future meetings, as detailed in appendix 1, and approve, revise or amend it as it deems appropriate taking into consideration:

- issues raised by members of the Committee
- matters referred to it by the Scrutiny Chairs and Vice-Chairs Group
- relevance to the Committee's/Council's/community priorities

- the Council's Corporate Plan and the Director of Social Services' Annual Report
  - meeting workload
  - timeliness
  - outcomes
  - key issues and information to be included in reports
  - 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.
- Street Naming Policy
- 4.7 A report on the progress made in implementing this new policy was scheduled for presentation to the current meeting. As consultation is currently underway on a request received to change a street name in the County, the Chair in response to a request from officers permitted the deferral of the report's presentation until February 2015. This deferral allowed another request to be granted, the inclusion of the revised Corporate Risk Register on the current meeting's business agenda.
- 4.8 Members will see from the forward work programme (Appendix 1) that there are already five items listed on the agenda for the Committee's next meeting on 15 January 2015. The Committee is therefore asked to consider, having regard to the information in paragraph 4.3 above on the optimum number of reports for consideration at any one meeting, whether it wishes to proceed to receive five reports at that meeting,

defer the presentation of one report or alternatively receive it in the form of a consultation report outside the formal meeting.

#### Cabinet Forward Work Programme

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

#### Progress on Committee Resolutions

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

### **5. Scrutiny Chairs and Vice-Chairs Group**

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group is scheduled to hold its next meeting on 27 November. On the afternoon of 27 November a training event on scrutiny chairing skills is being held. This event is open to all councillors.

### **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
15 January 2015	<b>Cllr. Eryl Williams</b>  <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.  The report to incorporate GwE's Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire	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
	<b>Cllr. Eryl Williams</b> <i>(required)</i>	4. NEET <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 (rescheduled July 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		
	<b>Cllr. Barbara Smith</b>	5 Corporate Plan (Q1 & 2) 2014/15	To monitor the Council's progress in delivering the Corporate Plan 2012-17 (with particular emphasis on the delivery of the Outcome Agreements)	Ensuring that the Council meets its targets, its Outcome Agreements, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents, and maximises the financial incentives available through meeting its Outcome Agreements	Alan Smith/Nicola Kneale	May 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 address weaknesses.	Jackie Walley/Clare O'Gorman	February 2013
	<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
	<b>Cllrs. Eryl Williams and</b>	3. Estyn Action Plan – Recommendation 2	To present: (i) the results of the mapping	Delivery of recommendation 2 of	Liz Grieve/Roger	July 2014

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	<b>Huw LI Jones</b> [Education]		work to identify all services for children and young people across the County; and <i>(ii)</i> proposals on how the impact and value for money of these services can be measured for the Authority and partners	the Estyn Action Plan and ensure that the Council delivers its safeguarding responsibilities and protects vulnerable people	Ellerton	
	<b>Cllr. Huw LI Jones</b> <i>(required)</i>	4. 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/David Morgan	May 2014 (rescheduled November 2014)
16 April	<b>Cllr. Barbara Smith</b>	1. Corporate Risk Register	To consider the latest version of the Council's Corporate Risk Register	Effective monitoring and management of identified risk to reduce risks to residents and the Authority	Alan Smith/Nicola Kneale	November 2014
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</b>	3. Draft Director of Social	To scrutinise the content of	Identification of any	Tony Ward	June 2014

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	<b>Feeley</b> (required)	Services Annual Report for 2014/15	the draft annual report to ensure it provides a fair and clear evaluation of performance in 2014/15 and clearly articulates future plans.	specific performance issues which require further scrutiny by the committee in future		
	<b>Cllr. Barbara Smith</b>	4 Corporate Plan (Q3 & 4) 2014/15	To monitor the Council's progress in delivering the Corporate Plan 2012-17 (with particular emphasis on the delivery of the Outcome Agreements)	Ensuring that the Council meets its targets, its Outcome Agreements, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents, and maximises the financial incentives available through meeting its Outcome Agreements	Alan Smith/Nicola Kneale	May 2014
September	<b>Cllr. Barbara Smith</b>	1. Annual Performance Review 2014/15	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/Keith Amos	September 2014
	<b>Cllr. Eryl Williams</b>	2. Provisional External Examinations and Teacher Assessments <b>[Education]</b>	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy	September 2014
November	<b>Cllr. Barbara</b>	1. Corporate Risk	To consider the latest version	Effective monitoring and	Alan	November



Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	Smith	Register	of the Council's Corporate Risk Register	management of identified risk to reduce risks to residents and the Authority	Smith/Nicola Kneale	2014
January 2016	Cllr. Barbara Smith	1 Corporate Plan (Q1 & 2) 2015/16	To monitor the Council's progress in delivering the Corporate Plan 2012-17 (with particular emphasis on the delivery of the Outcome Agreements)	Ensuring that the Council meets its targets, its Outcome Agreements, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents, and maximises the financial incentives available through meeting its Outcome Agreements	Alan Smith/Nicola Kneale	May 2014
April	Cllr. Barbara Smith	1. Corporate Risk Register	To consider the latest version of the Council's Corporate Risk Register	Effective monitoring and management of identified risk to reduce risks to residents and the Authority	Alan Smith/Nicola Kneale	November 2014

**Future Issues**

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
<i>Impact of Budgetary Cuts on the Deliverability of the Corporate Plan (early 2015)</i>	<i>To detail the impact of present and projected budgetary cuts on the deliverability of the Corporate Plan 2012-17</i>	<i>An evaluation of the Plan's deliverability to inform the planning of a communication strategy to inform residents and stakeholders</i>	<i>Alan Smith</i>	<i>October 2014</i>

**Information/Consultation Reports**

<b>Date</b>	<b>Item (description / title)</b>	<b>Purpose of report</b>	<b>Author</b>	<b>Date Entered</b>
<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> [Information] [Education]	Use of Supply Teachers [Education – to be shared with coopted members]	To detail the use made of supply teachers within the county during recent years and to date this year. The report to detail the costs to the Council of hiring supply teachers, the lengths of time for their hire, the expectations/objectives given to them upon engagement and the quality monitoring arrangements in place to evaluate their effectiveness	Karen Evans	September 2013
<b>January 2015</b> [Information]	HR Framework	To detail the progress made in addressing the risk identified in the Corporate Risk Register and outline the progress made in delivering the Improvement Plan and the actions identified and implemented following publication of the Internal Audit follow-up report	Gary Williams/Roger Ellerton	July 2014

**Note for officers – Committee Report Deadlines**

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
20 November	<b>6 November</b>	15 January 2015	<b>30 December</b>	26 February	<b>12 February</b>

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Cabinet Forward Work Plan

Appendix 2

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
<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 / Paul McGrady
	2	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	3	Denbighshire Supporting People Local Commissioning Plan 2015 - 18	To approve the Plan for submission to the North Wales Regional Collaborative Committee and the Welsh Government	Yes	Cllr Bobby Feeley / Sophie Haworth-Booth
	4	Budget Recommendations	To consider the budget recommendations	Tbc	Cllr Julian Thompson-Hill / Paul Mcgrady
	5	Review of Town and Area Plans	To consider the review findings	Tbc	Cllr Hugh Evans / Rebecca Maxwell
	6	6-8 Nant Hall Road and WC Block, Ty Nant, The Former Library and the Central Car Park, Nant Hall Road, Prestatyn	To consider declaring buildings and land surplus to requirements	Yes	Cllr Julian Thompson-Hill / David Mathews
	7	Bareland at Pentre Lane, Rhuddlan	To consider declaring land surplus to requirements with	Yes	Cllr Julian Thompson-Hill / David Mathews

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			a view to disposing on the open market		
	8	HRA Self Financing	Housing Revenue Account Self Financing: voluntary agreement with Welsh Government & HM Treasury	Tbc	Cllr Julian Thompson-Hill / Richard Weigh
	9	Commercial Partnership for Revenues and Benefits	To explore the possibilities of developing a commercial partnership with the private sector	Tbc	Councillor Julian Thompson-Hill / Paul McGrady
	10	Bryn Gwyn Farm , St Asaph Road, Rhuddlan	To consider declaring the land surplus to requirements with a view to disposing on the open market	Yes	Councillor Julian Thompson-Hill / Mair Jones / Gerald Thomas
	11	Morfa Lodge Farm and land on Abergele Road, Abergele Road, Rhuddlan	To consider declaring the land surplus to requirements with a view to disposing on the open market	Yes	Councillor Julian Thompson-Hill / Mair Jones / Gerald Thomas
	12	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

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	2	Modernising Education Report	tbc	tbc	Cllr Eryl Williams / Jackie Walley
	3	Performance Report on the Corporate Plan – Quarter 2, 2014/15	To consider performance against the corporate plan for quarter 2	Tbc	Cllr Barbara Smith / Alan Smith
	4	Additional Licensing of Houses in Multiple Occupation		Tbc	Cllr David Smith / Glesni Owen
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet’s attention	Tbc	Scrutiny Coordinator
<b>13 January</b>	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Budget - Recommendations	To consider the final recommendations on the budget	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>17 February</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Affordable Housing Task and	To consider the findings of	Tbc	Cllr David Smith /

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
		Finish Group	the Affordable Housing Task and Finish Group		Graham Boase
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
<b>24 March</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
<b>28 April</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
<b>26 May</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting	Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
		Cabinet's attention		

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>
<i>November</i>	<b><i>11 November</i></b>	<i>December</i>	<b><i>2 December</i></b>	<i>13 January</i>	<b><i>29 December</i></b>

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## Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
2 October 2014	5. Provisional External Examinations and Teacher Assessments	<b>Resolved:</b> - subject to the above observations and actions to note the performance of schools against previous performance and the external benchmarks that are currently available.	Officers advised of the resolution
	6. Looked after Children Performance Indicators	<b>Resolved:</b> - subject to the above observations and the assurances given, to receive the report and endorse the actions taken to improve performance and support the County's Looked after Children	Officers and Lead Member advised of the resolution
	7. 2013/14 Annual Performance Review	<b>Resolved:</b> (i) subject to the above observations, that the draft 2013/14 Annual Performance Review be submitted to County Council for approval; and (ii) that the Committee should in future utilise the Quarter 2 Corporate Plan Performance Report to identify areas and outcome agreement for detailed examination with a view to improving performance and realising maximum benefits from the outcome agreements.	(i) Officers and Lead Member advised of the comments and resolution. The Committee Chair and Lead Member were requested to communicate the Committee's observations to County Council when it considered the report at its meeting on 7 October; (ii) The Committee's forward work programme (see Appendix 1) has been amended to highlight the need to examine in detail the

			delivery of outcome agreements
	<b>10. The Future of In-house Social Care Services (Part II)</b>	<p><b>Resolved: to -</b></p> <p><i>(i) receive the options appraisal and support the preferred options, resulting in the re-provision of services for those people using them while still meeting their assessed needs; and</i></p> <p><i>(ii) that whilst noting that the report and the options appraisal be presented to County Council for discussion, the Committee recommends to Cabinet that a formal consultation, including an Equality Impact Assessment, be undertaken on the re-provision of services so that the preferred options can be implemented and savings made.</i></p>	<p>Officers and Lead Member informed of the Committee's observations and resolution.</p> <p>The Committee's observations were presented to County Councillors at a Budget Workshop meeting on 20 October 2014</p>

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