

To: Members of the Performance
Scrutiny Committee

Date: 9 June 2015

Direct Dial: 01824 712554

e-mail: dcc_admin@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 11 JUNE 2015** in **COUNCIL CHAMBER, RUSSELL HOUSE, RHYL**.

Yours sincerely

G. Williams
Head of Legal, HR and Democratic Services

AGENDA

PLEASE NOTE THIS AGENDA HAS BEEN REPUBLISHED DUE TO THE URGENT ITEMS LISTED UNDER AGENDA ITEM 4

PLEASE NOTE THAT THE SCHEDULED ITEM ON ABERWHEELER NURSIES HAS BEEN WITHDRAWN FROM THE AGENDA AND WILL BE RESCHEDULED FOR A SPECIAL MEETING OF THE COMMITTEE

1 APOLOGIES

2 DECLARATIONS OF INTEREST

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

3 ELECTION OF VICE-CHAIR

To appoint a Vice-Chair for the Committee for the 2015/16 municipal year

4 URGENT MATTERS AS AGREED BY THE CHAIR (Pages 5 - 30)

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.

The Chair has permitted that the following be considered as urgent items of business:

(4i) Cabinet's decision of 2 June 2015 relating to Ysgol Llanfair Dyffryn Clwyd and Ysgol Pentrecelyn (report attached)
(9:35am – 10:35am)

(4ii) Cabinet's decision of 2 June 2015 relating to Ysgol Rhewl (report attached)
(10:45am – 11:45am)

5 MINUTES OF THE LAST MEETING (Pages 31 - 38)

To receive the minutes of the Performance Scrutiny Committee meeting held on the 16th April, 2015 (copy attached).

6 DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2014/15 (Pages 39 - 90)

To consider a report by the Principal Manager: Business Support (copy enclosed) which presents a draft of the Director of Social Services Annual Report 2014/15 for the Committee's comments prior to its submission to the Care and Social Services Inspectorate Wales (CSSIW)

7 CORPORATE PLAN PERFORMANCE - QUARTER 4 2014/15 (Pages 91 - 152)

To consider a report by the Strategic Planning and Performance Officer (copy enclosed) which seeks the Committee to monitor the Council's performance in delivering its Corporate Plan, and identify specific areas or services which would benefit from detailed scrutiny in order to improve outcomes for citizens

8 YOUR VOICE REPORT - Q4 2014/15 (Pages 153 - 162)

To consider a report by the Corporate Complaints Officer (copy enclosed) which seeks the Committee's views on the Council's performance in dealing with complaints, and for it to identify areas for future detailed scrutiny

9 SCRUTINY WORK PROGRAMME (Pages 163 - 184)

To consider a report by the Scrutiny Co-ordinator (copy enclosed) seeking a review of the Committee's forward work programme and updating members on relevant issues

10 FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

MEMBERSHIP

Councillors

Councillor David Simmons (Chair)

Meirick Davies

Richard Davies

Huw Hilditch-Roberts

Colin Hughes

Geraint Lloyd-Williams

Peter Owen

Dewi Owens

Arwel Roberts

Gareth Sandilands

Voting Co-opted Members for Education (Agenda Item No. 4 only)

Gill Greenland

Debra Houghton

Dr. D. Marjoram

John Piper

Gareth Williams

COPIES TO:

All Councillors for information

Press and Libraries

Town and Community Councils

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Report to:	Performance Scrutiny Committee
Date of Meeting:	11 June 2015
Lead Member/Officer:	Lead Member for Education
Report Author:	Scrutiny Coordinator
Title:	Call-in of the Cabinet decision of 2 June 2015 relating to Ysgol Llanfair Dyffryn Clwyd and Ysgol Pentrecelyn

1. What is the report about?

To consider the Cabinet decision of 2 June 2015 to approve the publication of a statutory notice to close Ysgol Llanfair Dyffryn Clwyd (Llanfair D C) and Ysgol Pentrecelyn on 31 August 2016; and the Church in Wales to establish a new Voluntary Controlled Area School on the existing sites from September 2016.

2. What is the reason for making this report?

To seek scrutiny to consider the request that the Cabinet's decision in respect of Ysgol Llanfair D C and Ysgol Pentrecelyn be reviewed.

3. What are the Recommendations?

That the Committee:

- 3.1 considers the reasons given for requesting a review of the Cabinet's decision; and
- 3.2 following consideration of the information provided determines whether the decision merits being referred back to Cabinet for reconsideration, and if so the basis and evidence for making the referral.

4. Report details.

- 4.1 Denbighshire's Cabinet at its meeting on 2 June 2015 resolved to:

“(a) note the findings of the formal consultation for the closure of Ysgol Llanfair and Ysgol Pentrecelyn and the opening of new area school on the two existing sites;

(b) approve the publication of a statutory notice for Denbighshire County Council to close Ysgol Llanfair D C and Ysgol Pentrecelyn on 31 August 2016; and the Church in Wales to establish a new Voluntary Controlled Area

School on the existing sites from 1 September 2016; and

(c) note the option for parents to apply to send their children to Ysgol Pen Barras as an alternative school should they wish their children to remain within a Category 1 school ”

- 4.2 The above decision was published on the Council’s website on 3 June 2015 and in accordance with the Council’s Call-In Procedure (Appendix 1) the decision was not implemented immediately enabling non-Cabinet members to call-in the decision for examination, if they felt it merited scrutiny. To facilitate a decision to be called-in five non-Cabinet members are required to sign a notice of call-in form.
- 4.3 A ‘Notice of Call-In’ form, signed by the required number of non-Cabinet councillors, was received on 5 June 2015. Members will see at Appendix 2 the grounds for calling-in the decision. Members are asked to determine, based on the information presented to them, whether the Committee believes that Cabinet should review its original decision, and if so on what grounds.
- 4.4 As Cabinet’s decision of 2 June relates to the Council’s education provision the Authority’s statutory education co-opted members on scrutiny are permitted to participate fully in the consideration of this matter as voting members of the Committee.
- 4.5 A link to the report and appendices considered by Cabinet at its meeting on 2 June has been circulated to all committee members. They can also be viewed on the Council’s website by following the link below:
<https://modern.gov.denbighshire.gov.uk/ieListDocuments.aspx?CId=281&MId=5229&LLL=0>

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

See relevant section in the report to Cabinet dated 2 June 2015.

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

See relevant section in the report to Cabinet dated 2 June 2015.

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.

See relevant section in the report to Cabinet dated 2 June 2015.

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

See relevant section and appendices to the report to Cabinet dated 2 June 2015.

9. Chief Finance Officer Statement

See relevant section in the report to Cabinet dated 2 June 2015.

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

See relevant section in the report to Cabinet dated 2 June 2015.

11. Power to make the Decision

Section 21, Local Government Act 2000
Article 6.3.2(ch) of the Council's Constitution

Contact Officer:

Scrutiny Coordinator

Tel: 01824 712554

e-mail: dcc_admin@denbighshire.gov.uk

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Denbighshire County Council's Call-In Procedure – Guidance Note

Introduction

The Procedure Rules allow for any 5 non-Executive members (councillors who are not members of the Cabinet) to initiate a call in of a decision – usually one taken by Cabinet or individual Cabinet members (described as the 'decision maker'). To facilitate this process a 'Notice of Call-in of Decision' form has been produced (appendix 2) which is signed by the 5 members and submitted to the Head of Legal and Democratic Services. Five working days are allowed for a decision to be called-in following its publication on the Council's web-site and notification to Members of the Council. A decision taken will not be implemented by officers until the expiry of this period.

Members who have a prejudicial interest in the decision may not be a signatory to a Notice of Call-In.

Publication of Decisions

The 5 working day period will not begin until the decision has been published on the Council's website and emailed to all members of the Council. Decisions must be publicised within 2 working days of the decision being taken in accordance with the Council's Constitution. This could be in the form of draft minutes of the meeting, a summary of decisions taken or a record of a delegated decision taken.

Implementation of Decisions

Decisions may be implemented from the sixth working day following their publication unless a valid Call-in has been received by the Head of Legal and Democratic Services.

Urgent Decisions

Urgent decisions may proceed despite a call-in if the decision-maker has the agreement of:

- (i) the chair of the relevant scrutiny committee, or
- (ii) if there is no such person or that person is unable to act, the Chair of the Council, or
- (iii) if there is no chair of the relevant scrutiny committee or Chair of the Council, the Vice Chair of the Council.

In exceptional circumstances there may be urgent decisions that must be implemented immediately upon the decision being taken and a call-in is therefore not possible. These must be identified by the Cabinet / decision-maker at the time the decision is taken and the reasons behind their urgency explained and reported in the record of decision.

The Procedure

A duly completed 'Notice of Call-In of Decision' (appendix 2) must be submitted to the Head of Legal and Democratic Services (who also holds the post of Monitoring Officer). The notice must contain the signatures of the 5 non-Executive members calling in the decision along with the reasons for the call in.

The Head of Legal and Democratic Services will notify the Leader of the Council, the delegated decision taker (if relevant) and the Chief Executive of the receipt of the Notice of Call-In and confirm with them that the decision may not be implemented until further notice from the Head of Legal and Democratic Services.

Which Scrutiny Committee?

The Head of Legal and Democratic Services will decide the most appropriate scrutiny committee to consider the call in – if necessary in consultation with the Scrutiny Chairs and Vice Chairs Group. A special meeting of the committee will be arranged to be held within 5 working days of the receipt of the Notice of Call-In of Decision unless the committee has a scheduled meeting within that period, or if an extension to the time period is agreed between the decision maker and the chair of the scrutiny committee.

All Members will be notified of the call in and the details of the meeting being held to consider it.

Signatories to attend

The signatories to the call in will normally be expected to attend the scrutiny committee and justify the reasons for the call in to the scrutiny committee.

What happens if the Committee does not meet in time?

Should the scrutiny committee not convene within the 5 working days of the receipt of the Notice of Call In, and without an extension to the time period being agreed, the Head of Legal and Democratic Services will inform the Leader of the Council, the Chief Executive and (if appropriate) the delegated decision taker that the call-in has ceased.

No case to answer?

Should the scrutiny committee upon meeting to consider the call-in, decide that the decision should not be referred back to the decision maker (e.g. Cabinet or lead member) for reconsideration, the Head of Legal and Democratic Services will advise the Leader of the Council, the Chief Executive and (if appropriate) the delegated decision taker, that the decision may be implemented.

Recommendations from Scrutiny

If the scrutiny committee agrees that there is a case for the decision to be reviewed, the scrutiny committee's recommendations will be considered by Cabinet at its next available meeting, or in the case of a delegated decision by a Lead Member within 5 working days.

What of the original decision is re-confirmed?

Should the decision maker confirm the original decision, the decision may be implemented immediately and may not be subject to a further call in. The decision maker should demonstrate that appropriate consideration has been given to the recommendations from Scrutiny.

DENBIGHSHIRE CALL-IN PROCEDURE RULES

- (1) **5 working days** are allowed for a decision to be called-in following its publication on the Council's web-site and notification to Members of the Council. A decision taken will not be implemented until the expiry of this period (see point 7 for urgent decisions).
- (2) At least **5 signatories of non-executive councillors** are required to initiate a call-in.
- (3) The relevant scrutiny committee (or full Council if acting in a scrutiny capacity) is required to meet to discuss a called-in decision within **5 working days** of the call-in being made.
- (4) If the scrutiny committee (or full Council) agrees that there is a case for the decision to be reviewed, the scrutiny committee's recommendations will be **considered by Cabinet at its next available meeting**, or in the case of a delegated decision by a **Lead Member within 5 working days**.
- (5) A decision that has been called-in will not be implemented until the processes referred to in points 3 and 4 have been completed (see point 7 for urgent decisions).
- (6) There are no financial or other limitations (other than those outlined within this procedure) restricting the use of the call-in procedure.
- (7) Urgent decisions may proceed despite a call-in if the decision-maker has the agreement of:
 - (i) the chair of the relevant scrutiny committee, or
 - (ii) if there is no such person or that person is unable to act, the Chair of the Council, or
 - (iii) if there is no chair of the relevant scrutiny committee or Chair of the Council, the Vice Chair of the Council.

In exceptional circumstances there may be urgent decisions that must be implemented immediately upon the decision being taken and a call-in is therefore not possible. These must be identified by the Cabinet / decision-maker at the time the decision is taken and the reasons behind their urgency explained and reported in the record of decision.
- (8) The timescales described in procedure rules 1, 3 and 4 may be extended in exceptional circumstances with the agreement of the decision-maker and the chair of the relevant scrutiny committee



NOTICE OF CALL IN OF DECISION

To: Head of Legal and Democratic Services

We, the undersigned, wish to call in the following decision (*see note 1*).

Decision taken by (*see note 2*): _____

Date decision was taken: _____

Report Title: _____

Decision (*see note 3*): _____

Reason for Call In:

We (*see note 4*) request that according to the Council's approved 'call-in' procedure rules (*see note 5*) a meeting of the most appropriate Overview and Scrutiny Committee be held within 5 working days (*see note 6*) of the date of your receipt of this notice.

1. _____ (print) _____ (signature)

2. _____ (print) _____ (signature)

3. _____ (print) _____ (signature)

4. _____ (print) _____ (signature)

5. _____ (print) _____ (signature)

Dated: _____

Guidance Notes

1. Five working days are allowed for a decision to be called-in following its publication on the Council's web-site and notification to Members of the Council. Urgent decisions may proceed despite a call-in if the decision-maker has the agreement of:
 - (i) the chair of the relevant scrutiny committee, or
 - (ii) if there is no such person or that person is unable to act, the Chair of the Council, or
 - (iii) if there is no chair of the relevant scrutiny committee or Chair of the Council, the Vice Chair of the Council.
2. Please state the name of the decision maker e.g. Cabinet or the Lead Member for.....
3. If the decision contains more than one part, please state which are to be called-in, e.g. parts (a), (b), and (d) of the Resolution.
4. Signatories must be non-executive members. Councillors with a prejudicial interest in the decision may not be a signatory to the Notice of Call-in.
5. The Denbighshire Call-in Procedure Rules appear in the Council's Constitution *Part 4.5 – Scrutiny Procedure Rules*.
6. Timescales may be extended in exceptional circumstances with the agreement of the decision-maker and the chair of the relevant scrutiny committee.

For Office use only

Received by: _____ Date: _____

Date decision was published: _____

Notification sent to Leader and the Decision taker (date): _____

Notification sent to Chief Executive (date): _____

Relevant Scrutiny Committee: _____

Date: _____ Time: _____ Venue: _____



NOTICE OF CALL IN OF DECISION

To: Head of Legal and Democratic Services

We, the undersigned, wish to call in the following decision (see note 1).

Decision taken by (see note 2): CABINET.

Date decision was taken: 2/6/2015.

Report Title: To note the future of two schools and build a new one.

Decision (see note 3): The closure of Pentre Celyn +
 Manfan D.C. School.

Reason for Call In:

lack of explanation what category 1 and category 2 mean.
Where the guidelines followed for the closure of rural schools!
Where the correct data given regarding the schools e.g. numbers...?
Process was not followed correctly against local and national
priorities.

We (see note 4) request that according to the Council's approved 'call-in' procedure rules (see note 5) a meeting of the most appropriate Overview and Scrutiny Committee be held within 5 working days (see note 6) of the date of your receipt of this notice.

1. ARWEL ROBERTS. (print) Arwel Roberts (signature)
2. CEFYN WILLIAMS. (print) Cefyn Williams (signature)
3. HOW HILLIARDELL (print) How Hilliarde (signature)
4. Gwyneth KENSLE (print) Gwyneth (signature)
5. Meirick L. DAVIES (print) Meirick Davies (signature)

Dated: 5/6/2015

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Report to: Performance Scrutiny Committee

Date of Meeting: 11 June 2015

Lead Member/Officer: Lead Member for Education

Report Author: Scrutiny Coordinator

Title: Call-in of the Cabinet decision of 2 June 2015 relating to Ysgol Rhewl

1. What is the report about?

To consider the Cabinet decision of 2 June 2015 to approve the publication of a statutory notice proposing to close Ysgol Rhewl on 31 August 2017 with pupils transferring to Ysgol Pen Barras or Rhos Street School to coincide with the opening of the new school buildings.

2. What is the reason for making this report?

To seek scrutiny to consider the request that the Cabinet's decision in respect of Ysgol Rhewl be reviewed.

3. What are the Recommendations?

That the Committee:

- 3.1 considers the reasons given for requesting a review of the Cabinet's decision; and
- 3.2 following consideration of the information provided determines whether the decision merits being referred back to Cabinet for reconsideration, and if so the basis and evidence for making the referral.

4. Report details.

- 4.1 Denbighshire's Cabinet at its meeting on 2 June 2015 resolved to:

“(a) note the findings of the formal consultation for the closure of Ysgol Rhewl; and

(b) approve the publication of a statutory notice to close Ysgol Rhewl on 31 August 2017 with pupils transferring to Ysgol Pen Barras or Rhos Street School to coincide with the opening of the new school buildings”

- 4.2 The above decision was published on the Council's website on 3 June 2015 and in accordance with the Council's Call-In Procedure (Appendix 1) the

decision was not implemented immediately enabling non-Cabinet members to call-in the decision for examination, if they felt it merited scrutiny. To facilitate a decision to be called-in five non-Cabinet members are required to sign a notice of call-in form.

- 4.3 A 'Notice of Call-In' form, signed by the required number of non-Cabinet councillors, was received on 8 June 2015. Members will see at Appendix 2 the grounds for calling-in the decision. Members are asked to determine, based on the information presented to them, whether the Committee believes that Cabinet should review its original decision, and if so on what grounds.
- 4.4 As Cabinet's decision of 2 June relates to the Council's education provision the Authority's statutory education co-opted members on scrutiny are permitted to participate fully in the consideration of this matter as voting members of the Committee.
- 4.5 A link to the report and appendices considered by Cabinet at its meeting on 2 June has been circulated to all committee members. They can also be viewed on the Council's website by following the link below:
<https://moderngov.denbighshire.gov.uk/ieListDocuments.aspx?CId=281&MId=5229&LLL=0>

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

See relevant section in the report to Cabinet dated 2 June 2015.

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

See relevant section in the report to Cabinet dated 2 June 2015.

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.

See relevant section in the report to Cabinet dated 2 June 2015.

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

See relevant section and appendices to the report to Cabinet dated 2 June 2015.

9. Chief Finance Officer Statement

See relevant section in the report to Cabinet dated 2 June 2015.

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

See relevant section in the report to Cabinet dated 2 June 2015.

11. Power to make the Decision

Section 21, Local Government Act 2000
Article 6.3.2(ch) of the Council's Constitution

Contact Officer:

Scrutiny Coordinator

Tel: 01824 712554

e-mail: dcc_admin@denbighshire.gov.uk

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Denbighshire County Council's Call-In Procedure – Guidance Note

Introduction

The Procedure Rules allow for any 5 non-Executive members (councillors who are not members of the Cabinet) to initiate a call in of a decision – usually one taken by Cabinet or individual Cabinet members (described as the 'decision maker'). To facilitate this process a 'Notice of Call-in of Decision' form has been produced (appendix 2) which is signed by the 5 members and submitted to the Head of Legal and Democratic Services. Five working days are allowed for a decision to be called-in following its publication on the Council's web-site and notification to Members of the Council. A decision taken will not be implemented by officers until the expiry of this period.

Members who have a prejudicial interest in the decision may not be a signatory to a Notice of Call-In.

Publication of Decisions

The 5 working day period will not begin until the decision has been published on the Council's website and emailed to all members of the Council. Decisions must be publicised within 2 working days of the decision being taken in accordance with the Council's Constitution. This could be in the form of draft minutes of the meeting, a summary of decisions taken or a record of a delegated decision taken.

Implementation of Decisions

Decisions may be implemented from the sixth working day following their publication unless a valid Call-in has been received by the Head of Legal and Democratic Services.

Urgent Decisions

Urgent decisions may proceed despite a call-in if the decision-maker has the agreement of:

- (i) the chair of the relevant scrutiny committee, or
- (ii) if there is no such person or that person is unable to act, the Chair of the Council, or
- (iii) if there is no chair of the relevant scrutiny committee or Chair of the Council, the Vice Chair of the Council.

In exceptional circumstances there may be urgent decisions that must be implemented immediately upon the decision being taken and a call-in is therefore not possible. These must be identified by the Cabinet / decision-

maker at the time the decision is taken and the reasons behind their urgency explained and reported in the record of decision.

The Procedure

A duly completed 'Notice of Call-In of Decision' (appendix 2) must be submitted to the Head of Legal and Democratic Services (who also holds the post of Monitoring Officer). The notice must contain the signatures of the 5 non-Executive members calling in the decision along with the reasons for the call in.

The Head of Legal and Democratic Services will notify the Leader of the Council, the delegated decision taker (if relevant) and the Chief Executive of the receipt of the Notice of Call-In and confirm with them that the decision may not be implemented until further notice from the Head of Legal and Democratic Services.

Which Scrutiny Committee?

The Head of Legal and Democratic Services will decide the most appropriate scrutiny committee to consider the call in – if necessary in consultation with the Scrutiny Chairs and Vice Chairs Group. A special meeting of the committee will be arranged to be held within 5 working days of the receipt of the Notice of Call-In of Decision unless the committee has a scheduled meeting within that period, or if an extension to the time period is agreed between the decision maker and the chair of the scrutiny committee.

All Members will be notified of the call in and the details of the meeting being held to consider it.

Signatories to attend

The signatories to the call in will normally be expected to attend the scrutiny committee and justify the reasons for the call in to the scrutiny committee.

What happens if the Committee does not meet in time?

Should the scrutiny committee not convene within the 5 working days of the receipt of the Notice of Call In, and without an extension to the time period being agreed, the Head of Legal and Democratic Services will inform the Leader of the Council, the Chief Executive and (if appropriate) the delegated decision taker that the call-in has ceased.

No case to answer?

Should the scrutiny committee upon meeting to consider the call-in, decide that the decision should not be referred back to the decision maker (e.g. Cabinet or lead member) for reconsideration, the Head of Legal and Democratic Services will advise the Leader of the Council, the Chief

Executive and (if appropriate) the delegated decision taker, that the decision may be implemented.

Recommendations from Scrutiny

If the scrutiny committee agrees that there is a case for the decision to be reviewed, the scrutiny committee's recommendations will be considered by Cabinet at its next available meeting, or in the case of a delegated decision by a Lead Member within 5 working days.

What of the original decision is re-confirmed?

Should the decision maker confirm the original decision, the decision may be implemented immediately and may not be subject to a further call in. The decision maker should demonstrate that appropriate consideration has been given to the recommendations from Scrutiny.

DENBIGHSHIRE CALL-IN PROCEDURE RULES

- (1) **5 working days** are allowed for a decision to be called-in following its publication on the Council's web-site and notification to Members of the Council. A decision taken will not be implemented until the expiry of this period (see point 7 for urgent decisions).
- (2) At least **5 signatories of non-executive councillors** are required to initiate a call-in.
- (3) The relevant scrutiny committee (or full Council if acting in a scrutiny capacity) is required to meet to discuss a called-in decision within **5 working days** of the call-in being made.
- (4) If the scrutiny committee (or full Council) agrees that there is a case for the decision to be reviewed, the scrutiny committee's recommendations will be **considered by Cabinet at its next available meeting**, or in the case of a delegated decision by a **Lead Member within 5 working days**.
- (5) A decision that has been called-in will not be implemented until the processes referred to in points 3 and 4 have been completed (see point 7 for urgent decisions).
- (6) There are no financial or other limitations (other than those outlined within this procedure) restricting the use of the call-in procedure.
- (7) Urgent decisions may proceed despite a call-in if the decision-maker has the agreement of:
 - (i) the chair of the relevant scrutiny committee, or
 - (ii) if there is no such person or that person is unable to act, the Chair of the Council, or
 - (iii) if there is no chair of the relevant scrutiny committee or Chair of the Council, the Vice Chair of the Council.

In exceptional circumstances there may be urgent decisions that must be implemented immediately upon the decision being taken and a call-in is therefore not possible. These must be identified by the Cabinet / decision-maker at the time the decision is taken and the reasons behind their urgency explained and reported in the record of decision.
- (8) The timescales described in procedure rules 1, 3 and 4 may be extended in exceptional circumstances with the agreement of the decision-maker and the chair of the relevant scrutiny committee



NOTICE OF CALL IN OF DECISION

To: Head of Legal and Democratic Services

We, the undersigned, wish to call in the following decision *(see note 1)*.

Decision taken by *(see note 2)*: _____

Date decision was taken: _____

Report Title: _____

Decision *(see note 3)*: _____

Reason for Call In:

We *(see note 4)* request that according to the Council's approved 'call-in' procedure rules *(see note 5)* a meeting of the most appropriate Overview and Scrutiny Committee be held within 5 working days *(see note 6)* of the date of your receipt of this notice.

1. _____ (print) _____ (signature)

2. _____ (print) _____ (signature)

3. _____ (print) _____ (signature)

4. _____ (print) _____ (signature)

5. _____ (print) _____ (signature)

Dated: _____

Guidance Notes

1. Five working days are allowed for a decision to be called-in following its publication on the Council's web-site and notification to Members of the Council. Urgent decisions may proceed despite a call-in if the decision-maker has the agreement of:
 - (i) the chair of the relevant scrutiny committee, or
 - (ii) if there is no such person or that person is unable to act, the Chair of the Council, or
 - (iii) if there is no chair of the relevant scrutiny committee or Chair of the Council, the Vice Chair of the Council.
2. Please state the name of the decision maker e.g. Cabinet or the Lead Member for.....
3. If the decision contains more than one part, please state which are to be called-in, e.g. parts (a), (b), and (d) of the Resolution.
4. Signatories must be non-executive members. Councillors with a prejudicial interest in the decision may not be a signatory to the Notice of Call-in.
5. The Denbighshire Call-in Procedure Rules appear in the Council's Constitution *Part 4.5 – Scrutiny Procedure Rules*.
6. Timescales may be extended in exceptional circumstances with the agreement of the decision-maker and the chair of the relevant scrutiny committee.

For Office use only

Received by: _____ Date: _____

Date decision was published: _____

Notification sent to Leader and the Decision taker (date): _____

Notification sent to Chief Executive (date): _____

Relevant Scrutiny Committee: _____

Date: _____ Time: _____ Venue: _____

NOTICE OF CALL IN OF DECISION

To: Head of Legal and Democratic Services

We, the undersigned, wish to call in the following decision (see note 1).

Decision taken by (see note 2): CABINET

Date decision was taken: CLOSE YSGOL RHEWL 2ND JUNE 2015

Report Title: YSGOL RHEWL

Decision (see note 3): YSGOL RHEWL

Reason for Call In:

AS PER THE ATTACHED SHEET.
AS PER. CLLR. MERFYN PARRY

We (see note 4) request that according to the Council's approved 'call-in' procedure rules (see note 5) a meeting of the most appropriate Overview and Scrutiny Committee be held within 5 working days (see note 6) of the date of your receipt of this notice.

1. MEIRICK LI-DAVIES (print) Meirick Li-Davies (signature)
2. ARWEL ROBERTS (print) Arwel Roberts (signature)
3. MARYLE L HOWARD (print) Maryle L Howard (signature)
4. ~~DAVID ANTON~~ (print) David Anton (signature)
5. HOWARD HADFIELD (print) Howard Hadfield (signature)

Dated: 6-6-2015

Mertyn Parry

T. Murphy

Guidance Notes

1. Five working days are allowed for a decision to be called-in following its publication on the Council's web-site and notification to Members of the Council. Urgent decisions may proceed despite a call-in if the decision-maker has the agreement of:
 - (i) the chair of the relevant scrutiny committee, or
 - (ii) if there is no such person or that person is unable to act, the Chair of the Council, or
 - (iii) if there is no chair of the relevant scrutiny committee or Chair of the Council, the Vice Chair of the Council.
2. Please state the name of the decision maker e.g. Cabinet or the Lead Member for.....
3. If the decision contains more than one part, please state which are to be called-in, e.g. parts (a), (b), and (d) of the Resolution.
4. Signatories must be non-executive members. Councillors with a prejudicial interest in the decision may not be a signatory to the Notice of Call-in.
5. The Denbighshire Call-in Procedure Rules appear in the Council's Constitution *Part 4.5 – Scrutiny Procedure Rules*.
6. Timescales may be extended in exceptional circumstances with the agreement of the decision-maker and the chair of the relevant scrutiny committee.

For Office use only		
Received by: _____	Date: _____	
Date decision was published: _____		
Notification sent to Leader and the Decision taker (date): _____		
Notification sent to Chief Executive (date): _____		
Relevant Scrutiny Committee: _____		
Date: _____	Time: _____	Venue: _____

NOTICE OF CALL IN OF DECISION

To: Head of Legal and Democratic Services

We, the undersigned, wish to call in the following decision (*see note 1*).

Decision taken by (*see note 2*): **Cabinet**

Date decision was taken: **Tuesday 2nd June, 2016**

Report Title: _____

Decision (*see note 3*): **Ysgol Rhewl.**

Reason for Call In: We consider that the Cabinet decision to approve the closure of Ysgol Rhewl was flawed because the information that this was based on was incomplete and, in particular did not effectively address the issue that had been raised in the consultation process.

In detail our concerns are that the issues that were raised in connection with the impact on the Welsh language at the school as well as in the county as a whole were not addressed were not appropriately addressed either in the cabinet report nor during the discussion at the meeting. The responses that were submitted to the consultation paper highlighted that the current Welsh language offer that is made to pupils and children at Ysgol Rhewl could not be replicated if children were to be moved to either of the new schools at Glasdir. The responses also highlighted that the loss of the bilingual provision at Ysgol Rhewl would be at odds with the Council's Welsh Education Strategic Plan 2014 -2017 which includes 7 outcomes which are aimed at ensuring that all pupils as well as staff and others who are involved with our schools, are provided with opportunities to learn and use both spoken and written Welsh.

Further concerns were raised with regard to the feasibility of the Glasdir site to be developed to accommodate the number of pupils that were proposed by the Council. The total capacity of the Glasdir schools is 450, assuming issues relating to the level of traffic that this will generate does not reduce this number. An assessment of the number of pupils at Ysgol Pen Barras, Rhos Street and Rhewl shows that the current total is 441 (Pen Barras – 223; Rhos Street – 163 and Rhewl -55), and this does not take account of pupils from other schools wishing to go to either of these schools nor to it ensure that there is sufficient space to meet future growth. The issue of the amount of traffic that will be generated by the Glasdir site, and the potential danger to children who need to walk to the new schools from Rhewl have also been raised, but have not been addressed because the feasibility studies that

would be required to provide the necessary information are not sufficiently addressed.

Finally it was reported at the Cabinet meeting that no alternative arrangements had been proposed, but this is not the case. The response from the School Governing Body stated that there was a clear need to discuss alternatives to the closure proposals, and registered their concern that the requirements of the Welsh Government code had not been met. The code states that "Case law has established that the consultation process should be undertaken when proposals are still at a formative stage; include sufficient reasons and information for particular proposals to enable intelligent consideration and response; provide adequate time for consideration and response; and ensure that the product of consultation is conscientiously taken into account when the ultimate decision is taken". No response to these concerns is included in the Cabinet report which makes reference to the length of the consultation process only.

We (*see note 4*) request that according to the Council's approved 'call-in' procedure rules (*see note 5*) a meeting of the most appropriate Overview and Scrutiny Committee be held within 5 working days (*see note 6*) of the date of your receipt of this notice.

1. _____ (print) _____ (signature)
2. _____ (print) _____ (signature)
3. _____ (print) _____ (signature)
4. _____ (print) _____ (signature)
5. _____ (print) _____ (signature)

Dated: _____

Guidance Notes

1. Five working days are allowed for a decision to be called-in following its publication on the Council's web-site and notification to Members of the Council. Urgent decisions may proceed despite a call-in if the decision-maker has the agreement of:
 - (i) the chair of the relevant scrutiny committee, or
 - (ii) if there is no such person or that person is unable to act, the Chair of the Council, or

PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 16 April 2015 at 9.30 am.

PRESENT

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

Co-opted Members: - D. Houghton and G. Williams.

Lead Member attendance requested by the Committee: - Councillor E.W. Williams.

ALSO PRESENT

Chief Executive (MM), Head of Education (KE), Head of Business, Improvement and Modernisation (AS), Strategic Team Manager (LG), Scrutiny Co-ordinator (RE) and Administrative Officer (CIW).

The Chair thanked Councillor R.J. Davies for chairing the previous meeting of the Committee in his and the Vice Chair's absence.

1 APOLOGIES

Councillors C. Hughes, G. Lloyd-Williams, Co-opted Members G. Greenland, Dr D. Marjoram, and Lead Member J. Thompson-Hill.

2 DECLARATION OF INTERESTS

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

3 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.

4 MINUTES OF THE LAST MEETING

The Minutes of a meeting of the Performance Scrutiny Committee held on Thursday, 26th February, 2015 were submitted.

Matters arising:-

4. Minutes of Last Meeting – In response to a question from Councillor M.LI. Davies, the Scrutiny Coordinator agreed to circulate a copy of the e-mail sent to

Members from the Democratic Services Manager regarding the style of minutes to be produced.

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

5 SUCCESSFUL FUTURES - THE DONALDSON REPORT

A copy of a report by the Head of Education (HE) had been circulated with the papers for the meeting.

In March 2014 the Minister for Education commissioned Professor Graham Donaldson to conduct a independent review of Curriculum and Assessment arrangements in Wales from foundation Phase to Key Stage 4. The review's findings were included in Appendix 1 to the report - Successful Futures, Independent Review of Curriculum and Assessment Arrangements in Wales. The report detailed scope of the Review, and considered the implications for education and education related services in Denbighshire if the recommendations emanating from the review were adopted by the Welsh Government (WG).

The report identified the shortcomings of current curriculum arrangements and made a series of recommendations to address these and improve how children in Wales were taught and assessed. The proposals were radical and wide-ranging, and the main areas of focus had been outlined in the report, with the recommendations being listed in Appendix 2.

It was explained that the review, currently out for consultation, would introduce radical changes to the way education was delivered in Wales. It would be the biggest change since the introduction of the national curriculum, and would see education delivered through six areas of learning and experience - expressive arts; health and wellbeing; humanities; languages, literacy and communication; maths and numeracy; and science and technology.

The review would introduce three cross-curriculum responsibilities of literacy, numeracy and digital competence, for which all teachers would be responsible, and would be more focused on the outcomes for learners, to equip and skill them for the 21st Century work market. The assessment process would be less bureaucratic than for the current curriculum and there would be greater autonomy with the curriculum's delivery.

Confirmation was provided that if the vision outlined in the report was adopted either in its entirety, or elements of it, there would be challenges in maintaining and delivering the current curriculum while planning and implementing the introduction of the new curriculum.

The Head of Education (HE) was in favour of the proposed changes and was keen for them to be adopted in their entirety, not a hybrid version of the current model and new model. In response to Members' questions she:-

- agreed to enquire why no primary headteacher had been part of the Review's external advisers team and how many industry, business and private sector advisers had been involved with the development of the Review's conclusions;
- emphasised that the report presented to Members outlined the vision for the future education curriculum in Wales. Details of financial support and how it would be implemented would follow once the WG had agreed on the final policy;
- confirmed that there were no plans to do away with the Programme for International Student Assessment (PISA) tests, as they were an internationally recognised measure. However, if introduced the new curriculum should prepare students to perform better in the PISA tests;
- plans on how to train and upskill teachers ready for the new curriculum would be drawn up once the final policy had been agreed. Teaching unions etc. would be consulted on this and all other aspects of the policy's implementation at that time;
- confirmed, in response to written observations submitted by Co-opted Member Dr Dawn Marjoram who was unable to be present, that she had spoken to WG officials twice about special schools and they had confirmed that practices in special schools would be taken forward as part of the implementation plan for the Donaldson report.

Officers advised that there was a need to progress the continual development of Welsh Language skills between school based education and the workplace through improving community based use of the language. A debate needed to take place nationally on the economic definition and benefits of language skills, options for fast-tracking talented Welsh speakers, and the matter of the current rankings of Welsh universities and the potential loss of home grown talent to universities outside Wales.

Members asked that the Review report be circulated to all County Councillors emphasising its importance and seeking their input into it. The Committee agreed that it would also be useful if a session on it could be presented at a future meeting of Council Briefing.

The Lead Member for Education (LME) advised that the proposed model had been based on the current tried and tested Scottish model, and the Head of Education confirmed that models from elsewhere across the world had also been examined by the Review Team.

Following an in-depth discussion it was:-

RESOLVED – that Performance Scrutiny Committee:-

- (a) receive the report and recommends that the Council makes representations to the Welsh Government's consultation on the Donaldson Report, emphasising the need and importance of adopting the recommendations in their entirety in order to influence the future education agenda in Wales,*
- (b) requests that the report be circulated to all County Councillors emphasising its importance in a bid to improve pupil outcomes, seeking them to engage with the consultation, and that a Council Briefing session be arranged for all County Councillors on the report's contents; and*

(c) agrees that scrutiny should monitor the progress and implementation of the Review's recommendations in due course once the Welsh Government had approved its final policy.

6 CORPORATE RISK REGISTER REVIEW - APRIL 2015

A copy of a report by the Strategic Planning Manager (SPM), on the April 2015 formal revision to the Corporate Risk Register (CRR), had been circulated with the papers for the meeting.

The formally updated version of the CRR had been agreed at Cabinet Briefing. It enabled the Council to manage the likelihood and impact of risks that it faced by evaluating the effect of any current mitigating actions, and recording deadlines and responsibilities for further action that should enable tighter control. The purpose of the Corporate Risk Register was to identify the potential future events which may have a detrimental impact on the Council's ability to deliver its objectives, including its Corporate Priorities. The identified controls and actions were crucial to the delivery of the Corporate Priorities.

The Strategic Planning Manager (SPM) introduced the report and advised that there were some minor changes to the wording of some of the risks listed in Appendix 1, following the Cabinet Briefing meeting earlier in the week. Responding to Members questions officers advised that:-

- with respect to risk DCC007 the remaining 9% of the workforce who were yet to undertake data protection e-learning modules would do so this year. In the main these were staff who did not readily have access to computers, therefore classroom sessions etc. would be offered to them;
- the wording of DCC013 had now been amended and extended from arm's length organisations to include those services which the Council commissioned from other providers or outsourced to others to deliver on their behalf e.g Civica. This would be important going forward as more services were likely to be outsourced;
- the likelihood of risk DCC017 had now reduced following the reduction in posts within the ICT Department, and the refocussing of the Department's work to be more outward focussed. The roll-out of the Microsoft Outlook e-mail system to replace the current Lotus Notes system would also contribute towards the reduction in the risk score;
- the risk posed by DCC019 should be reduced by the next revision of the Risk Register as more information should be available by then on the availability of the WG 21st Century Schools match-funding;
- responding to Members' concerns on the reduction of the residual risk score of DCC021 from 'probable' to 'possible', officers advised that this decision had been taken based on the knowledge that a new management structure had now been established within Betsi Cadwaladr University Health Board (BCUHB) for the county area, and the fact that Denbighshire's Lead Member for Social Care (Adults and Children's Services) and its Director of Social Services served on the BCUHB. Therefore the risk of the Council not being able to assess and plan for the potential impact of the Health Board's decisions on the County had reduced;

- it may be beneficial for the 'Cutting Our Cloth Task and Finish Group' as part of its work to consider the impact on services of the loss of skills due to the budget cuts.

The Chief Executive had recently asked that the Scrutiny Chairs and Vice-Chairs Group (SCVCG) examine Cabinet forward work programmes in detail to adequately inform their Committees on the important matters that would be coming up in forthcoming months. Responding to Members' queries he requested that the minutes of the SCVCG be made readily available in an easy accessible location for all Elected Members.

RESOLVED – that Performance Scrutiny Committee:-

- (a) subject to the above observations, notes the deletions, additions and amendments to the Corporate Risk Register; and
- (b) requests the 'Cutting Our Cloth' Task and Finish Group to assess the impact of the budget related service reconfigurations on services' employee profiles, including their skills base.

7 LOCAL AUTHORITY SERVICE PERFORMANCE REPORT 2013/14

A copy of a report by the Strategic Planning Officer (SPO), which invited consideration of the national report on Local Authorities' (LAs) performance and Denbighshire's performance in relation to other LAs 2013/14, had been circulated with the papers for the meeting.

It was explained that the Local Authority Service Performance Report 2013/2014, Appendix 1, was an annual publication which merged the performance of key LA services in Wales. It drew upon existing sources of information to highlight and add context to performance variation throughout Wales and set out what citizens could expect from key LA services. The service areas included in the report were Social Care, Education, Leisure and Culture, Housing, Environment, Transport, Community Safety and Wellbeing.

The monitoring process of the Council's performance was outlined, and an Annual Performance Report to evaluate progress was provided. The published report related to all LA Service Performance in 2013/2014. It utilised Welsh Government National Strategic Indicators, the Programme for Government indicators and other official statistical sources as suggested by policy and statistical specialists. Denbighshire's comparative position regarding the National Strategic Indicators (NSIs) for 2013/14 had been included in Appendix 2.

In 2013/14 Denbighshire maintained its position as the best performing Council in Wales for a fourth year, and a summary of the indicators had been provided in the report, together with, the current position as at the end of Quarter 3.

Members were advised that they may wish to use the historical document as a basis for their future performance monitoring work, and they were asked for their opinion on the usefulness of Appendix 2 as a tool to summarise the Council's performance journey against various performance indicators (PIs).

Members found this to be a useful easy to follow illustration for future use.
Responding to Members' questions officers:-

- confirmed that the Council did measure itself against other Authorities beyond Wales in certain areas i.e. sickness absence and educational attainment. Nevertheless, the majority of PIs were compared on an all-Wales basis;
- the percentage of affordable housing units in Denbighshire was low in comparison to other Local Authorities. However, there were measures in place in a bid to improve the Authority's performance;
- the importance of collecting and recording the right indicators was also emphasised i.e. there was a mandatory national indicator on the 'rate of older people supported in the community per 1000 head of population' - Denbighshire registered very poor performance against this particular PI for the reason that it followed the WG's own vision and policy of supporting people to live as independently as possible and not to be dependent on social care support

Having considered the national report on Local Authorities' performance, and Denbighshire's performance in relation to other Local Authorities in 2013/14, it was:-

RESOLVED –

- (a) to receive the report and use it as a basis when considering future Corporate Plan performance reports; and*
- (b) that the Direction of Travel Tool in Appendix 2 be supplied in future to accompany all Corporate Plan performance reports.*

8 SCRUTINY WORK PROGRAMME

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

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

11th June, 2015:- Members agreed that the business item, Corporate Health and Safety Annual Report be re scheduled to the 16th July, 2015, and the Lead Member, Councillor J. Thompson-Hill, be invited to attend.

It was agreed that the respective Lead Members be invited to attend for the following business items on 11 June:-

- Councillor R.L. Feeley for Draft Director of Social Services Annual Report 2014/15.
- Councillor Julian Thompson-Hill for Corporate Plan (Q4) 2014/15.

The Cabinet Forward Work Programme had been included as Appendix 3. Members agreed that the business item on The Future of In-house Care scheduled for consideration by Cabinet on the 28th July, 2015 be included in the Performance Scrutiny Committee forward work programme for consideration on the 16th July, 2015. The Committee was informed that the Cabinet meeting listed for the 26th May, 2015 had now been re-scheduled for the afternoon of the 2nd June, 2015.

A table summarising recent Committee resolutions and advising on progress with their implementation, had been attached at Appendix 4. The Scrutiny Chairs and Vice-Chairs Group had met on the 2nd April, 2015 and no items had been referred to the Committee for consideration.

In response to a question from Councillor G. Sandilands, the SC explained that the Head of Service had advised that regular updates would be provided on the issue of CCTV as part of the on-going discussions on the service's future. A report on the options available would be presented to the Partnerships Scrutiny Committee on the 25th June, 2015.

Councillor A. Roberts explained that he would be liaising with the Public Protection Manager regarding concerns relating to pest control provision. The SC requested that Councillor Roberts complete and submit a Member's proposal form if he wished the matter to be considered by the Committee, following his deliberations with the respective officer. The Chief Executive explained that following consideration of the budget proposals, and as a result of financial constraints, the Council was no longer providing a pest control service. However, in an attempt to assist customers one of the telephone numbers provided directed customers to the National Centre for pest control which was based in Birmingham. He also confirmed that there was no budget provision to address the problems relating to seagulls.

Members agreed that a business item pertaining to the implementation of the Donaldson report be included in the Committee's forward work programme for a date to be confirmed.

The SC explained that as the next meeting of the Committee would be the first meeting after the Annual Council meeting, the Committee would be required to appoint a Vice Chair for the ensuing year. The role description for the Scrutiny Chair and Vice Chair had been included in the Briefing Notes for the meeting. The SC explained that CV's would be sought from Members wishing to submit nominations for the posts, and these would be required by the 2nd June, 2015. The chair thanked the Members and officers for their help and assistance during the year.

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

9 FEEDBACK FROM COMMITTEE REPRESENTATIVES

Councillor A. Roberts had attended a meeting of the Schools Standards Monitoring Group on the 24th February, 2015. He made reference to three schools which had

been discussed, and highlighted concerns relating to one of the schools in question.

Councillor M.LI. Davies had attended the Housing and Community Service Challenge meeting on the 4th March, 2015. He provided a brief outline of the proceedings and explained that matters considered included the Housing Strategy and Affordable Housing, and he felt the meeting had been very constructive and beneficial.

Councillor R.J. Davies had been unable to attend the meeting of the Customers and Education Support Service Challenge meeting. However, he had obtained notes of the proceedings which the SC agreed to circulate to Members of the Committee.

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

Meeting ended at 12.45 p.m.

Report to: Performance Scrutiny Committee

Date of Meeting: 11 June 2015

Lead Member/Officer: Lead Member for Social Care/
Director of Social Services

Report Author: Principal Manager: Business Support

Title: Director of Social Services Annual Report: 2014/15

1. What is the report about?

- 1.1. Every Director of Social Services in Wales is required to produce an annual report which summarises their view of the effectiveness of the authority's social care services and priorities for improvement.
- 1.2. A draft annual report for 2014/15 is attached at Appendix I. The report is intended to provide the public with an honest picture of services in Denbighshire and to demonstrate a clear understanding of the strengths and challenges faced.

2. What is the reason for making this report?

- 2.1. To enable Members to scrutinise the draft report prior to it being submitted to the CSSIW by the end of June 2015.

3. What are the Recommendations?

- 3.1. It is recommended that Members consider whether:
 - the report provides a clear account of performance in 2014/15;
 - the report raises any performance issues/concerns that require further scrutiny.

4. Report details.

- 4.1. Overall, the report shows that we continued to provide high quality social services during 2014/15, and that we achieved some excellent performance in areas that are important to our communities. We also continued to make real progress with our aim to transform social services in response to the challenges posed by the financial position and the Social Services and Well-being (Wales) Act 2014.
- 4.2. Clearly, not everything went as well as we had planned, and the report identifies a number of areas where improvements could still be made. However, we have plans in place to address these issues, as highlighted in the report.

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

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

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

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

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

- 7.1. The report does not require an Equality Impact Assessment (EqIA). The report provides a retrospective evaluation of social services performance during 2014/15, and the publication of the report itself has no potential impact on people sharing protected characteristics. However, in terms of future plans mentioned within the report, an EqIA will be required for any decisions/change that will have an impact on people sharing protected characteristics. These will be undertaken for each individual project as and when required.

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

- 8.1. We have drawn on feedback from service users and carers about our services as part of our existing quality assurance system.
- 8.2. It is proposed that the draft report will be circulated to partners (e.g. health, 3rd sector) for comment, and also to colleagues in Flintshire as part of a peer review arrangement in which we have agreed to act as a “critical friend” in relation to reviewing each other’s draft reports.

9. Chief Finance Officer Statement

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

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

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

11. Power to make the Decision

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

Contact Officer:

Principal Manager – Business Support

Tel: 07825 451448

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Director of Social Services
Annual Performance Report
2014-15

LANGUAGE SIGNPOST

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



To make comments and suggestions or for further information please contact:

Os ydych angen gwybodaeth bellach, gofynnwch os gwelwch yn dda i rhywun yr ydych yn gwybod sydd yn siarad Cymraeg neu Saesneg i ffonio 01824 706161

By email:

corporate.improvement@denbighshire.gov.uk

If you need further information, please ask someone you know who speaks English or Welsh to telephone 01824 706161

Jeżeli potrzebują państwo dalszych informacji, proszę poprosić kogoś, kto mówi po angielsku lub walijsku żeby zadzwonił pod numer 01824 706161

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إذا كنت بحاجة إلى مزيد من المعلومات . يرجى الطلب من شخص ما تعرف من يتحدث إنجليزية أو الويلزية الهاتف 01824 706161

Corporate Improvement Team
Denbighshire County Council
County Hall
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Ruthin
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如果您需要更多信息，请向你认识的人谁讲英语或威尔士电话：

01824706161

اگر آپ کو مزید معلومات درکار ہوں تو برائے مہربانی انگریزی یا ویلش زبان جاننے والے اپنے کسی واقف کار سے کہیں کہ وہ آپ کی جانب سے فون نمبر 01824 706161 سے رابطہ کریں۔

আপনার যদি আরো তথ্যের প্রয়োজন হয়, তাহলে আপনার জানা ইংরেজী অথবা ওয়েলশ ভাষা বলতে পারেন এমন কাউকে অনুগ্রহ করে 01824 706161 নম্বরে টেলিফোন করতে বনুন

CONTENTS

FOREWORD.....	4
INTRODUCTION.....	6
AREAS FOR IMPROVEMENT IDENTIFIED FOR 2014-15	9
MODERNISING SOCIAL SERVICES AND ENHANCING WELLBEING	16
CUSTOMER FEEDBACK	20
SUPPORTING OUR WORKFORCE.....	22
WELSH LANGUAGE	24
WORKING WITH OTHERS	26
ADULT SOCIAL SERVICES: PERFORMANCE	30
PREVENTION, EARLY INTERVENTION & ENHANCING WELLBEING.....	31
SUPPORTING ADULTS WITH COMPLEX AND / OR LONG TERM CARE NEEDS ..	34
CHILDREN AND FAMILY SERVICES: PERFORMANCE	38
SUPPORTING FAMILIES IN A TIMELY AND EFFECTIVE WAY	39
HELPING CHILDREN IN NEED, DISABLED CHILDREN AND YOUNG CARERS	40
LOOKED AFTER CHILDREN AND CARE LEAVERS	43
FOSTERING AND ADOPTION.....	46
SAFEGUARDING AND CHILD PROTECTION.....	47
FUTURE PLANS.....	48

FOREWORD

I am pleased to present my Annual Report 2014-15 for Denbighshire County Council. The purpose of this report is to outline how well we have delivered social services in the past year and what our priorities for improvement are for 2015-16. The report provides a detailed assessment of how effective social services are for adults, children and families in Denbighshire.

It may be useful for me to begin by explaining a few significant structural changes that were made or planned during the past year. Following a review by the Chief Executive of the council's senior management structure, Housing Support Services have joined with Adult & Business Services to create a new service which we have called 'Community Support Services'. The name of the new service reflects our focus on 'community' (a key part of our sustainability strategy) and on 'support' (a key part of the move away from prescribing care and towards supporting independence).

A more fundamental change, which we have begun preparing for, is the proposal to bring together the Education Service and Children and Families Service to create a new service, 'Education and Children's Services'. Joint-services covering education and children's services have been compulsory in England for over a decade and are increasingly common in Wales. It is a model that works in other parts of North Wales, and we believe it will work in Denbighshire too. In fact, bringing education and children's services together presents a real opportunity to improve outcomes for children.

My first year with Denbighshire County Council has been both exciting and challenging. The current environment is one of unprecedented change for social care in Wales. Delivering better health and social care services within ever tighter financial constraints demands a very different way of thinking and behaving. It demands widespread and sustainable cultural change and requires us to build on the trust between organisations. This includes strengthening our relationships to support citizens to deliver the results that matter most to them. It means working more collaboratively and creatively to ensure better value for money and that we do the right things at the right time. The challenge is to ensure that we continue to support the most vulnerable who are at risk and less able to manage their own lives.

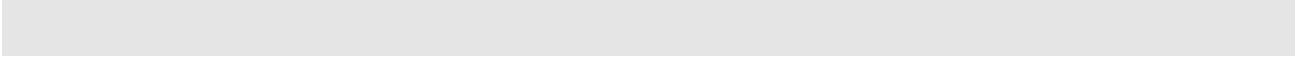
We are now firmly within the implementation phase of the new Social Services and Wellbeing (Wales) Act which comes into force in April 2016. The Act creates an environment in which the aspirations and expectations of citizens can be more appropriately realised and we are all working hard to ensure we are ready for its implementation.

Social Services is not just about local authority services. Effective Social Services is a direct result of effective partnerships – partnerships with citizens, people who use services and their carer's, statutory sector partners and the community and voluntary sector. It's about all of us. I would like to thank all our staff and partners who have

supported me this year for their hard work, determination and professionalism. This truly is a team effort.



Nicola Stubbins
Director of Social Services



INTRODUCTION

This report looks at the performance of social services in Denbighshire during 2014/15, and sets out our priorities for 2015/16 and beyond. The report provides a detailed assessment of how effective services are for adults, children and families in Denbighshire.

My overall assessment is that we continued to provide high quality social services for the residents of Denbighshire during 2014/15. Our performance is generally very good, and we achieved excellent performance in some key areas. We also improved in areas that we identified for improvement in last year's report. We are also making real progress with our aim to transform social services in response to the challenges posed by the financial position and the Social Services and Well-being (Wales) Act 2014, and this is explored in more detail throughout this report.

Clearly, not everything went as well as we had planned, and there are areas where improvements could still be made. The table below summarises some of our key strengths during 2014/15 and some of the challenges that lie ahead for 2015/16:

Strengths
<ul style="list-style-type: none">• As part of our Corporate Plan priority to support people to remain independent, we pledged to reduce the number of adults who needed residential care during the year by 200, from 815 in 2012 to 615 by 2017. The total for 2014/15 was 697, which means we are making good progress towards our ambition. The number of adults supported in residential care on 31st March 2015 was 499, down from 579 on 31st March 2012.• We increased support to carers, which we identified as a challenge in last years' report. We increased the number and percentage of carers who were offered (and then had) an assessment or review of their needs in their own right, and also the number and percentage of carers who went on to receive a service.• Despite a small increase in the number of adults experiencing a delayed transfer of care from hospital for social care reasons, we still compare favourably to the majority of other councils in Wales with regard to this.• Customer satisfaction survey responses show that virtually all adult service users felt that they were treated with dignity and respect, and that the support they received from the council helped them to live as independently as possible; helped them to feel safe and secure in their home; and improved the quality of their life.• Another Corporate Plan priority was to have fewer repeat referrals to child protection services, and to ensure that the re-referral rate remains below 20% (we expect the rate to consistently fall within the 15-20% range each year). During 2014/15, the rate fell to 15.1%, and the number of re-referrals fell to 101 from 133 during 2013/14.• Children & Family Services have worked hard on providing preventative services and on intensive intervention when people first become involved with the department. This saw the numbers of referrals reduce from 773 in 2013/14 to 670 in 2014/15, and the number of core assessments undertaken rise from 120 to 170. We also improved the proportion of initial and core assessments that were undertaken within timescale during 2014/15.

- We improved our performance in relation to planning for permanence amongst our looked after children population, and 100% of children had a plan in place at the time of their second review. We reduced the number of children who experienced three or more placements during the year and, where changes in placement exceeded three, this was generally for positive reasons such as trying to re-integrate families. We made significant progress in ensuring looked after children have personal education plans in place and have worked hard with colleagues from health to improve our performance in relation to completing health checks.

Challenges

- Managing the transition to the new service, bringing together the Education Service and Children and Families Service to create 'Education and Children's Services'.
- Despite the improvements we made during 2014-15, we need to continue improving attendance at work across the whole of social services.
- We need to continue to increase the use of Support Budgets, to give people more freedom to choose the services that meet their assessed needs, and who provides them.
- We need to continue to respond to the challenges raised by the Supreme Court deprivation of liberty ruling from March 2014.
- Despite the improvements we made during 2014-15, we need to continue to reduce the number of looked after children who experienced three or more placements during the year, and to try to ensure that any exceptions to this are for positive reasons.
- We need to improve the proportion of statutory visits to looked after children that take place within timescales.

The council continues to face a real challenge because of the impact of increasing demands and reducing financial resources. The council's overall revenue budget reduced in cash terms by £3.5 million in 2014/15, and there has been a further £4 million reduction for 2015/16. Savings and cuts of over £7 million per year have been necessary to meet demand and cost pressures within the budget. The impact of these continued budget reductions on social services is two-fold. First, social services must take responsibility for sharing the overall burden by reducing its own budgets. Second, when other service budgets are being cut, it inevitably becomes more difficult for the council to invest further in preventative services and strategies to enhance wellbeing, because the benefits of this work are difficult to quantify and will not be seen for many years.

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

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

It is clear that we cannot respond to these demands with reducing resources and traditional models of social care. We therefore need to change the way we deliver services if we are to successfully meet the needs and expectations of vulnerable people. The need for change has been identified within the council's Corporate Plan for 2012/17, which includes the following priorities:

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

Social services in Denbighshire are focussed on delivering against these priorities through the Service Plans for both Community Support Services and Children & Family Services.

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

The Council has developed a range of innovative approaches to understanding and interpreting the nature and needs of our communities. For example on the children and families side the use of intelligence-led approaches to inform the focus of developments on vulnerable families and children with disabilities.

In order to clarify the role that the council needs to play to support people to be independent, we have developed the "SID" model, which stands for "Supporting Independence in Denbighshire". The SID model can apply to anyone, from a young, disabled person to an 85 year old with dementia, and it illustrates the type of support that a person could expect to be available to them at different stages of their life. Most people will fit within the first part of the model, where no support from the council is required and people are supported by family, friends and social groups to be active, connected and contribute to the community. The model then progresses through various stages, including "advice & information" and "re-ablement", through to managed social care support when people have more complex and long-term needs.

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

AREAS FOR IMPROVEMENT IDENTIFIED FOR 2014-15

In last years' Annual Report, I identified a number of specific challenges which we needed to focus on during 2014/15. In September last year, the Care and Social Services Inspectorate Wales (CSSIW) published its evaluation of Denbighshire Social Services performance for 2013-14. Despite being extremely positive overall, this report also contained a number of specific areas for improvement. These challenges and areas for improvement are highlighted below, alongside an analysis of the progress we made during 2014/15.

Challenges from the Directors' Report 2013-14

A. Ensure all carers are offered a review or assessment of their needs

- Increasing the proportion of carers (of adults) who are offered an assessment or review of their needs in their own right was identified by the service as a priority for improvement for 2014/15. Progress was made, with performance during 2014/15 increasing to 93.7% from 89.4% during the previous year. Despite this increase, this remains an issue that is discussed regularly with Team Managers to ensure that officers record this activity properly on PARIS.
- The number and percentage of carers (of adults) who have had an assessment or review of their needs also increased, from 463 (30.5%) in 2013/14 to 482 (31.7%) in 2014/15. The number and percentage of carers (of adults) who were provided with a service also increased from 442 (95.5%) in 2013/14 to 466 (96.7%) in 2014/15.

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

- Training sessions were held for operational teams, and quarterly Steering Groups meetings were held to promote take-up. As a result of this, take-up increased during 2014/15, although not substantially.
- During 2014/15, the number of Direct Payments for adult social care increased to 162 (including Direct Payments, Individual Service Funds, Citizen-Directed Support and one off carers grant payments), from 117 during the previous year. Clearly there is room for further improvement in this area, and we have therefore developed an action plan to improve take-up of Support Budgets (our generic term for all of these). There are many issues to resolve, including the perception that it is often too difficult for service users to manage a direct payment, especially the complex requirements around employing personal assistants.
- The use of Direct Payments is also being considered by Children & Family Services as part of a broader piece of work to review and re-design the delivery of assessment based services for disabled children. At the end of 2014/15, there were 29 Direct Payments in Children & Family Services, through the Intensive Family Support Service (IFSS).

C. Continue improving attendance at work

- Both services were focussed on this during 2014/15, and were assisted by the implementation of the new corporate attendance at work procedures. Sickness absence for Adult & Business Services at the end of 2014/15 stood at 11.58 days per full-time equivalent (FTE) employee. This compares to 12.71 days per FTE employee at the end of 2013/14. Although 11.58 days per FTE employee is still unacceptable, it does represent an 8.9 % reduction in sickness absence during the year. Sickness absence for Children & Family Services during 2014/15 stood at 9.92 days per FTE employee, compared to 13.55 days per FTE employee during 2013/14. Although we would expect to be able to improve further, this reduction by 3.63 days per FTE employee represents a 26.8% reduction in sickness absence during 2014/15, which is a significant improvement.

D. Continue to increase the completion of statutory visits to looked after children within timescales

- Our performance at the end of 2014/15 was 88.3%, compared to 89% at the end of 2013/14. This is therefore an area where we have been unable to improve during 2014/15. Although the position has improved in recent years (performance during 2011/12 was 83.7%), we have struggled to push it higher. Most of the children are visited much more frequently than that, but it does not always contain all the required elements to be considered a statutory visit. We monitor this indicator on a monthly basis, and subsequently challenge practice. There can be various reasons why deadlines are missed, some of these are acceptable and some are not, and there are no indicators of worker related patterns in the missed events. We continue to point out to staff the requirements for compliance and highlight patterns of performance. Whilst this has improved performance in recent years, it is still not at a level we are satisfied with and therefore remains as a key area for improvement for the service.

E. We need to continue to improve educational and health outcomes for looked after children

- There has been an overall improvement in the indicators relating to educational outcomes for looked after children during 2014/15. The percentage of children looked after who have experienced one or more changes of school which were not due to transitional arrangements, is higher this year (at 21.2%, compared to 8.1% in 2013/14). However, this relates to 22 children, and 18 of the 22 were for positive reasons, such as: moving back with parents; an adoption placement; long-term foster placement, etc.
- The percentage of children looked after with a Personal Education Plan within 20 school days of entering care or joining a new school was 22.2% (8 out of 36) during 2013/14. However, we achieved 100% (53 out of 53) during 2014/15, which is a significant improvement.
- During 2014/15, 88.9% of looked after children eligible for assessment at the end of Key Stage 2 had achieved the Core Subject Indicator, as determined by Teacher

Assessment. This is a very small cohort of Children, and 88.9% represents 8 out of 9 children. The one child who did not achieve the Core Subject Indicator had a Statement of Special Education Need. The comparable figure for 2013/14 was 83.3%, so the position has improved slightly.

- The percentage of looked after children eligible for assessment at the end of Key Stage 3 achieving the Core Subject Indicator, as determined by Teacher, has also improved. For 2014/15, this stood at 44.4% (4 out of 9), compared to 20% (2 out of 10) in 2013/14. Of the 5 children who did not achieve the Core Subject Indicator this year, 2 had a Statement of Special Education Need, 1 was 'School Action' and 2 were 'School Action Plus', meaning that they were all receiving additional support.
- The average external qualifications point score for 16 year old looked after children (in any local authority maintained learning setting) was 164 at end of 2013/14. The figure for 2014/15 improved substantially to 439. There were only 4 children in this cohort for 2014/15, and all did very well.
- The picture in terms of health outcomes for looked after children during 2014/15 is mixed. The percentage of looked after children who have had their teeth checked by a dentist during the year was 59.9%, which is very similar to the previous year. This is partly a recording issue as it is often difficult to obtain the necessary evidence of the date the visit took place in order to record it on PARIS.
- The percentage of health assessments for Looked after Children due in the year that were undertaken increased to 73.5% during 2014/15 compared to 38.4% in 2013/14. This is a significant improvement, although clearly there is still room for further improvement.
- The percentage of placements started during the year where the child is registered with a provider of general medical services within 10 working days of the start of the placement reached 100% during 2014/15 compared to 97.6% in 2013/14.

F. Responding to the challenges raised by the Supreme Court Deprivation of Liberty Safeguards (DoLS) ruling from March 2014.

- A Supreme Court Judgement in March 2014 revised the test in relation to a deprivation of liberty for the purposes of Article 5 of the European Convention on Human Rights. The court ruled that all people who lack the capacity to make decisions about their care and residence, and lack the option to leave their care setting, are deprived of their liberty. The court also ruled that the person's compliance or lack of objection to their placement, the purpose of it or the extent to which it enables them to live a relatively normal life for someone with their level of disability are irrelevant to whether they are deprived of their liberty. This ruling has sparked a considerable increase in DoLS case numbers nationally regarding care home placements, and also applications to the Court of Protection to authorise deprivations of liberty in supported living.
- In Denbighshire the number of applications increased to 221 in 2014/15, from an average of 15 annual applications in previous years. 46 assessments were completed, and 43 standard authorisations were granted. Each application was risk

assessed and a priority order for undertaking the assessments was developed in line with practice nationally.

- We also undertook an exercise to identify individuals living in community living projects who are likely to be deprived of their liberty in accordance with the revised test. There are at least 50, and these will require applications to the Court of Protection. Two applications are in the process of being made to the Court as a way of testing the process as it is clear that the impact on the Court of Protection due to this increase means that applications may take some time to be heard. Prior to the Judgement, there were 4 trained best interest assessors available within the council to carry out these assessments. We have since trained a further 10. Arrangements are also in place for the capacity in the role of the Supervisory Body (a Local Authority responsibility) to be increased.
- It should be noted that each assessment carries a cost, in time and money, and we are still awaiting guidance from Welsh Government on their view of how this should be applied in Wales.

G. Maintaining stable placements for children and young people, and minimising the number of moves they experience (whilst recognising that this is not always possible).

- 9.9% of children looked after had three or more placements during 2014/15, which is a slight improvement from 10.4% during 2013/14. This means that 16 children had three or more placements during 2014/15, compared to 17 children during 2013/14. We monitor placement moves closely, and they can often be for positive reasons, for example returning to the family, adoption, etc. Where there is a concern about movements, these are considered at the Intensive Intervention Panel to make sure we maximise stability. Our performance is about in line with the all Wales benchmark of 10%.

Areas for improvement in CSSIW Annual Performance Report 2013-14

A. Evaluating the quality of life and outcomes for people with learning disabilities living in the many supported living services.

- Person Centred Planning (PCP) reviews are undertaken with service users across all settings within the learning disability service, including the individuals living in supported houses / community living. On an annual basis the findings from these reviews are summarised under the headings: what's working / what's not working / what's important for the future. These findings are evaluated and consideration is then given at the PCP Steering Group to how best to respond to some of the findings. In the past this has resulted in development of new services, learning lessons, and changing the way we deliver support.
- A social work post has now been established to specifically review the support delivered to individuals within supported living services with particular focus on delivering outcomes for individuals.

- We are currently reviewing the way in which we monitor and support the supported living arrangements with a view to being more outcome focused. The aim is for individuals to be enabled to progress as far as possible within the limits of their disability. To this end we are reviewing some of the monitoring roles currently in place with a view to becoming less bureaucratic and enabling staff to support individuals to achieve their outcomes.
- B. Increasing rates of assessment and support for carers.
- As highlighted earlier in this report, during 2014/15 we increased the number and percentage of carers who were offered (and then had) an assessment or review of their needs in their own right, and also the number and percentage of carers who went on to receive a service.
- C. Following changes to leadership and the staffing infrastructure, ensure that the Protection of Vulnerable Adults (POVA) process is operated in a timely, consistent and authoritative manner across the authority.
- Monthly meetings are being held with locality Designated Lead Managers (i.e. team managers and senior practitioners) to discuss the role, share good practice and problem solve.
 - A meeting took place in January 2015 to discuss the content of the POVA level 6 training in order to target the areas identified via the POVA audits, and by the team managers and senior practitioners themselves.
 - An audit of a sample of POVA cases is carried out on a quarterly basis to monitor compliance with the Wales Interim Policy and Procedure and ensure consistency of approach. Actions identified via audit are monitored via the monthly meetings with locality DLMs.
- D. Defining a clear strategy and research process for listening to and capturing the experiences and outcomes for children and young people, especially around the recently re-shaped early intervention and children and families support services and in services to looked after children.
- Early conversations have taken place with Glyndwr University with a view to strengthening the social care students research base (core business for the university but working in partnership with social care to maximise learning and development for both organisations). Consideration will be given to the potential for Denbighshire to become an established research organisation and support will be sought from the university to assist with key evaluation activities. It is also the intention to work closely, and reach an agreement with, Public Health Wales to integrate intelligence approaches within each organisation.
 - The Voice of the Child project aims to utilise the various multi and social media tools available to us in order to improve levels of engagement and consultation with children, young people and their families. We have carried out extensive research into current best practice in this area, and into the potential innovative methods of communication and engagement. We have also consulted with our key stakeholders to understand what methods of communication they currently use, and

what the barriers to engagement currently are. The project is still in an early phase, but some new products have already been launched, such as a Facebook page and Twitter account for Children & Family Services. Future plans for 2015/16 include looking into the benefits of creating 'closed' Facebook group for looked after children and foster carers; revising the process for how children and young people participate in their looked after reviews; and the use of blogs, briefing videos, audio recordings and podcasts.

- E. Information provided by the council could be further enhanced through the use of mobile technology such as apps and with the preparation and publication of easy-read on-line versions being so that they are accessible to children but also to those who find reading difficult.
- A new project has been established in the service that is looking at how to improve the engagement of children, young people and families in our service delivery and how we can improve our processes for capturing, hearing and responding to their voice. Children, young people and families will be actively involved in this project and there will be an increased use of mobile technology and social media in our approach to engagement and involvement. This project is also linking very closely with a task group that has been set up by the Regional Safeguarding Children's Board (RSCB) Local Service Delivery Group that is looking at strengthening the voice of children and young people in safeguarding processes and activities. The outcomes framework pilot will compliment this well with regards to a different conversation with children and families that is focussed on the identification and achievement of personal outcomes.
- F. Being clear about the type of services families are signposted to if they do not meet the assessment threshold in order to access the Children and Family Service (only 10% of all assessed meet the threshold).
- Team Around the Family and the wider Families First programme is our primary source of support for those families that do not meet the threshold for the Service and there is a clear pathway for families in accordance with their fluctuating needs with a strong focus on supporting families to be independent and resilient and thus not dependent on statutory services.
 - The new Children and Family Support Gateway is a key development that covers the spectrum of need from information and advice through to child protection and children in care. The Gateway's further development will include improved signposting to Family Information Service and under the new Social Services and Wellbeing Act (2014) will become the Information, Advice and Assistance response which will automatically develop a more comprehensive knowledge base about the range of services.
- G. Evaluating the new intervention methods used and assessing the impact upon the quality of life for children and their families.
- The pilot of the national outcomes framework will help to identify more personal outcomes for children in these areas and will be incorporated into practice.

H. Improved outcomes for looked after children, in particular health, dental and educational outcomes and employment opportunities. Increase the council's support to looked after children through employment and apprenticeship opportunities and information on rights and entitlements.

- New arrangements have been put in place to increase the completion of health assessments and registration with health practitioners with the appointment of a full time nurse specifically for looked after children (LAC). The LAC nurse post has greatly assisted with the health checks aspect, as this post is less focussed on process and more focussed on improving outcomes for individual children. Performance improvements are now starting to show, with 73.5% of the required health assessments for Looked after Children being undertaken during 2014/15, compared to 38.4% in 2013/14. The focus on personal education plans has seen an improvement in performance up to 100% during 2014/15, up from 22.2% the previous year.
- The focus of attention will now be on monitoring the effectiveness of the new arrangements and for ensuring there are robust arrangements in place within Health and Education in order to ensure that there the service is not solely reliant on one or two dedicated post holders.
- The pilot of the national outcomes framework will help to identify more personal outcomes for children in these areas and will be incorporated into practice.
- The availability of employment and apprenticeship opportunities across the Council/County are explored as and when young people require placements, and the 14+ team report that there is positive engagement from the range of Council services in providing options. Avenues and opportunities are continually explored through the Corporate Parenting Forum.
- A review of the impact of the waking hours family support service is to be undertaken as a priority in the 2015/16 business plan.

I. Improving placement stability for looked children

- As discussed earlier in the report, 9.9% of children looked after had three or more placements during 2014/15, which is a slight improvement from 10.4% during 2013/14. Performance in relation to this is constantly monitored throughout the year to ensure we respond in a timely way to concerns. The service provides narrative on planned and positive moves for young people and continues to train foster carers so that a range of placements can be offered. Placement support meetings are held following placement disruptions and feedback on all placements are monitored through the quality assurance framework in order to ensure all learning is gleaned and acted upon.
- A project is underway to expand the range of foster care placements that are available for looked after children with disabilities who require short break placements. The progress of the project is being monitored through the Disability Services Transformation Programme.

MODERNISING SOCIAL SERVICES AND ENHANCING WELLBEING

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

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

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

Single Point of Access

In July 2014, we launched a new single point of access, assessment and care co-ordination for preventative and rehabilitation work for adults across Denbighshire. This includes the provision of information, signposting to general community services, and the integration of a range of intermediate care and short-term health and social services. The Single Point of Access (SPoA) is part of a staged approach to a fully integrated health and social care community service model that will eventually incorporate longer term community support and in-patient bed-based care and a full range of council services aligned to an ageing population. The SPoA has started to build the bridge between health, social care and the 3rd sector. By enabling professionals across the spectrum to work in an integrated way, we are able to support the citizens of Denbighshire more effectively by removing duplication; reducing complexity; and removing bottlenecks in the system to ensure smooth transition for citizens.

Although the SPoA has now been operational for less than a year, there is evidence that it has started to improve joint-working between social services, health and the 3rd Sector for the benefit of citizens. For example, the SPoA has enabled the council to work together with health to improve patient flow from acute hospitals. This involves a SPoA representative attending bed meetings and working with the Senior Nurse to identify whether there are any delays with the aim of removing blockages in the system. This also

provides an opportunity to increase the understanding and awareness of services available in the community to support people when they are discharged from hospital.

Intermediate Care Funding was used to fund two SPoA operators for a six month weekend working pilot, where they were supported by two Social Workers. This pilot was extended until May 2015, and the early indications are that it has been a success. The 3rd Sector Coordinator role within the SPoA has been extended for 6 months following confirmation of further funding, and therefore the contract with the British Red Cross has been extended. This post is promoting the value of the 3rd Sector in contributing to the health and wellbeing of the residents of Denbighshire. This post provides a central resource for raising the profile of the non-statutory sector services available within the county to enable more informed advice, guidance, signposting and referrals within the Single Point of Access and beyond. We have also been developing a system for accepting direct GP referrals to the SPoA, we hope that this will be introduced in the near future.

The creation of the Community Services Partnership Manager role within the SPoA has been of critical importance as it brings an overview of pathways as well as knowledge of the processes and an understanding of the blockages to providing clinical and specialist knowledge and advice.

Representatives from a range of services physically sit within the SPoA to ensure links into their services and enable preventative rapid response and other intermediate care services as well as provision of a comprehensive range of information, advice and assistance. Coordination is much easier by bringing these service representatives together into one team.

The SPoA has access to all health and social care systems, which was one of the major achievements in relation to setting up the service, because it provides a rich source of intelligence which is used to better meet the needs of individuals and professionals alike.

*“The 3rd Sector being embedded within the SPoA Team from the start has provided citizens with additional choices of support. I have found the main area of support is Loneliness & Isolation and we can offer information, advice & assistance during one telephone call to improve citizens’ wellbeing. 3rd Sector organisations have been very supportive of the SPoA & feedback I have received is that 3rd Sector organisations feel the gaps are closing between Health & Social Care & 3rd Sector, with the SPoA providing closer partnership working. Knowledge sharing is key to the SPoA, with 3rd Sector organisations providing training sessions to staff about services offered by the 3rd Sector. The main message I would like to make is, if you don't know who can offer support then we know someone who can”. **3rd Sector Coordinator***

*“From a British Red Cross perspective, the benefits of integrated working with statutory services cannot be understated. The impact we as an organisation, and the whole of the 3rd Sector, can make to the people of Denbighshire has been so enhanced by the creation of a Single Point of Access and the Directory of Services. This partnership approach to working is a credit to all those involved in its conception and implementation”. **British Red Cross***

The National Outcomes Framework

We are currently taking part in a pilot aimed at developing a consistent way of understanding how successful local authorities are in supporting people to maintain or improve their wellbeing. The pilot requires social care professionals to engage people in a different type of conversation aimed at identifying the personal outcomes that are important to them and that they wish to work towards achieving. Outcomes will be different for each person, and the discussion about how to achieve those outcomes will start from the perspective of what resources they already have at their disposal (e.g. family network; friends; community groups, etc.). Support and care from social services will only be discussed if those outcomes can only be met with support from the council. This National Outcomes Framework (NOF) pilot is also testing out a scoring and recording mechanism to enable the Welsh Government to see how successful local authorities have been at supporting people to achieve their outcomes.

Denbighshire is unusual in that we have decided to pilot the NOF in both Children & Family Services and Adult Social Care. The Children & Family Services pilot is focussing specifically on outcomes for children who are on the cusp of becoming looked after across the whole of the county. For adults, we are testing the approach in two specific geographical areas. The Social Services Improvement Agency (SSIA) has provided an intensive 3-day training course for each group of staff, with the aim of developing the collaborative skills required to have these different conversations with people. The training has been so well received that we are currently organising additional training for all our remaining adult social care teams because we want all our practitioners to be working in this collaborative and outcome-focussed way.

Community-Led Conversations

We are also taking part in the national “Community-Led Social Work Programme” which is being run by the National Development Team for Inclusion (NDTi). We are one of a small number of local authorities who are testing a different way of working that is more community focused, geared around promoting independence and aims to reduce bureaucracy (therefore freeing up more time to support people to identify and achieve their personal outcomes). The idea behind what we are calling “Community-Led Conversations” is that multi-disciplinary teams (including social care professionals as well as health and 3rd sector staff), will go out into our communities so that people are able to come along and have a “what matters” conversation, and get support to develop strategies for achieving the outcomes that are important to them.

This project takes a truly person-centred approach to supporting local people, and it seeks to support and empower people to gain/maintain independence; remain living in their own homes for longer; and achieve outcomes that are important to them. Most importantly it will be a preventative approach that strengthens the person’s resilience and seeks to avoid future crises. It will reach out to local people who are encouraged to get involved and are treated as equals, working alongside practitioners, each person valued for their unique knowledge, expertise and experience.

We are piloting this approach with two of our locality cluster teams; one in the south of the county, and one in the north. We are also using these two clusters to pilot the National Outcomes Framework, as the two projects clearly support each other and have similar aims.

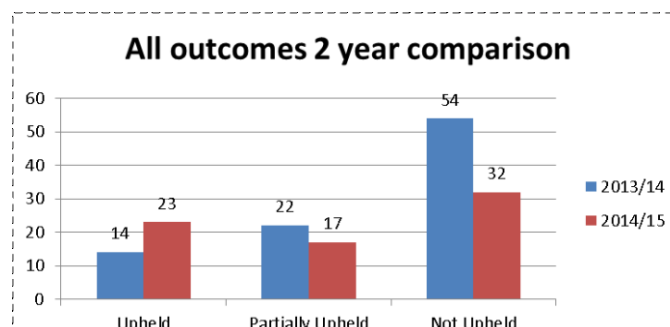
CUSTOMER FEEDBACK

An essential part of delivering efficient and effective services is ensuring that we listen and respond to customer feedback and complaints. We already have robust systems for gathering and analysing customer feedback, although the Social Services and Wellbeing Act 2014 will place additional requirements on us from 2016/17.

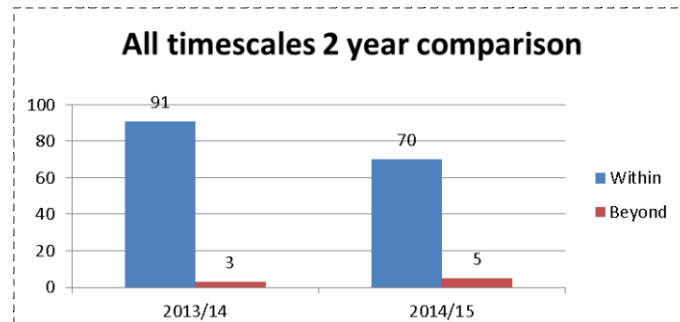
During 2014/15, we implemented a new national statutory complaints process, which involved delivering training to all of our front-line practitioners. The new process places more emphasis on early resolution of the complaints via a timely discussion between the complainant and the relevant practitioner or manager.

We produce a separate annual report which provides an overview of customer feedback alongside a review of the effectiveness of our complaints process. The main findings of the annual report for 2014/15 are as follows:

- Overall, the number of complaints and compliments received during 2014/15 decreased compared to 2013/14, and there were fewer complaints about both Children & Family Services and Adult Social Services.
- This is the 2nd consecutive year where the number of complaints has fallen, and the number of complaints received during 2014/15 (75) is more than 36% lower than the number of complaints received during 2012/13 (118). We believe that this is partly due to more effective complaint handling at the early stage and the impact of the new complaints procedure which was introduced during 2014/15.
- All complaints and praise are recorded against one of our seven core standards, and the largest category for complaints continued to be '*involvement and participation*' in 2014/15. This suggests that our continued focus on giving people increased voice and control over how they are supported to achieve their personal outcomes is correct because this is important to service users and their carers.
- During 2014/15, the percentage of complaints that were upheld or partially upheld increased to a 56%, from 40% during 2013/14. This is probably because the new complaints procedure allows us to deal with invalid and lower level complaints quickly and outside of the formal complaints procedure. The discussion element of the new procedure is also proving worthwhile in preventing time spent on not upheld complaints. The chart below shows that number of complaints that were upheld or partially upheld during 2014/15 was actually fairly similar to the number during the previous year, i.e. 40 in 2014/15 compared to 36 in 2103/14.



- The percentage of complaints dealt with within timescale decreased slightly during the last year, from 97% in 2013/14 to 93% in 2014/15. However, as shown in the chart below, the number of complaints dealt with beyond the statutory timescale actually only increased from 3 in 2013/14 to 5 in 2014/15. Due to the volume of overall complaints being less than in the previous year, this small increase has had a disproportionate negative impact on our performance in terms of the percentage of complaints dealt with within timescale.



When complaints are upheld, action plans are drawn up when it is recognised that changes need to be made. Action plans are monitored until all the actions have been completed. For the majority of complaints, the improvements made are very specific to the service user involved, and therefore cannot be highlighted within this report. However, there are some examples of changes implemented that will improve performance across the whole service, including:

- A complaint relating to our Protection of Vulnerable Adults (POVA) procedure allowed us to identify areas of weakness and make improvements throughout the year. Further focus has been given to adhering to timescales and training has been provided to designated lead managers. As part of the review of our central administration function, we also increased the administrative support to the POVA process.
- Improvements were made to the phone system for our Children and Families Support Gateway following a complaint. For example, if the voicemail system is busy and someone leave a message, an e-mail will notify the team so that the caller can be called back quickly.
- The process for authorising the purchase of essential items for services users under receivership has been streamlined following a complaint about a delay in this process.

As well as responding to complaints when people feel that something has gone wrong, we have developed a number of questionnaires to help us understand the general views of service users about the quality of social care services and the impact they have on their lives. Instead of listing the findings of all our customer feedback questionnaires here, we have included a summary of our findings within the relevant sections of this report.

SUPPORTING OUR WORKFORCE

The most important asset we have in terms of the ability to deliver and commission high quality services is the social care workforce. We are committed to supporting and developing the workforce to ensure that we are able to give best possible levels of advice, information, support and care to our communities. Our focus on training and development includes the whole social care workforce in Denbighshire, not just council employees. Training is often provided in partnership with the 3rd sector, for example carer awareness training was delivered on a number of occasions last year in partnership with the North East Wales Carers Information Service (NEWCIS).

Training and Development

During 2014/15, there were over 4,500 training attendances by whole sector social care staff, the majority of these attendances were through the Social Care Workforce Development Programme (SCWDP). In addition, Denbighshire County Council staff studied for accredited qualifications. On 22nd June 2015, the SCWDP Annual Awards Ceremony will take place, which will recognise over 140 staff from the social care sector for achieving qualifications during 2014/15. The position at the end of 2014/15 was that:

- 100% of managers / deputy managers, and 84% of care workers / officers / assistants, within local authority residential services for elderly and elderly mentally infirm people held the recommended occupational qualification.
- 100% of managers, and 72% of senior domiciliary care workers / care workers, in local authority domiciliary care services for adults held the recommended occupational qualification.
- 100% of managers and 67% of family support workers in local authority domiciliary care services for children held the recommended occupational qualification.
- 80% of managers and 61% of care staff in the independent domiciliary sector for adults held the recommended occupational qualification.
- 97% of managers and 64% of care staff in the independent residential sector for adults held the recommended occupational qualification.
- 61% of active foster care households have at least one foster carer holding the recommended qualification.

Flexible Working

As part of our Corporate Plan priority about modernisation, the council has placed a lot of emphasis on flexible working in recent years, and social services have been working hard to support new ways of working. Flexible working will enable us to provide a better service to the public because staff will have easy access to information due to improved technology, regardless of location. Our response times will also be faster due to the reduction of delays in communication. Flexible working will also provide benefits for staff, including a reduction in travel, and an improved ability to manage work/life balance. We

have invested in mobile devices (e.g. laptops) for all our front-line staff, so that they do not have to return to their office base in order to complete administrative tasks. The increased flexibility means that practitioners are now able to spend more time in the community with clients as opposed to travelling or sitting in the office. This also means that we have been able to reduce the number of offices we work from, which in turn protects front-line services because less money is spent on office accommodation. During 2014/15, our support for flexible working enabled us to vacate our office in Prestatyn, and further office rationalisation is expected during 2015/16.

Workforce Profiling

During 2014-15, we published a new workforce strategy for 2014-17 to ensure that it was consistent with our vision for the future and the requirements of the Social Services and Well-being Act. The strategy has since been guiding our work to review the structures and roles within our adult social care locality teams. During 2014-15, we completed our re-structure of management within those teams, reducing the number of Team managers from four to two, whilst increasing the number of senior practitioners to support those managers. We introduced 5 geographical clusters (roughly based upon GP areas) which will enable us to work much more closely within those communities as well as improving our partnership working with health. We are also in the process of re-profiling those teams with the aim of reducing the number of qualified social work and occupational therapist professionals, and increasing the number of vocationally trained staff. This will ensure that professionally trained staff will only become involved in work that requires that level of professional expertise; hence we will be re-professionalising those roles.

In terms of Children & Family Services, the focus has been on creating stability in the workforce and retaining our best staff. We currently have a stable group of well trained and experienced staff, and this is reflected in some of the good performance highlighted throughout this report.

WELSH LANGUAGE

We are committed to ensuring that people can access information, advice, assistance and support through the medium of Welsh. We are also committed to increasing the use of Welsh at work. While not all staff will be fluent in Welsh, we do expect that all will demonstrate a sense of place and enthusiasm for Wales, while making practical arrangements to meet language needs. In order to deliver the requirements of “More Than Just Words/ Mwy Na Geiriau”, we have developed a Welsh language statement and established a Welsh language strategy group (chaired by the Director of Social Services). 2014/15 was Year 2 of our associated Welsh language action plan, and progress made during the year against each objective of the strategy included:

Service planning and delivery (Objective 1):

- The Single point of Access has recruited two Welsh speaking staff and is ensuring that the “active offer” is evident at the first point of contact (e.g. options of language preference on the telephone).
- Monitoring our customer experience questionnaire which includes a question asking whether people were provided with a service in the language of their choice.

Commissioning and the ‘Active Offer’ (Objective 2)

- Undertaking a Welsh language community profile (using census data) and using the information as part of planning and commissioning of services and service delivery.
- Through the contract monitoring process, officers are ensuring that commissioned services are available through the medium of Welsh.

Workforce Development (Objective 3)

- Increasing the confidence of our own staff to speak the Welsh language within work, for example by establishing a buddy scheme and arranging a monthly lunchtime group to offer additional support between Welsh language lessons.
- A Welsh awareness induction session is presented for all new social work students within the council.

Leadership (Objective 4)

- Established a Welsh language strategy group (chaired by the Director of Social Services) and appointed a Welsh language champion to provide support and direction for Welsh language priorities.
- Funded two places for managers to attend a three-day “Welsh language skills for managers” course to boost language confidence and competence.
- Managers have attended a half day “language awareness” course and have also been encouraged to attend a half day Welsh learner course (level 1).

Education, Learning and Development (Objective 5)

- Provided language sensitivity training to staff (including the whole sector).
- Advertised the availability of Welsh language training opportunities (within our social services departments and to the whole sector).
- Funded two places for staff to attend a week-long Welsh language residential course at Nant Gwrtheyrn.
- Developed and distributed guidance and information about the use of Welsh, to include out of office messages, and developed a short bilingual guide of basic Social Services phrases.

Strategies and Policies (Objective 6)

- Undertook impact assessments to identify what impact (positive or adverse) policy decisions have on opportunities for people to use the Welsh language.

WORKING WITH OTHERS

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

The North Wales Commissioning Hub

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

- From the start of the Hub to date it has supported partners in identifying suitable placement options for 77 children and young people, and around 210 adults with complex needs.
- Leading on the development of a regional outcomes framework for quality monitoring of care homes for adults. This included developing processes for collating and analysing intelligence on quality from a range of sources, and the development of the regional information sharing protocol for the quality monitoring of adult residential care homes.
- Leading on the development of a regional Escalating Concerns Policy and Process for North Wales for commissioned adult services including Residential (including Nursing) Care Homes, Domiciliary Care, Supported Living and Day Services.
- Leading on the development of a regional Escalating Concerns Policy and Process for North Wales for commissioned Children & Young People Residential Care Placements.
- Leading on negotiations with regards to the fostering framework for commissioning independent foster agencies (IFA's). Savings have been generated to date totalling £133,520 regionally on an annual basis, with Denbighshire saving £20,743 annually through renegotiation of existing placement fees with IFA's on the framework. In addition, cost avoidance on new placements made through the framework totals £134,352 regionally, with Denbighshire avoiding costs of £14,428 on an annual basis.
- Development of a Children & Young Peoples Regional Pre-Placement Agreement. The contract has been approved by North Wales Heads of Children's Services and is awaiting final sign off by BCUHB before issuing to providers.
- As part of the Regional Collaboration Fund, the Hub led on the development of a regional Dementia Service Specification.
- Publication of a regional Market Position Statement for Children's Residential Care.

The Institute of Public Care at Oxford Brookes University are currently undertaking a review of the future of the Hub, linked to the wider regional commissioning agenda. Outcomes of the review are expected to be known by the end of June 2015.

The Social Care Workforce Development Programme

The Denbighshire SCWDP Partnership continues to be proactive in engaging with Health Workforce leads, working in partnership on training programmes such as General Health Practitioner Training, Age Awareness and the new Fundamentals of Care in Nursing Homes as well as ensuring health Workforce development colleagues are aware of Social Services and Well-being (Wales) Act training. The partnership also identifies additional funding streams and supports recruitment and retention initiatives such as local jobs/careers events. The implementation of Act will be central to the work of the partnership during 2015/2016 to ensure integration of the principles of the Act into the training plans for the coming year.

The Partnership responds to changing local needs and priorities and adapts to provide more flexible approaches to training delivery taking account of workload, shift patterns and needs of the service or employer. This has resulted in a shift away from traditional one day training events to shorter more focused communication and engagement type events that enable maximum staff attendance and a cost effective use of Workforce and SCWDP grant resources.

There also continues to be strong links with the Regional Social Care in Partnership (SCiP) North Wales and Denbighshire's Service Manager for Workforce Development continues in the role as Chair of the North Wales SCiP.

The North Wales Adoption Service

The North Wales Adoption Service (NWAS) has now completed its 5th year of activity. Following the launch of the Nation Service in Wales on 5th November 2014, NWAS has now been integrated into the National Adoption Service as one of five identified collaboratives. The National Service is underpinned by the Adoption and Children Act 2002 (Joint Adoption Arrangements) Wales) Directions 2015 which came into force on 31st January 2015. Further detail regarding the outcomes of the adoption service can be found later in the report (page 43).

Regional Safeguarding Arrangements

The North Wales Regional Safeguarding Board has continued to promote effective multi-agency practice in protecting children. It has overseen continued improvement in the training of staff and in updating policies and procedures. The regional board is supported by four regional sub-groups and sub-regional local service delivery groups. There is a Conwy and Denbighshire Local Service Delivery Group which consists of key multi-agency professionals who focus on front line practice. This delivery group have put in place more effective ways of listening to the voice of children, and of organising child protection core groups. It has also funded and supported training across all the agencies involved with children.

Denbighshire Children & Family Services have also contributed significantly to establishing the child practice review process for learning from child deaths and significant incidents

involving children across the area, where agencies had involvement and lessons can be learned. There are different levels of review and for extensive reviews (of which we had one last year), it involves an independent review of what happened followed by analysis of where practice could be better and a learning event with practitioners where that learning can be embedded in front line practice. We have run one such event locally, and the practitioners and key family members involved were positive about the usefulness of the event.

Working with Betsi Cadwaladr University Health Board

The Director of Social Services is now an Associate Member of Betsi Cadwaladr University Health Board, which allows her to contribute to strategic development and decision making across both health and social care.

Within 2014/15, the Children and Families Therapeutic Service has worked hard to successfully incorporate the multi-disciplinary Integrated Family Support Team (IFST) as a response to the requirements embedded in the Children and Families (Wales) Measure 2010. Three additional staff have been recruited to fulfil the functions of the IFST obligations: a substance misuse specialist social worker; an intervention specialist social worker; and a learning disability specialist nurse. Denbighshire's Therapeutic Service/IFST is fully integrated across Children and Family Services and some workers are embedded into the local Child and Adolescent Mental Health (CAMH) Service for 20% of the working week, undertaking approximately 10 neurodevelopmental assessments and 12 individual therapy cases for children aged 5-18 per year. Planning is underway for other team members to be embedded into community Substance Misuse and Adults Complex Needs services.

Members of the Therapeutic Service/IFST have successfully completed joint programmes of work alongside North Wales Adoption Service, NSPCC, Conwy and Denbighshire Youth Justice Service and North Wales Probation Service. As well as working with families with substance misuse issues as required, Denbighshire's Therapeutic Service/IFST also work with families affected by domestic abuse, mental health, learning disability and sexually harmful behaviour.

The Therapeutic Service/IFST has worked hard again during 2014/15 to service a range of referrals from all areas of Children and Families services. There have been 107 individual interventions completed: of which 11 were highly intensive IFST cases; 30 were for Intake families; 33 for the Intensive Family Service; 27 for Looked After Children and 6 statutory social work cases due to staffing issues within Children and Families Service.

Working together as a council

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

- Transforming existing holiday services for children to support the integration of disabled children and young people into mainstream leisure and youth activities.
- Rolling out a tool kit for providers to assess their capability to offer integrated services to children and young people with additional needs.
- Setting up a small grant pot to enable providers to access funds for equipment to improve accessibility for disabled children.
- Completing the review of the process for managing Disability Facilities Grants, working closely with Planning & Public Protection Services.
- Developed the role of warden in our sheltered housing provision to support independent living for service users.
- Identified the triggers for accessing adult social care in the County and started process to review universal services to improve people's wellbeing and ability to live independently.

ADULT SOCIAL SERVICES: PERFORMANCE

What we are about

We aim to ensure that vulnerable people are protected and able to live as independently as possible. For most people this means working with them so that they can continue to live in their own home and participate in their local community to the extent they wish. Towards the end of 2014/15, a senior management re-structure in the council meant that Adult & Business Services inherited two elements of the Housing & Community Development Services, namely the Supported Independent Living Service (SIL) and Homelessness and Housing Options. The service also changed its name to Community Support Services, partly to reflect the additional functions, and partly because the previous name did not adequately reflect our support role within the community. Therefore Adult Social Services is now a function within Community Support Services.

The services we provide

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

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

There are two main aspects of the work we delivery. First, there is work around promoting wellbeing, prevention and early intervention in order to remove, reduce or delay the need for ongoing managed care and support. Second, there is the work to support adults with complex and / or long term care needs. The following sections assess our performance in relation to these two areas, and evaluate the impact we have made during 2014/15.

PREVENTION, EARLY INTERVENTION & ENHANCING WELLBEING

As discussed earlier in this report, our vision is to prevent the need for ongoing support from social services by enabling people to be as independent as possible for as long as possible, so they are free to live active and fulfilling lives within their own communities. We want to prevent or delay the need for formal care and support from social services, and for low-level needs to be supported by family/friends, supportive communities and the 3rd Sector. Some people will always have more complex needs, and will therefore require some level of managed care and support, but even then our approach is to support people to be as independent as possible. Everything we do is geared around this principle, and we have therefore continued to develop our services to provide a strong focus on supporting people to maintain or regain their independence.

This report has already discussed how the National Outcomes Framework pilot, and our Community-Led Conversations project, are changing the way that we work with people to help them identify what is important to them, and to support them to develop strategies for achieving their personal outcomes. We have also discussed the Single Point of Access, which aims to provide good quality information, advice and assistance, as well as managing referrals into formal services where necessary. Other examples of how the service supports people to lead an independent life include:

- Older People's Strategy;
- Reablement;
- Telecare and assistive technology;
- Equipment; and
- Extra Care Housing

Older People's Strategy

In 2014/15, the work of our Older People's Strategy Officer has focussed on combatting loneliness and on ageing well. Loneliness is one of the factors that affect early care home and hospital admissions, and one of the reasons that people contact social care services or their GP. Evidence tells us that loneliness is a significant and growing issue for many older people. The impacts can be devastating and costly, with comparable health impacts to smoking and obesity. The Older people's Strategy is working with the UK Campaign to End Loneliness and others to develop a Loneliness Measurement Tool that can be used to assess whether services/interventions have been successful in reducing loneliness or social isolation. We are working with local communities to establish an action plan to combat the long term problems that loneliness can bring, and during 2015-16 we aim to hold a Learning Exchange on loneliness and social isolation with communities. We are also developing an Ageing Well in Denbighshire programme to reflect and support the national Ageing Well in Wales programme.

Reablement

Reablement is short-term support which is designed to develop people's confidence to manage as many tasks as possible on their own rather than having other people do things for them. Last year, we provided reablement support to 346 people, including 325 people to help them return to their own home from hospital. Of the 346 people who received homecare reablement support, 207 required no further support from social services following the intervention. This shows that the reablement approach is producing real and sustained benefits for residents. We have also been developing the role of Health & Social Care Practitioners, and since January 2015 they have also been receiving referrals to support with early or weekend discharges from hospital. Between 1st January and 31st March 2015, they supported 23 hospital discharges.

We also have a customer questionnaire which enables us to evaluate the experience of residents receiving a reablement service. During 2014/15, the questionnaire responses were extremely positive, including:

- 99% of people felt that they were treated with dignity and respect (same as in 2013/14);
- 98% of people said that the support they received helped them to live more independently (up from 95% in 2013/14); and
- 97% of people said that the support they received helped them to feel safe and secure (up from 95% in 2013/14).

People told us:

"I was spoken to as an equal".

"Their positivity gave me the confidence to do things. It gave me my confidence back".

"I feel very safe in my own home".

Telecare

Telecare is a range of equipment that uses sensors and an alarm system which is plugged into the telephone socket. This alerts a carer or a monitoring centre when a person needs help or something has been detected such as gas or smoke and an appropriate response can be instigated. By the end of 2014/15, there were 1,626 people with Telecare in Denbighshire, which is up from 1,550 at the end of the previous year.

Equipment

We have an Integrated Community Equipment Service (CESI), which is a formal partnership with the Betsi Cadwaladr University Health Board (BCU). The service provides and manages a wide range of equipment to help people live safely at home. In 2014/15 we provided 1,632 people with equipment. This is a decrease from the previous year, but this is because people began being signposted to other solutions following the introduction of the Single Point of Access during 2014/15.

Extra Care Housing

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

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

We continued to explore options to develop additional extra care housing schemes during 2014/15, and we have had positive discussions with a number of potential partners in relation to a number of potential developments. We are confident that significant progress will be made during 2015/16, and that work will begin on one or two new schemes in the coming year.

SUPPORTING ADULTS WITH COMPLEX AND / OR LONG TERM CARE NEEDS

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

Providing high quality services - progress made in 2014/15:

It is important to review people's care plans in a timely fashion so that we can ensure that it still meets the needs of the individual, and that talk to people about the impact that the care and support is having on their lives. We increased the number of care plan reviews undertaken, whilst maintaining the number of care plans that were reviewed on time. Due to the increase in the number of reviews needing to be reviewed (1,871 compared to 1769 the previous year), the proportion that we were able to review on time reduced to 88.3%. However, it is likely that this will still represent "excellent" performance compared to other councils in Wales because 88.3% would have placed us comfortably within the top quarter of councils in Wales during 2013/14.

We use a questionnaire to help us to understand the views of service users and carers about the quality of services. We give the questionnaire to service users at the point of re-assessment. The completion rate during 2014/15 was 47%, so we are confident that the views are genuinely representative of service users. The results show that:

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

This is what people told us in their feedback:

"It means a lot to be able to stay at home. Suggestions were put to me, but it was my decision to make. There wasn't anything forced on me, or I wasn't told I should have certain things, it was all my decision, thank you for that".

"Definitely it is very, very good. You (social services) have assisted me and discussed all my needs and you act upon them".

"I am frustrated that I cannot do the things I used to do, but the carers allow and maintain my independence".

"I know without the support from the agency and family I may have to go to a home, so yes it does improve my quality of life".

Monitoring the quality of care

We have robust mechanisms in place to monitor the quality of care provided by the independent sector and our own in-house services. About 95% of the care and support provided via the council is delivered by the independent sector, and we therefore place a great deal of emphasis on contract management and monitoring.

Each year we aim to make an unannounced visit to every independent care provider in Denbighshire. We have a schedule for these monitoring visits, but we will revise the schedule and prioritise particular providers if we have concerns based on information we receive from customer feedback, complaints or from the Care and Social Services Inspectorate Wales (CSSIW). We will also make additional visits, or implement our 'escalating concerns' process where necessary. We use a standard process which determines what our contracts officers monitor care homes against, and this process developed in conjunction with the North Wales Commissioning Hub. We have also developed a similar system for monitoring domiciliary care agencies. We also liaise with neighbouring local authorities to get feedback on the quality of provision for providers in those areas that provide service to Denbighshire residents.

During 2014/15, our contracts officers visited 27 homes. Of these, one subsequently closed and three were subject to the 'escalating concerns' process and required a number of follow up visits, often in conjunction with CSSIW Inspectors. Also, a number of extra visits were made to several other care homes where lower level concerns had been raised. Four Community Living Providers were also reviewed who between them were responsible for a total of 15 projects, and follow-up meetings were held with three providers to address issues that had arisen.

We were unable to visit as many as many domiciliary care agencies as we would have liked last year because of some staff recruitment issues. However, a new process has now been developed, and it is anticipated that all domiciliary care providers will receive a visit during 2015-16.

It is important to note that quality monitoring is not a stand-alone function undertaken solely by our contracts officers, and that we have a joined-up approach to this important issue. For example, Designated Lead Managers will alert our contracts officers when they receive a POVA (Protection of Vulnerable Adults) referral, and will involve them at an early stage (e.g. in the strategy discussion) so that contracts officers can determine whether or not the issues raised impact on contract compliance etc. Contracts officers therefore attend strategy meetings where it is appropriate, and will undertake investigations where it is felt there are underlying contractual issues which have contributed to the safeguarding concern. In any case, this is another valuable source of information that is often relevant to the monitoring process.

Reviewing officers also play a role in monitoring the quality of provision. We do not have figures for the whole of last year, as the new Reviewing Team was in its infancy and a system for collecting the figures was devised until part way through the year. However,

during the last six months of 2014/15, reviewing officers conducted 145 reviews in a total of 44 homes within Denbighshire, and 29 reviews in homes outside Denbighshire.

When conducting a review of a service users' care plan, our reviewing officers also monitor the quality of service provision (prompted by a checklist), and feed back their findings to our contracts officers. This enables the Contracts Team to have much more robust data and intelligence upon which to base their findings when they visit and report upon providers.

During 2014/15, we also aligned our contract monitoring activities with our customer feedback work, so we could ask service users for their views about the care and support they received at the same time as we visited the provider. This way, we are able to get a much better understanding of the quality of the care provided.

Protecting vulnerable adults

We have effective systems in place to make sure that vulnerable people are safeguarded. We work well with other agencies, and last year 322 people from across the social care workforce attended POVA (Protection of Vulnerable Adults) training, which is a 27% increase on the number of people attending training the previous year. In addition to this, 107 staff from across the council attended training through our new corporate safeguarding training programme. This recognises that staff in other council services come into regular contact with the public, and therefore have a responsibility and opportunity to safeguard vulnerable people (children and adults). We also have posters that explain the types of abuse a vulnerable person may suffer and who to contact if someone has concerns.

During 2014/15, there were 73 vulnerable people referred to us where we undertook an investigation into their circumstances via the Protection of Vulnerable Adults (POVA) process. We effectively worked with these people and agencies to ensure that the risk was fully managed for all of the 73 referrals investigated.

Carers

We value the role of carers and appreciate this can be challenging and demanding. We aim to improve the quality of life of carers and support them to achieve their potential so that they, and the people they care for, can live fulfilled lives. During 2014/15, we continued to focus one-off funding to develop Carers' services that address our agenda to support independence. This included:

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

In addition, we commissioned short term funded services to raise the awareness of Carers. This included:

- Carers Community Support Development Project – two project officers are working with local communities, and local services such as leisure, libraries, colleges and arts services to improve Carer awareness and assist in developing new initiatives to support Carers within community settings.
- Carers Champions hosted within the 3rd sector are supporting the new integrated teams to ensure that there is good Carer support within each of the new locality clusters. One Champion is based with the Single Point of Access, and also works alongside the multi-disciplinary team to identify and support Carers at the point of discharge from hospital.

A review of the provision of sitting services for Carers was completed during 2014/15 and resulted in the setting up of a Carers Panel that meets regularly to consider all applications for Carers sitting services and also 'one off' grants. This provides a consistent and equitable approach to the provision of these services for Carers who are most in need of this type of support. Work has also been undertaken to ensure that we have a consistent operational approach, ranging from assessment and application processes through to care brokerage and reviews. The Carers Emergency Card was also re-launched as an in-house, sustainable service during 2014/15.

Our performance in terms of supporting carers improved again during 2014/15, as demonstrated by the following:

- We offered 1,522 carers an assessment or review of their needs, which is a slight increase from 1517 during the previous year.
- The proportion of carers who were offered an assessment or review of their needs in their own right increased to 93.7%, up from 89.4% in the previous year.
- 482 carers went on to have an assessment or review of their needs, which is an increase compared to 463 during the previous year.
- 466 of the carers who were assessed or reviewed were subsequently provided with a service, which is again up slightly from 442 during the previous year.

What we are about

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

The services we provide

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

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

The services we provide include:

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

SUPPORTING FAMILIES IN A TIMELY AND EFFECTIVE WAY

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

A key element of the Families First programme is the Team Around the Family (TAF) which is a key early intervention and prevention response to support families as quickly as possible to prevent their issues escalating and placing the family at risk. TAF is a key layer of support that prevents a step-up to formal support from Children and Family Service, along with an effective step-down out of the service. In 2014/15 TAF received 167 new referrals. Only 18 families were stepped-up to the Children and Family Service and 36 families were stepped-down. We collect feedback from families about the value of the service via our 'Have Your Say' surveys, and the feedback is extremely positive overall. This is what people told us in their feedback:

"I really appreciated all the help my co-ordinator gave me, she was easy to talk to and I felt she listened to my needs and understood me. I could not have done this without the help from TAF. Thank you, much appreciated".

"The Co-ordinator has been fantastic. Keep up the great work".

"The Co-ordinator was amazing - a phone call away. [Name removed] is now on the right track and getting all the help he needs. A big thank you to all the team".

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

During the past year we have continued to develop a more pro-active approach to working more directly with families that really promotes positive outcomes. As mentioned earlier in this report, we are piloting the National Outcomes Framework for cases where children are on the cusp of becoming looked after. It is currently too early to evaluate the impact of the pilot, but it is clear that the training has had a real impact on staff and is helping to support that culture change within the service.

Children & Family Services have worked hard again during 2014/15 on providing preventative services and intensive intervention services when people first become involved with the department. This has resulted in a reduction in the number of referrals made into the service from 773 in 2013/14 to 670 in 2014/15. As significant is the reduction in the proportion of re-referrals from 17.2% in 2013/14 to 15.1% in 2014/15. We would expect the re-referral rate to consistently fall within the 15-20% range each year, so we consider the reduction to 15.1% to be a positive development. The number of re-referrals also fell to 101 during 2014/15, compared to 133 during 2013/14.

HELPING CHILDREN IN NEED, DISABLED CHILDREN AND YOUNG CARERS

Children in need and their families

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

“The support was very helpful”

“Gave me confidence to speak to somebody about the issues I had”

“All of the help with my problems with benefit claims and confusing letters was really helpful - without their support the letters would still be unopened and nothing sorted!”

“Helping find myself and my family a lovely home”

“Listened to us and helped resolve issues”

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

- the proportion of statutory visits held within timescales, which remained fairly static at 88.3% despite a 5% increase in the number of visits that were due during the year (1,299 in 2014/15 compared to 1,240 in 2013/14);
- the proportion of child protection reviews held within timescales, which again remained fairly static at 99.6% despite a 31% increase in the number of reviews that were required due during the year (276 in 2014/15 compared to 211 in 2013/14);

Disabled Children

The disability services transformation programme has made progress with the aim of ensuring disabled children develop, that they are able to access services to support their needs and that their independence is promoted throughout the county. Training in disability awareness and in developing inclusive play opportunities for children with additional needs has been accessed by 72 people providing services. A disability tool kit

and self-assessment for service providers has been rolled out to over 50 service providers, primarily sports clubs and early years' service providers throughout the county. Plans are in place to roll out the tool kit to voluntary organisations. A small grant fund has been introduced to support these organisations in providing equipment.

The council already provides a range of services during school holidays, including sports, countryside services and arts and crafts clubs. These services can now be accessed by children with additional needs, following the training programme. Plans are in place to coordinate access to the services for disabled children, and to market this inclusive provision more widely from summer 2015.

Children and families services are currently accessed by 74 children and young people with additional needs. These services include short breaks and domiciliary care. The assessment process has been reviewed in line with the Social Services and Wellbeing Act, and the menu of short break options reviewed to ensure independence is promoted.

Young Carers

Until April 2014, the six North Wales Local Authorities commissioned Young Carers projects individually. Provision for Young Carers in Denbighshire has since been sub-regionally commissioned via a three year contract (2014-2017) awarded to "Powys Carers' Services" (known as WCD Young Carers) by Denbighshire, Conwy and Wrexham in partnership with Betsi Cadwaladr University Health Board.

The previous service model remained in place for the first 5 months of 2014, during which a restructuring exercise took place to reconfigure the service to an Outreach Worker model. A significant change in the new model is the offer of individual support sessions as part of a specific support plan. These sessions enable Outreach Workers to provide tailored emotional and practical support to Young Carers. The Outreach Worker model enables Outreach Workers to support Young Carers through the following activities:

- Young Carer assessments
- Peer support groups
- Individual support to young carers
- Contribution to family meetings and multi-agency meetings
- Liaison with youth services, education, housing, children's services, mental health services, substance misuse services and primary and secondary health care
- Referral and signposting to appropriate agencies and activities

WCD Young Carers received 43 new referrals from Denbighshire during 2014-15, in addition to working with the Young Carers who had previously received a service via the previous provider.

“With one in twelve children being a young carer, at risk of becoming isolated and disadvantaged for life, our challenge has been raising awareness amongst young carers of the support they can access as well as raising awareness amongst our communities about how they can support Young Carers. The team have exceeded expectations and with around 50 - 70 referrals per month, more and more Young Carers are accessing the support they need to care and to succeed in their own lives. Team members are passionate about the Young Carers that they work with and always go that extra mile to help them get the most out of life. The commissioners have been a source of support and advice and the spirit of collaboration between health services and three county councils has created the conditions to support more Young Carers. Our challenge over the next year will be to build on our work with community members and professionals across the communities of Conwy, Denbighshire and Wrexham to ensure that we are collectively supporting Young Carers. WCD Young Carers will continue to strive to do high quality one to one support and group work, however, the African proverb says 'It takes a village to raise a child'; and for young carers to succeed, their communities, schools and other services need to know how to support them too.” **WCD Young Carers**

LOOKED AFTER CHILDREN AND CARE LEAVERS

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

Looked After Children

During 2014/15 there has been a slight decrease in the number of looked after children within Denbighshire from 164 at 31st March 2014 to 162 at 31st March 2015 (which excludes respite). There was a slight reduction in the number and proportion of looked after children who experienced three or more placement moves during the year, from 17 (10.4%) in 2013/14 to 16 (9.9%) in 2014/15. It is also important to highlight that for many of these children the placement moves were for positive reasons which include being placed for adoption and returning home.

We continued to keep a strong focus on permanence and ensuring looked after children are provided with loving and stable homes. We were able to maintain the excellent performance in relation to ensuring that 100% of first placements of looked after children began with a care plan in place, and we improved our performance by ensuring that there was 100% completion of permanence plans at second review during 2014/15.

As highlighted earlier in this report, improved health, dental educational and employment outcomes for looked after children were highlighted by the Care and Social Services Inspectorate for Wales (CSSIW) as an area for improvement last year.

Health

New arrangements were put in place to increase the completion of health assessments and registration with health practitioners with the appointment of a full time nurse specifically for looked after children (LAC). The LAC nurse post has greatly assisted with the health checks aspect, as this post is less focussed on process and more focussed on improving outcomes for individual children. Performance improvements are now starting to show, for example, 73.5% of the required health assessments for Looked after Children were undertaken during 2014/15, compared to 38.4% in 2013/14, which is a significant improvement

However, the picture in terms of health outcomes for looked after children during 2014/15 was still mixed. The percentage of looked after children who have had their teeth checked by a dentist during the year was 59.9%, which is very similar to the previous year. This is partly a recording issue as it is often difficult to obtain the necessary evidence of the date the visit took place in order to record it on PARIS.

The percentage of placements started during the year where the child is registered with a provider of general medical services within 10 working days of the start of the placement improved to 100% during 2014/15 compared to 97.6% in 2013/14.

Education

There has been an overall improvement in the indicators relating to educational outcomes for looked after children during 2014/15.

For the second year running there were no children looked after who were permanently excluded from school during 2014/15, although there was an increase in the number of looked after children receiving a fixed-period exclusion.

The percentage of children looked after who have experienced one or more changes of school which were not due to transitional arrangements, is higher this year (at 21.2%, compared to 8.1% in 2013/14). However, this relates to 22 children, and 18 of the 22 were for positive reasons, such as: moving back with parents; an adoption placement; long-term foster placement, etc.

The percentage of children looked after with a Personal Education Plan within 20 school days of entering care or joining a new school was 22.2% (8 out of 36) during 2013/14. However, we achieved 100% (53 out of 53) during 2014/15, which is a significant improvement.

During 2014/15, 88.9% of looked after children eligible for assessment at the end of Key Stage 2 had achieved the Core Subject Indicator, as determined by Teacher Assessment. This is a very small cohort of Children, and 88.9% represents 8 out of 9 children. The one child who did not achieve the Core Subject Indicator had a Statement of Special Education Need. The comparable figure for 2013/14 was 40% (2 out of 5), so the position has improved.

The percentage of looked after children eligible for assessment at the end of Key Stage 3 achieving the Core Subject Indicator, as determined by Teacher, has also improved. For 2014/15, this stood at 44.4% (4 out of 9), compared to 20% (2 out of 10) in 2013/14. Of the 5 children who did not achieve the Core Subject Indicator this year, 2 had a Statement of Special Education Need, 1 was 'School Action' and 2 were 'School Action Plus', meaning that they were all receiving additional support.

The average external qualifications point score for 16 year old looked after children (in any local authority maintained learning setting) was 164 at end of 2013/14. The figure for 2014/15 improved substantially to 439. There were only 4 children in this cohort for 2014/15, and all did very well.

Employment

The availability of employment and apprenticeship opportunities across the Council/County are explored as and when young people require placements, and the 14+ team report that there is positive engagement from the range of Council services in providing options.

Avenues and opportunities are continually explored through the Corporate Parenting Forum.

Care Leavers

Care leavers were positive about the support they received from their personal advisors which was timely and effective. There was financial and practical support for young people to take up university places. There was also evidence that young people were being empowered to have an effective voice and engage meaningfully in the decisions that affect their lives.

Summary of performance relating to care leavers:

- 100% (9 out of 9 young people) in contact with the authority at the age of 19;
- 88.9% (8 out of 9 young people) known to be in suitable, non-emergency accommodation; and
- 55.6% (5 out of 9 young people) known to be engaged in education, training or employment

FOSTERING AND ADOPTION

Fostering

In the last year, we have continued to establish and support our young person's forum, 'Kic Club', where our looked after children can meet and discuss issues that are important to them, where their views are sought and where they can influence the service. There has been a new recruitment drive (Love Fostering) and a rebranding of the service to make us more visible in what is a competitive market. Six new foster carers have been approved so far, with others still in the assessment process, providing the local authority and our looked after children with an improved choice of placements.

Adoption

As discussed earlier in the report, the North Wales Adoption Service (NWAS) has now completed its 5th year of activity, and has now been integrated into the new National Adoption Service (NAS) for Wales as one of five identified collaboratives. During a visit to the NWAS in June 2014, the service was highlighted by the Welsh Government and the Welsh Local Government Association (WLGA) as being an example of good practice in terms of collaborative working.

*"I'm delighted by the success of the NWAS, which has been operating for several years, in placing more children in forever homes. This is exactly the type of collaborative working I want to see happening and the NAS for Wales will help ensure this success is replicated across Wales". **Gwenda Thomas, Deputy Minister for Social Services**¹.*

*Projects like the North Wales Adoption Service demonstrate local government's ability to work together on the development and improvement of local services for the benefit of the communities which they serve. The NWAS has already made a significant contribution to improving adoption services at a regional level and to ensuring that services remain responsive to the needs of children and adoptive families. **Councillor Mel Nott (Bridgend), WLGA spokesperson for Health and Social Care**¹.*

Since the establishment of the NWAS, the number of children being found a permanent home increased from 44 in 2011/12 to 53 in 2013/14. Although there was a slight reduction in the overall number of children adopted across North Wales during 2014/15 (48), the number remains higher than before the establishment of the NWAS. Seven of those 48 children were from within Denbighshire.

¹ Welsh Government News, Thursday 26th June 2014 (Gwenda Thomas was Deputy Minister for Social Services at that time).

SAFEGUARDING AND CHILD PROTECTION

Activity in relation to the number of children on the Child Protection Register continued to fluctuate according to need throughout the year, however there was an overall reduction in the total number from 85 children at 31st March 2014 to 78 children at 31st March 2015.

There continued to be a strong focus on managing child protection processes during 2014/15, as is evident in our strong, and improved, performance. 100% of initial child protection conferences and 93% of initial core group meetings were held within timescales, compared to 99% and 91% respectively during the year.

A full complement of Safeguarding and Reviewing Officers were recruited and this has ensured there has been a high level of scrutiny of work with children and their families, and a high level of family engagement in attending conferences and putting in place child safety and protection plans. A 'Signs of Safety' approach is being adopted to running child protection conferences and this is a way of engaging families and professional more in being clear about risk and protective factors and will hopefully improve how children are protected and parents helped to better parent their children. Children and young people are encouraged to participate in the risk management process.

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

As highlighted earlier in the report, 107 staff from across the council attended training through our new corporate safeguarding training programme. This recognises that staff in other council services come into regular contact with the public, and therefore have a responsibility and opportunity to safeguard vulnerable people (children and adults). There was also a dedicated Middle Managers Conference on the topic of safeguarding during 2014/15, and Children & Family Services are raising awareness about child protection and safeguarding across the council's other front line services.

FUTURE PLANS

As mentioned earlier, our 2015/16 Service Plans are designed to support the delivery of our corporate priorities to:

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

Below is a summary of activities we aim to progress during 2015/16, and some of the results that we expect to see. It is possible that we will add to these as the regulations for the new Social Services and Wellbeing (Wales) Act 2014 are rolled-out.

We will plan and manage the transition to a single Education and Children's Service.
We will review our in-house provider services and, if appropriate, consult with all stakeholders about whether it is possible to meet people's needs in a different way that would be more efficient and cost-effective.
We will continue to implement our new workforce strategy to ensure we can deliver services as outlined within the Social Services and Well-being Act.
We aim to continue reducing sickness absence across social services.
Denbighshire will have two additional Extra Care Housing schemes in operation (containing a total of around 100 units) by 2017, with another scheme in development. We expect at least one of these schemes to begin construction during 2014/15.
We will continue to deliver against our Welsh Language Action Plan to meet the requirements of "More Than Just Words/ Mwy Na Geiriau".
We will review the roles & responsibilities within the Adult Complex Disabilities Team, and consider whether it is feasible to develop a whole of life disability service.
We will continue to test a different way of working with citizens by implementing the pilots of the National Outcomes Framework and the 'Community Led Conversations' programme.
We will continue to prepare for the implementation of the Social Services and Wellbeing (Wales) Act 2014
We will further improve our approach to assessing risk in relation to vulnerable children, including continuing to embed the 'Signs of Safety' approach to running child protection conferences

Report to: Performance Scrutiny Committee

Date of Meeting: 11th June 2015

Lead Officer/Member: Head of Business Improvement & Modernisation/
Lead Member for Finance, Corporate Plan and
Performance

Report Author: Strategic Planning & Performance Officer

Title: Corporate Plan Performance - Quarter 4 2014/15

1. What is the report about?

- 1.1 This paper presents an update on the delivery of the Corporate Plan 2012-17 as at the end of quarter 4 of 2014/15.
- 1.2 Appendix 1 contains the full quarterly report generated from the Verto Performance Management System.

2. What is the reason for making this report?

- 2.1. The council needs to understand progress of its contribution to the delivery of the Corporate Plan outcomes. Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the council exercises its duty to improve.
- 2.2 We monitor our performance regularly, take quarterly reports to Scrutiny and Cabinet meetings and produce an Annual Performance Report to evaluate progress.

3. What are the Recommendations?

- 3.1. It is recommended that the Committee uses this report to identify specific service areas (or areas of work) that would benefit from detailed scrutiny to improve outcomes for citizens and the Council's overall performance, and facilitate delivery of the Corporate Plan.

4. Report details.

- 4.1 Quarter 4 (2014-15) Performance Report (Appendix 1) looks at the Corporate Plan 2012-17, the Corporate Project Register, and the Outcome Agreement 2013-16 and provides an evidence-based assessment of the current position.
- 4.2 A number of indicators and measures are highlighted as 'Red' within the report. This means they are identified as a 'Priority for Improvement' or where there is an issue with the data that needs to be raised.

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

- 5.1. This report is about our progress in delivering the Corporate Plan, and achieving the full Outcome Agreement settlement. Any decisions made should contribute to the successful delivery of our Corporate Priorities.

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

- 6.1. The Corporate Plan 2012-17 sets out how much additional money the council aims to invest in each corporate priority during the next five years. Apart from that additional investment, it is assumed that the corporate plan can be delivered within existing budgets.

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

- 7.1. An EqIA was undertaken on the Corporate Plan and presented to Council on 09 October 2012. No further assessment is required of this report because the recommendations in this report will not have a direct impact on staff or our communities.

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

- 8.1. The information necessary to produce this report comes from services, and the draft exceptions have been discussed and circulated to enable Senior Leadership Team (SLT) to take any corrective action they deemed necessary in order to produce this report for Performance Scrutiny and Cabinet.

9. Chief Finance Officer Statement

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

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

- 10.1. We have a strong performance management framework, a robust Service Performance Challenge process and a strong Performance Scrutiny Committee.
- 10.2. There are no specific risks attached to this report. It is the role of our Corporate and Service Risk Registers to identify (and manage) the potential risk events which could lead to the council being unable to deliver its Corporate Plan.

11. Power to make the Decision

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

11.2 Articles 6.1 and 6.3.4(b) outlines scrutiny's role with respect to performance monitoring and management.

Contact Officer: Strategic Planning & Performance Officer

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Appendix 1 – Corporate Performance Report

Q4 2014-15

This document provides an update on performance against the council's corporate priorities, the project register, and Outcome Agreement at the end of quarter 4, 2014-15

TABLE OF CONTENTS

KEY	3
KEY PERFORMANCE SUMMARY	4
THE CORPORATE PLAN	7
DEVELOPING THE LOCAL ECONOMY	8
IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS	17
IMPROVING OUR ROADS	22
VULNERABLE PEOPLE ARE PROTECTED & ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE	26
CLEAN & TIDY STREETS	30
ENSURING ACCESS TO GOOD QUALITY HOUSING	33
MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS	37
PROJECT REGISTER	44
OUTCOME AGREEMENT	47
IMPROVING OUR ROADS	50
STUDENTS ACHIEVE THEIR POTENTIAL.....	51
INDEPENDENT VULNERABLE PEOPLE.....	52
ACCESS TO GOOD QUALITY HOUSING	54
REDUCE ECONOMIC & FUEL POVERTY	57

KEY

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

THE COLOURS

Colour	Action Status	Measure Status
Green	On Target	Excellent
Yellow	Experiencing Obstacles	Good
Orange	At Risk	Acceptable
Red	Compromised	Priority for Improvement
Blue	Completed	N/A
Grey	No data	No data or is a count only

THE EVALUATION

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

INTRODUCTION

This performance report looks at the Corporate Plan 2012-17, the Corporate Project Register, and the Outcome Agreement 2013-16. It provides an evidence-based assessment of the current position on an exceptions basis i.e. those measures that are Red: Priority for Improvement, or where there is an issue with the data that needs to be raised. Those measures that are currently showing an acceptable, good or excellent status are not examined in any great detail within this report, but are available to view through the Verto Performance Management System. Below is a summary of the key issues identified.

KEY PERFORMANCE SUMMARY

THE CORPORATE PLAN

- Overall [Priority Strategic Sites](#) is in relatively early stages, some threshold levels need to be provided in order to enable an assessment of progress, however projects in support of these indicators are progressing well.
- [Supported and connected businesses](#): We still want to increase the proportion of our procurement spend that is spent locally and this will be progressed through new management and Procurement Strategy to ensure the right priorities are focussed on.
- We are unable to source data regarding the proportion of students that go on to study a [STEM subject in higher education](#). This is not local authority data and no national data source yet exists, it is proposed to remove this indicator until national data is made available.
- [Secondary school attendance](#) is currently Red: Priority for Improvement. Although performance in 2013/14 (academic year) recovered beyond 2012/13's decline, and just beyond the excellent position established in 2011/12, attendance improved more markedly in the rest of Wales, leaving us below the median for both authorised and unauthorised absence. Where our rank position in Wales for authorised absence has worsened over the last three years, it has actually improved for unauthorised absences.
- The worsening trend seen previously in the [percentage of surplus places in secondary schools](#) has now increased beyond the improvement threshold, becoming Red: Priority for Improvement in 2014/15. This is because the number of pupils in secondary education has reduced due to demographics. These numbers are not expected to increase until 2018.
- There continues to be significant issues with extracting data from the COMMS system for the percentage of [damaged roads and pavements made safe within target time](#). It is acknowledged that the system is now outdated and no longer fit for purpose, so the Service has explored alternative options and hopes that a new process will be in place within a month for recording work tickets through an Access database.

- [The Cleanliness Index](#), which formed part of the national Service Improvement Dataset, has been discontinued in 2014-15 as a result of WG cuts to the Data Unit's Budget. It is proposed that this is replaced with the Keep Wales Tidy Cleanliness Indicator (which did form part of this average score indicator). This will allow us to continue comparing ourselves with other authorities in Wales.
- [The percentage of the population who cannot live independently](#) (aged 18 or over) remains a priority for improvement. We are working to reduce the number of new admissions through the use of both modern and traditional care packages in the home and working with people to maximise their independence. Overall, this means the number of people we support in residential care is diminishing, but will take a number of years to bring the total to an acceptable level due to the long term nature of the services already being provided.
- The definition for [‘the current supply of affordable housing’](#) has been reviewed to include all properties which are made available for affordable housing during the year, including new builds, conversions and acquisitions, which is different to the definition provided against the NSI – PLA/006. A revised indicator, PPPAH001, [‘The additional supply of affordable housing, including social housing, provided during the year’](#) will replace both HCD101i and HCD102i for 2015/16 onwards. Thresholds have also been reviewed.
- The proportion of [complaints that were replied to within timescale](#) has fallen this quarter, despite a reduction in the overall number received. Figures have been reported to SLT in March and are due to be reported to Performance Scrutiny in June.
- Corporate [sickness absence](#) levels continue to be a priority for improvement with performance at a lower level compared to the same period last year.

PROJECT REGISTER

- As at 15th April 2015 there are no projects with a `Red` Priority for Improvement status. Three projects are at an `Orange` Acceptable level, which are:
 - [Rhyl Harbour](#) - The defects period for the bridge and enabling works contracts completed on 21st October 2014. The bridge defects are nearly complete, however there are still outstanding defects associated with the extended quay wall.
 - [Capita Regional MIS](#) - The project is currently experiencing external problems that have caused delays in delivery.
 - [Excellent Housing](#) - The project is currently being reviewed to ensure future milestones are aligned with the expectations and needs of the Housing service.

OUTCOME AGREEMENT

- Although we are waiting on data for two measures (Years of supply of housing land; and The percentage of core KPI's Benchmarked with HouseMark that are in the top quartile) within the [housing outcome](#) (which we expect to receive over the summer), Denbighshire has been successful in achieving the required number of points for full payment of the Outcome Agreement Grant for 2014-15 (£1,043,000). Our full assessment will be submitted in September, along with an explanation of any mitigating circumstances for missed targets, and requests for target revisions (if applicable) in this final year of the agreement.
- [The percentage of children that have pathway plans](#) as required has missed its target by 7%, despite the target having been revised downwards at the start of 2014-15. This means the outcome has only been partially achieved and loses the council one out of the ten points awarded (eight points are required for full payment of the Outcome Agreement Grant). 1 out of 6 pathway plans were completed out of timescale.
- [The percentage of Houses in Multiple Occupation](#) that have a full license has missed its Outcome Agreement target by 8%. This means the outcome has only been partially achieved and loses the council one out of the ten points awarded (eight points are required for full payment of the Outcome Agreement Grant). The target was missed because the number of HMOs known to us (the denominator) has increased by 45 during the year. A service wide approach was taken not to license HMOs until an assessment was made on planning matters.

THE CORPORATE PLAN

CORPORATE PLAN OUTCOME SUMMARY

This is the summary position for each outcome in the Corporate Plan as at March 31, 2015. The overall evaluation for each outcome has been determined by taking account of the indicators, performance measures, and improvement activity.

DEVELOPING THE LOCAL ECONOMY

Outcome 1	Infrastructure for growth	ACCEPTABLE
Outcome 2	Supported and connected businesses	ACCEPTABLE
Outcome 3	Opportunities for growth	ACCEPTABLE
Outcome 4	High quality skilled workforce	GOOD
Outcome 5	Vibrant towns and communities	ACCEPTABLE
Outcome 6	Well-promoted Denbighshire	GOOD

IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

Outcome 7	Students achieve their potential	ACCEPTABLE
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IMPROVING OUR ROADS

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

Outcome 9	Independent vulnerable people	GOOD
Outcome 10	Vulnerable people are protected	EXCELLENT

CLEAN & TIDY STREETS

Outcome 11	Clean and tidy streets	EXCELLENT
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ENSURING ACCESS TO GOOD QUALITY HOUSING

Outcome 12	Access to good quality housing	ACCEPTABLE
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MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

Outcome 13	Services will continue to improve	GOOD
Outcome 14	Flexible and efficient workforce	ACCEPTABLE

CORPORATE PLAN PERFORMANCE REPORT

Please Note: The performance report is in a different format than usual. This report has been generated from the new Verto Performance Management System. The system has just been launched, and there are some minor issues in the report that will be dealt with during its next development phase, namely:

- Dates appear on the x-axis, rather than quarters;
- The status key is not consistent with our labels of Excellent, Good, Acceptable, and Priority for Improvement (although the colours are consistent).
- Some graphs are hard to view because the axis range is not appropriate to the measure and the values concerned are very narrow.

PRIORITY - DEVELOPING THE LOCAL ECONOMY

ECONOMY HEADLINE INDICATORS

Status	Good
Description	This cluster of indicators are economy-based aspects of the external environment in which we'd expect to see an improvement if our Outcomes were progressing well. The six Outcomes within the Economic & Community Ambition priority will have a discrete set of indicators according to their theme (e.g. infrastructure), but collectively should enable progress against this cluster of indicators by laying the foundations for economic growth.
Outcome Summary	The overall status for these indicators is Yellow: Good. The performance of new enterprises across the county has particularly improved.

Indicators	
ECAHeadline1	% Job Seekers Allowance claimant count
ECAHeadline2	Median Household Income
ECAheadline3	The count of births of new enterprises
ECAheadline4	1 year survival rate of new enterprises (%)
ECAheadline5	3 year survival rate of new enterprises (%)
ECAheadline6	Turnover of Denbighshire based businesses (£m)

OUTCOME 1 - INFRASTRUCTURE FOR GROWTH

Status	Acceptable
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>There are a cluster of indicators that have no status (Grey). As mentioned in the data comments, we have actual performance data, but thresholds levels need to be provided in order to enable assessment of progress.</p>

Nevertheless, the overall Priority Strategic Employment Sites project is in relatively early stages, so we wouldn't expect performance against these indicators to be high yet. The projects in support of the indicators are progressing well, which is very encouraging.

Indicators

BusSurv1.9	The percentage of businesses selling or sourcing goods or services online
OFCOMsuperfast	Denbighshire's OFCOM five-point ranking for superfast broadband availability
OFCOMtakeup	Denbighshire's OFCOM five-point ranking for broadband take-up
ECA1.1i	The percentage of available land on Priority Strategic Employment Sites where restrictions/hindrances to development are removed from the legal title (as a % of all available land)

Latest Data Comment

No change in ownership since Q1 2015

NB. Data has been provided for this indicator but threshold levels that enable a ROYG status to be generated have not been provided.

ECA1.2i

The percentage of available land on Priority Strategic Employment Sites ready to be developed (i.e. with planning permission), as a % of all available land on PSES

Latest Data Comment

Planning applications submitted on Station Yard, Denbigh, (Home Bargains) Liberty to submit application on balance of the site and Property Alliance working up retail element on Rhuddlan Triangle.

NB. Data has been provided for this indicator but threshold levels that enable a ROYG status to be generated have not been provided.

ECA1.3i

The percentage of available land on Priority Strategic Employments Sites developed, as a percentage of all available land on PSES's

Latest Data Comment

No change in developed status since Q1 2015

NB. Data has been provided for this indicator but threshold levels that enable a ROYG status to be generated have not been provided.

Activities

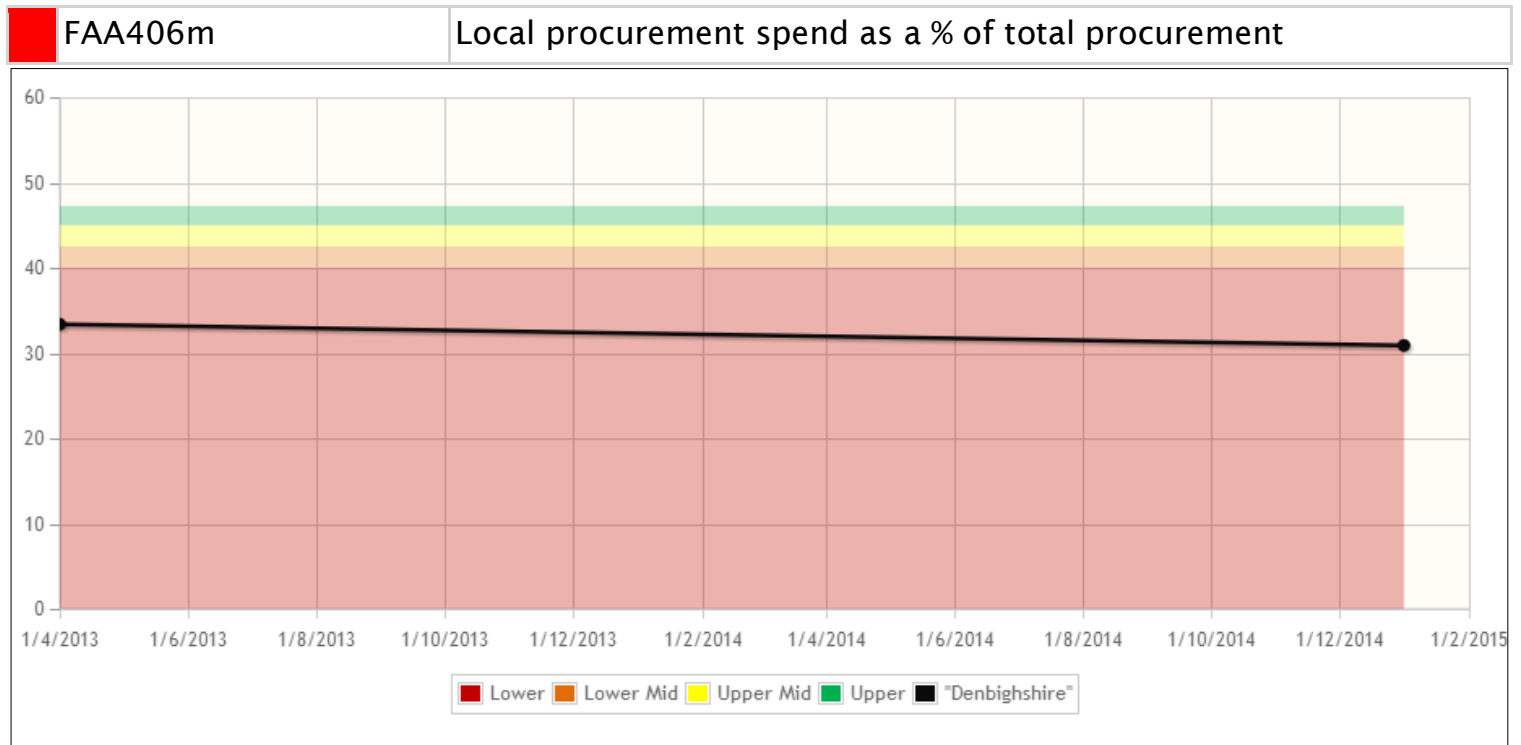
ECA 1.2a	Digital Denbighshire	15/07/13	31/10/15
ECA 1.3b -	Priority Strategic Employment Sites - Nant Hall Road,	02/06/14	29/12/17

01	Prestatyn		
ECA 1.3b - 02	Priority Strategic Employment Sites - Canol y Dre, Ruthin	03/06/14	31/03/17
ECA 1.3b - 03	Priority Strategic Employment Sites - Cilmedw, Llangollen	01/04/14	31/03/17
ECA 1.3b - 04	Priority Strategic Employment Sites - Clough Meadows, Denbigh	02/04/14	31/03/17
ECA 1.3b - 05	Priority Strategic Employment Sites - Station Yard, Denbigh	02/06/14	31/03/17
ECA 1.3b - 06	Priority Strategic Employment Sites - Ocean Plaza, Rhyl	01/04/14	31/03/17
ECA 1.3b - 07	Priority Strategic Employment Sites - Queens Market, Rhyl	02/04/14	31/03/17
ECA 1.3b - 08	Priority Strategic Employment Sites - Land at Abergele Rd, Rhuddlan	02/06/14	31/03/17

OUTCOME 2 - SUPPORTED AND CONNECTED BUSINESSES

Status	Acceptable
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>The business that we've surveyed have been pleased with access to, and the quality of, the support we offer.</p> <p>We still want to increase the proportion of our procurement spend that is spent locally, and the department is now under new management. The new manager wants to revisit the business case of the Procurement Strategy to ensure it is focusing on the right priorities.</p>

Indicators



Latest Data Comment

A minimum of £32,084,222 was spent with suppliers within the county of Denbighshire during 2014/15 financial year. This equates to 30.9% of the total procurement spend of £103,728,992.

BusSurv4.2	% of businesses satisfied with quality of advice/support
BusSurv4.1	% of businesses satisfied with access to advice/support
ECA2.2i	The percentage of contracts worth over £2 million with community benefit clauses

Latest Data Comment

Reporting against this indicator should be possible as of Q1 2015/16.

Activities			
ECA 2.1a/2.2a/2.2c	Business Advice & Support	12/09/13	31/03/16
ECA 2.3a	Supportive Procurement (Phase 1 - Procurement Strategy)	02/12/13	28/11/14

Latest Data Comment

Work has commenced to update the Corporate Procurement Strategy. However, further consultations are required to agree short and medium term priorities with SLT, as well as other stakeholders (e.g. suppliers). As a result, this phase 1 will need to be revisited and reviewed in order to re-scope in terms of delivery, resource and approach.

OUTCOME 3 – OPPORTUNITIES FOR GROWTH

Status	Acceptable
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>Performance within the county’s tourism sector is good, on the whole, as is progress with projects (although a task for Q1 might be to ensure the deadline dates are accurate).</p> <p>There are two indicators for which we still don’t have data, but they are dependent on the completion of growth-related projects. These projects should contribute significantly to the success of this Outcome, and the Economy programme overall.</p>

Indicators	
CMLi10	STEAM - Total revenue derived from Tourism
CMLi11	STEAM - Total number employed in the tourism sector
ECA3.1i	No. of businesses in the tourism sector
ECA3.2i	No. of new business in Growth Sectors

Latest Data Comment

Data for the above indicator will not be available until Growth Sector Projects are complete.

ECA3.3i	No. of Denbighshire residents employed in Growth Sectors
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Latest Data Comment

Data for the above indicator will not be available until Growth Sector Projects are complete.

Activities			
ECA 3.1Aa-c	Tourism Growth Plan	05/06/14	11/03/15
ECA 3.1A-d	Rhyl Waterfront Developments	01/01/14	31/03/15
ECA 3.2a	New Sectors Growth Potential	01/01/15	01/03/17
ECA 3.2b/d	Regional Growth Opportunities / Adv. Manufacturing/Energy & Environmental technologies supply chain opportunities	11/06/14	11/02/15
ECA 3.2c	OpTic/St Asaph Business Park Development	15/10/13	31/10/14

OUTCOME 4 - HIGH QUALITY SKILLED WORKFORCE

Status	Good
Outcome Summary	<p>The overall status for this Outcome is Yellow: Good.</p> <p>Overall, businesses are not reporting skills shortages for the roles into which they're recruiting, and young people in the county compare quite well nationally in terms of NEET levels, JSA claimants, and attainment in Science, Technology, Electronic and Mathematics (STEM).</p> <p>We are unable to source data regarding the proportion of students that go on to study a STEM subject in higher education - this is not local authority data, and no national data source yet exists. It's therefore proposed that this is removed, until national data is made available.</p>

Indicators	
Ed004i	The percentage of children aged 16 - 18 Not in Education, Employment or Training, at the preceding 31 August in Denbighshire
ECA4.6i	% of the population aged 18 to 24 claiming JSA
BusSurv3.3a	% of businesses reporting unfilled vacancies due to unsuitable applicants
BusSurv3.3b	% of businesses reporting difficulty recruiting staff with the right skills
ECA4.7i	% of pupils leaving school at 16 attaining Level 2 in at least 1 STEM subject
ECA4.8i	% of pupils leaving school at 18 attaining Level 3 in at least 1 STEM subject
ECA4.9i	% of pupils going on to study L4 or a degree in STEM subjects

Latest Data Comment

Level 4 is post-school education, so data is not held by the local authority. Data is not yet collected nationally for this indicator, therefore it is proposed that this indicator is removed.

ECA4.10i	% of people of working age in Denbighshire who are self employed
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Activities			
ECA 4.2a-c	TRAC	07/04/14	31/08/20

OUTCOME 5 - VIBRANT TOWNS AND COMMUNITIES

Status	Acceptable
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>On the whole, town centres are well occupied, and residents are satisfied with</p>

their local area and their town centres.

Future confidence among town centre businesses appears low, and may reflect national pressures on high streets, including online and out-of-town market places.

Deprivation-related indicators remain a cause for concern following the 2014 release of data from the Welsh Index of Multiple Deprivation (WIMD).

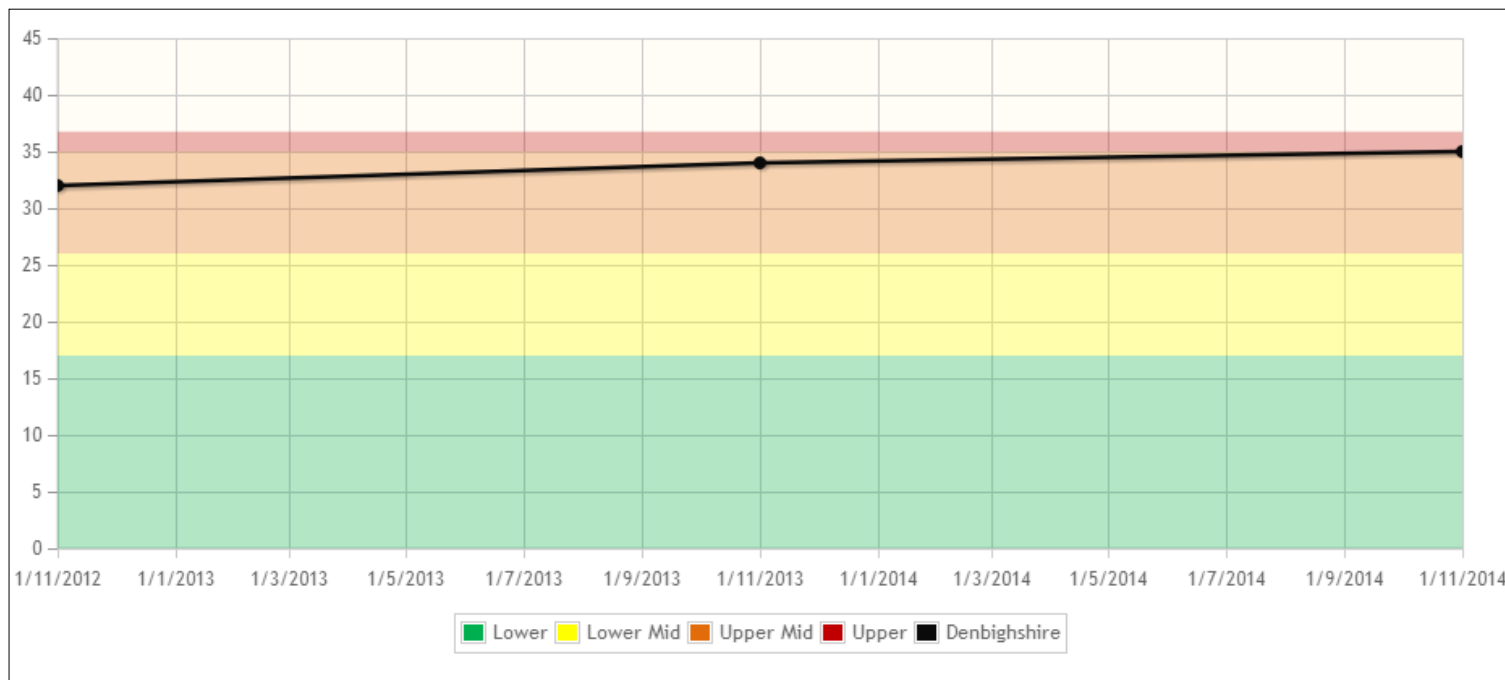
Indicators	
ECA5.1i	% of vacant town centre premises (Denbighshire average)
RSQ11	% of residents reporting overall satisfaction with their town centre
RSQ2	% of town residents reporting overall satisfaction with their local area
BusSurv2.1	% of town centre businesses reporting confidence in future prospects

Latest Data Comment

49.8% of business reported confidence in future prospects, against an intervention point of 50%. The source of this information was a short tick-box question on the Denbighshire Business Survey. The cause could be attributed to the general economic environment and the fact that high streets might face competition from online and out-of-town retailers, but this would only be speculation

ECA5.2i	% of LSOA that fall into the 10% most deprived in Wales
ECA5.3i	No. of LSOA with a claimant count (%) greater than Great Britain

ECA5.4i	No. of LSOA with a median household income below Wales
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Latest Data Comment

There are numerous anti-poverty programmes operating in the county (Communities First, Families First, Flying Start, Supporting People), and work is ongoing to coordinate their activities to maximise their impact.

	ECA5.5i	% of the rural working age population claiming Job Seekers Allowance
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Activities				
	ECA 5.1c	Town Centre Growth & Diversification Plan	15/07/14	31/03/17
	ECA 5.3a RGF 01	Rhyl Harbour: Pedestrian and cycle bridge, public square, quayside building and extended quay wall	02/03/09	31/03/15
	ECA 5.3a RGF 01.1	Rhyl Harbour: Harbour Empowerment Order	02/05/12	30/06/16
	ECA 5.3a RGF 02	West Rhyl Housing Improvement Project		
	ECA 5.3a RGF 03	The Honey Club, Rhyl		
	ECA 5.3a RGF 10	49 - 55 Queen Street	01/09/14	31/03/15

OUTCOME 6 - WELL-PROMOTED DENBIGHSHIRE

Status	Good
Outcome Summary	<p>The overall status for this Outcome is Yellow: Good.</p> <p>The activities in support of this Outcome focus on ensuring that Denbighshire is well-marketed as an attractive place to do business, and to make practical advice accessible.</p>

Activities				
	ECA 6.1 a-c	Locate in Denbighshire- Inward Investment Marketing Campaign	17/04/14	04/02/15
	ECA 6.2b / 1.3a	Enquiry Handling for Sites & Premises	24/11/14	30/06/15

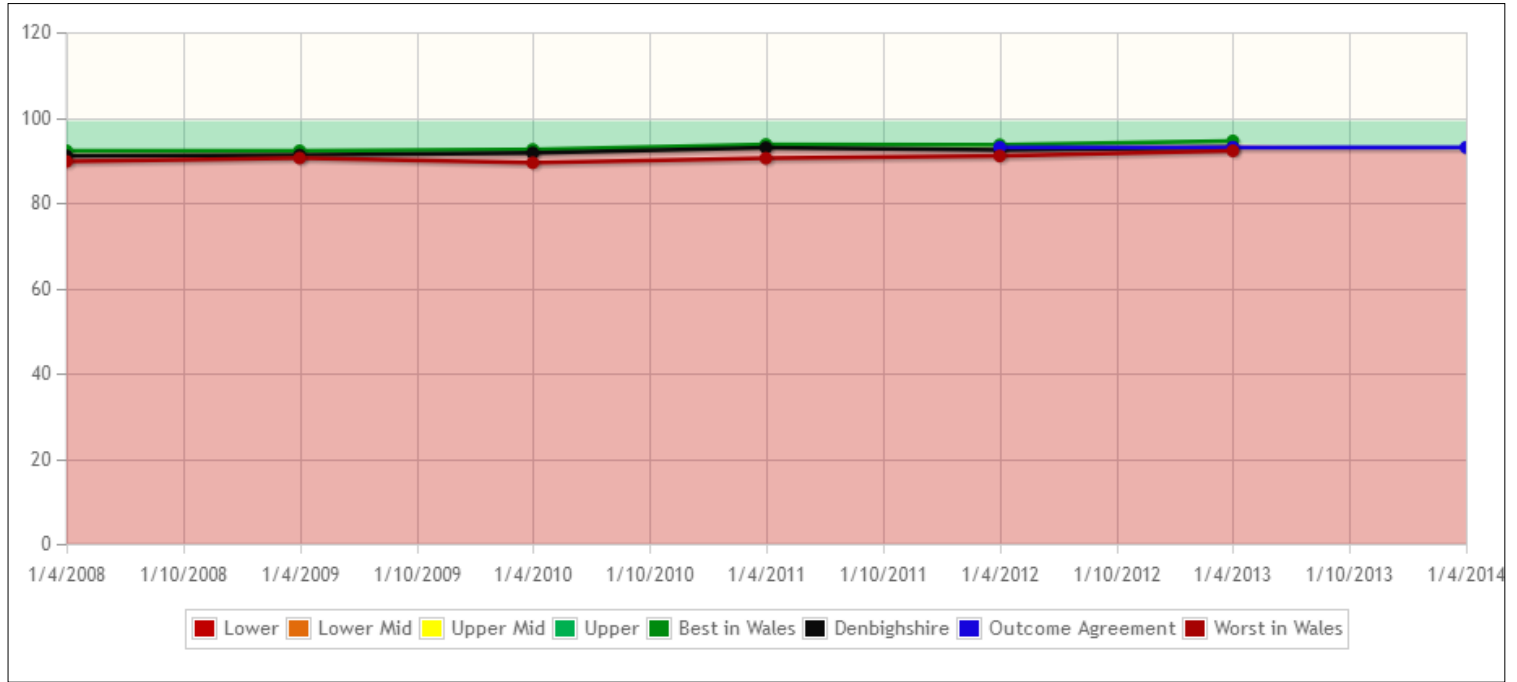
PRIORITY - IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

OUTCOME 7 - STUDENTS ACHIEVE THEIR POTENTIAL

Status	Acceptable
Outcome Summary	The overall position for this outcome is Orange: Acceptable. We are using a higher benchmark for excellence for educational attainment where 'Green: Excellent' is the best in Wales. There is one indicator that is considered to be a priority for improvement, and one performance measure. These are detailed below.

Indicators	
Ed001i	The average capped points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (all pupils)
Ed005i	The percentage of pupils achieving the level 2 threshold including English/Welsh and maths (all pupils)
Ed006i	The percentage of pupils achieving the level 2 threshold or vocational equivalents (all pupils)
Ed009i	The percentage of pupils who achieve the Core Subject Indicator at Key Stage 4 (all pupils)
Ed204c	The average number of school days lost from school per total fixed term exclusions
Ed205c	The number of fixed term exclusions from school (total)
EDU002i	The percentage of pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.
EDU003all	The percentage of pupils who achieve the Core Subject Indicator at Key Stage 2 (all pupils)
EDU016a	Percentage of pupil attendance in primary schools

EDU016b Percentage of pupil attendance in secondary schools

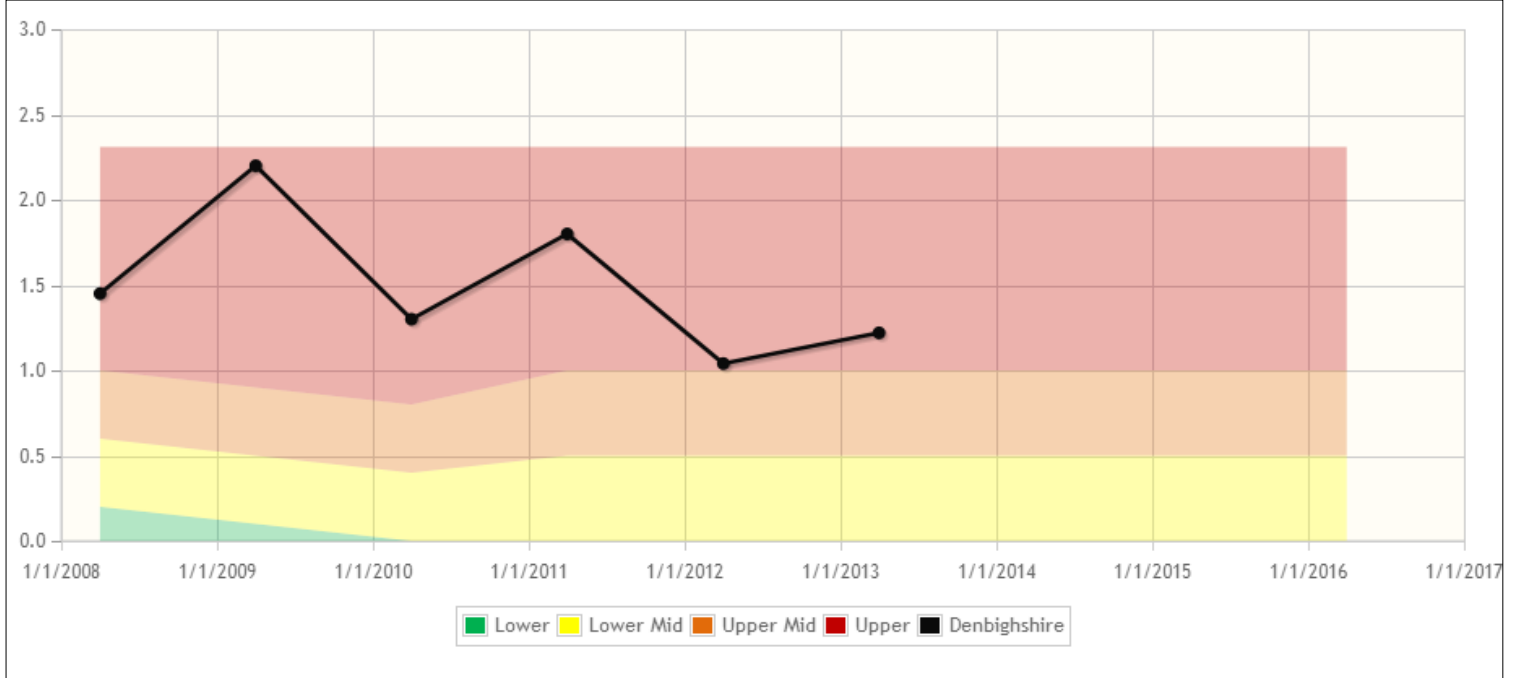


Latest Data Comment

Secondary school attendance in 2013/14 (academic year) recovered beyond 2012/13's decline, and just beyond the excellent position established in 2011/12. However, attendance improved more markedly in the rest of Wales, leaving us below the median for both authorised and unauthorised absence. Where our rank position in Wales for authorised absence has worsened over the last three years, it has actually improved for unauthorised absences.

Measures

	LMEd20a	The number of deficit places as a percentage of the total school places in Denbighshire (Primary)
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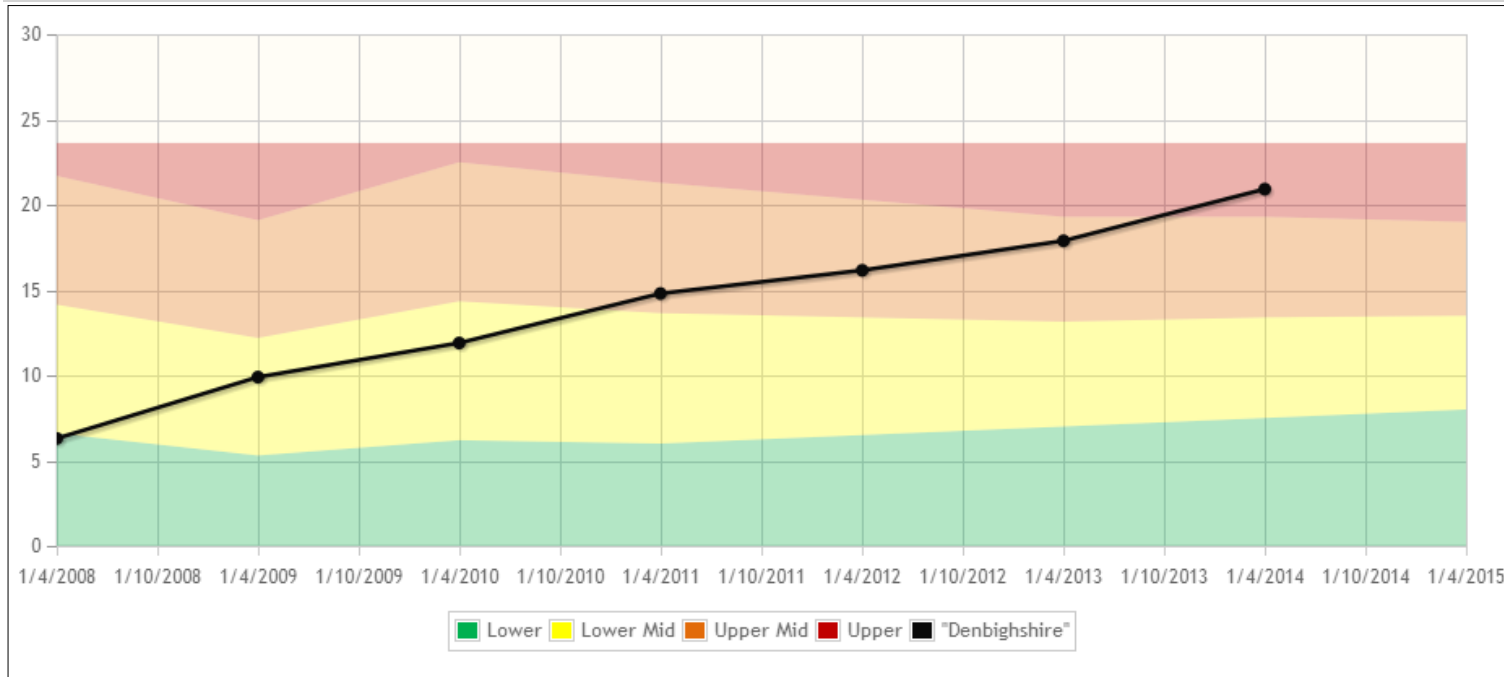
Latest Data Comment

Primary deficit places rose by 0.18% for 2013/14, but the overall trend is still improving. This indicator is closely linked to the Modernising Education programme and a strategy is in place to reduce the deficit to 0 by the end of the Corporate Plan in 2016/17. Data for 2014-15 will be available at the end of May.

	LMEd20b	The number of deficit places as a percentage of the total school places in Denbighshire (Secondary)
	LMEd21a	The number of surplus places as a percentage of the total school places in Denbighshire (Primary)
	LMEd21b	The number of surplus places as a percentage of the total school places in Denbighshire (Secondary)

	LMEd21b	The number of surplus places as a percentage of the total school places
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in Denbighshire (Secondary)



Latest Data Comment

The percentage of surplus places in secondary schools has increased as the number of pupils in secondary education has reduced due to demographics. These numbers are not expected to increase until 2018.

LMEd22a	The number of school places provided through mobile classrooms (Primary)
LMEd22b	The number of school places provided through mobile classrooms (Secondary)

Activities				
CES102a	Funding the 21st Century Schools Programme and wider Modernising Education Programme	01/04/14	01/08/19	
CES111a	To reduce the reliance on mobile accommodation	01/04/14	31/03/16	
CES112a	To progress business cases for further investment in the school estate	01/04/14	31/03/16	
EDUa003	Review current provision for students who access the Behaviour support Service and remodel as appropriate	01/04/13	31/03/16	
EDUa004	Review current cluster arrangements and remodel in order to provide greater opportunity for innovation and curriculum focus	01/04/13	31/03/15	
EDUa005	Revisit Service Level Agreement with GwE	01/04/14	31/03/16	
EDUa006	Celebrating teacher achievements / good practice through an award scheme (Excellence Denbighshire for teachers)	01/04/14	31/03/16	

EDUa007	Preparing students in Denbighshire for PISA	01/04/14	31/03/15
EDUa008	Literacy, Numeracy & ICT Skills development in schools	01/04/14	31/03/15
EDUa009	Soft skills / skills for employment	01/04/14	31/03/15
EDUa010	Regional skills and Employment Plan	01/04/14	31/03/15
EDUa011	Careers advice and support	01/04/14	31/03/15
EDUa012	Work experience opportunities	01/04/14	31/03/15
EDUa013	Apprenticeships	01/04/14	31/03/15
EDUa014	Links between schools, colleges and employers	01/04/14	31/03/15
EDUa015	Advanced skills for growth sectors	01/04/14	31/03/15
EDUa016	Enterprise & Entrepreneurship skills development	01/04/14	31/03/15
PR000044	Rhyl New School	22/10/12	11/07/16
PR000052	Ysgol Y Llys - Extension, Remodel & Refurbishment	30/11/10	30/09/14
PR000055	Bodnant Community School Extension and Refurbishment	20/12/12	31/12/16
PR000057	Ysgol Bro Dyfrdwy Area School: Extension and Refurbishment, Cynwyd Site	01/06/12	01/09/14
PR000062	Welsh Medium Primary's North Denbighshire - Ysgol Twm o'r Nant	16/01/12	31/08/14
PR000247	Extending Secondary Welsh Medium Provision - Ysgol Glan Clwyd Extension & Refurbishment	06/01/14	31/08/18

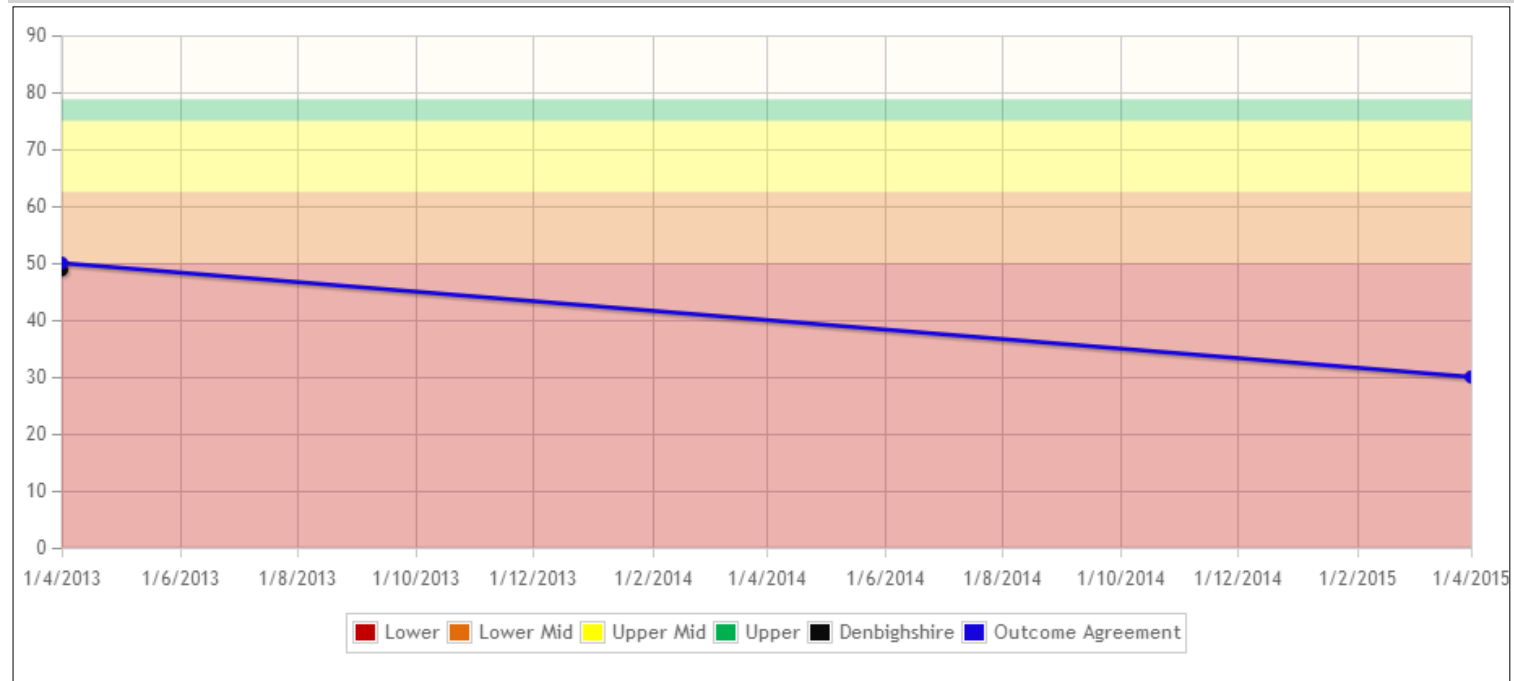
PRIORITY - IMPROVING OUR ROADS

OUTCOME 8 - RESIDENTS AND VISITORS TO DENBIGHSHIRE HAVE ACCESS TO A SAFE AND WELL-MANAGED ROAD NETWORK

Status	Good
Outcome Summary	The overall position for this outcome is Yellow: Good. We compare our position for the road condition indicators with a group of similar rural local authority areas in Wales. There are two indicators that are considered to be a priority for improvement, and one performance measure. These are detailed below.

Indicators

HES101i	The percentage of respondents reporting satisfaction with the council's work in maintaining rural roads in good condition
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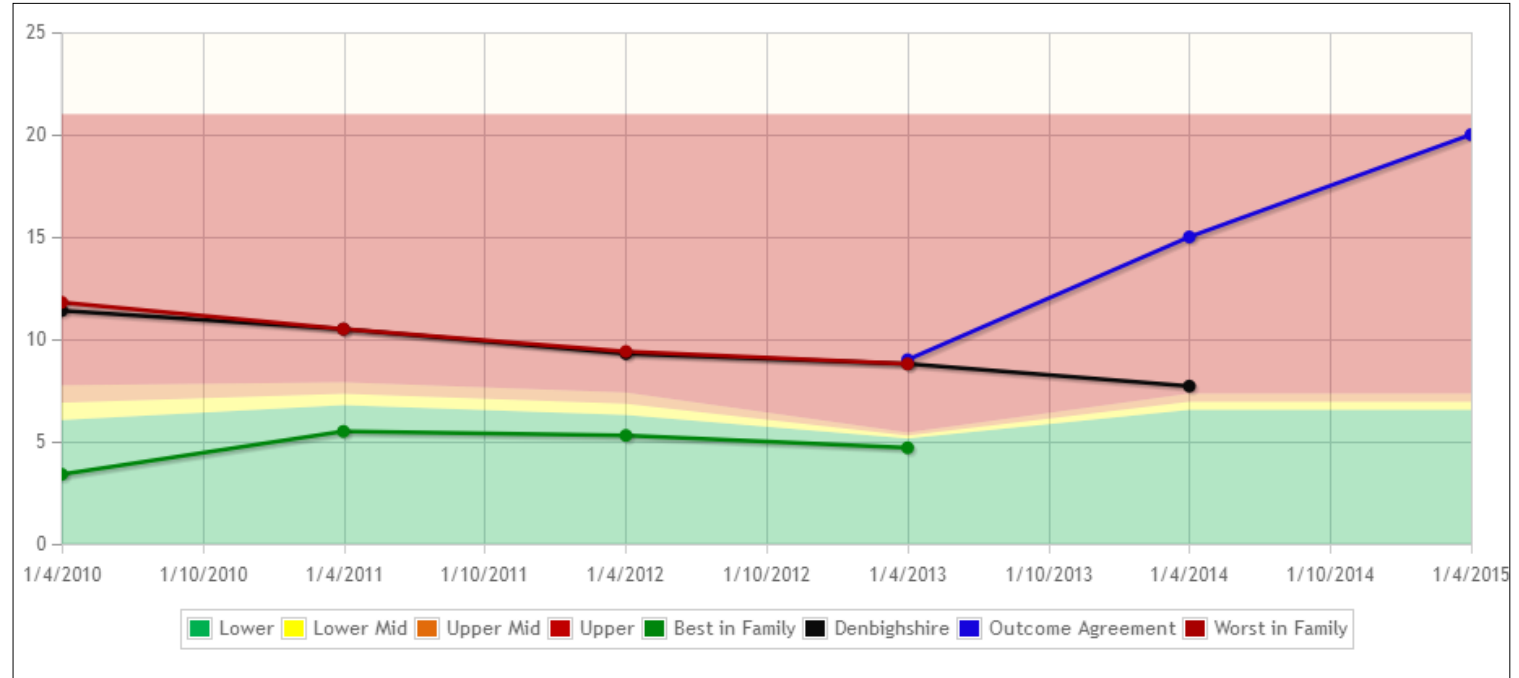


Latest Data Comment

The 'acceptable' threshold was missed by just 1%, which equates to around 9 people in the survey. 2013/14 was also the baseline year for this indicator. Denbighshire is switching its focus of spend from reactive to proactive work across all road categories in future. However, with budget reductions we should not expect public perceptions to improve. The Outcome Agreement target for 2015/16 has been amended to reflect this. The next Residents' Survey will take place in the Summer 2015.

RSQ09A	The percentage of respondents reporting satisfaction with the council's work in maintaining main roads in good condition (excluding don't know)
RSQ09B	The percentage of respondents reporting satisfaction with the council's work in maintaining streets in towns and villages in good condition (excluding don't

		know)
	THS012	The percentage of principal (A) and non-principal (B) and (C) roads that are in overall poor condition
	THS011a	The percentage of principle A roads that are in overall poor condition
	THS011b	The percentage of non-principal/classified B roads that are in overall poor condition

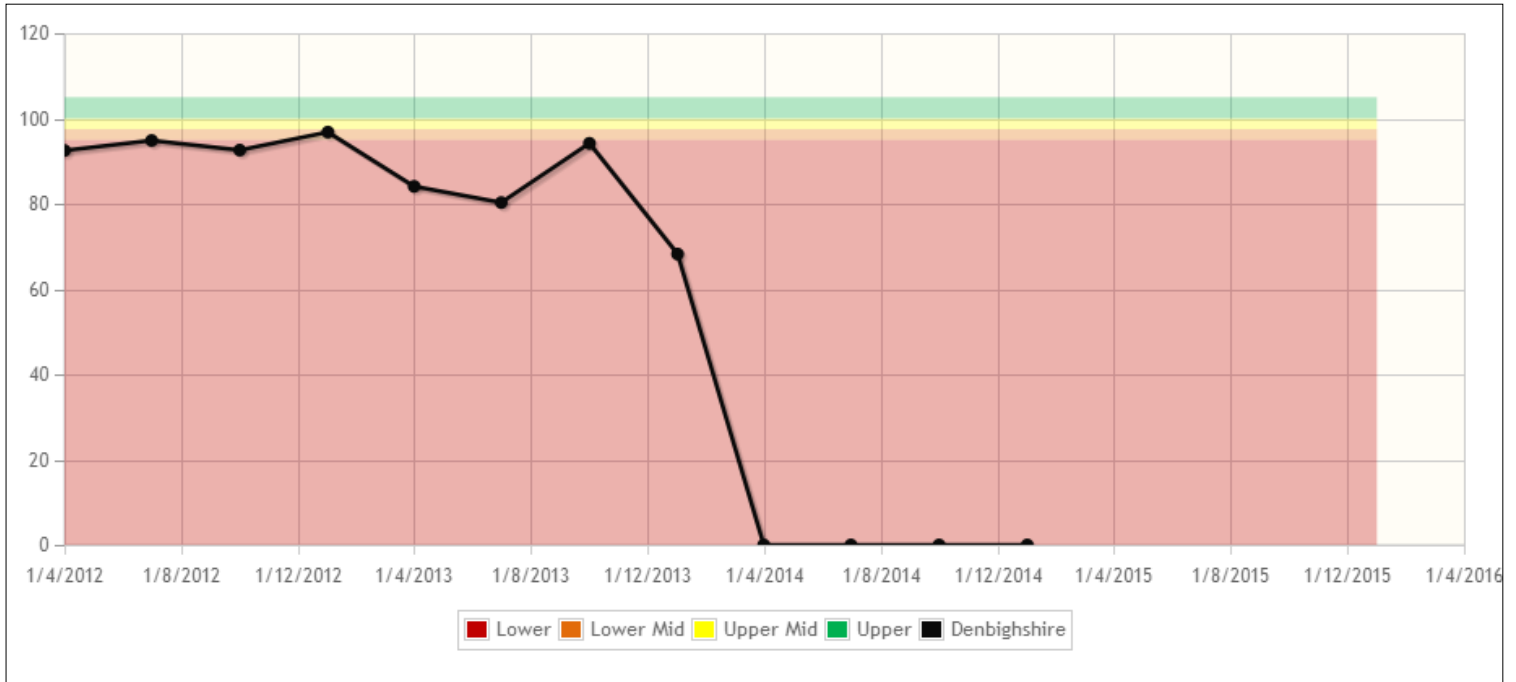


Latest Data Comment

Denbighshire improved by 1.09% in 2014/15. Our position in terms of our family group (Carmarthenshire, Ceredigion, Conwy, Gwynedd, Anglesey, Monmouthshire, Pembrokeshire, Powys and The Vale of Glamorgan) is as yet unknown (data to be published in September). Predictions suggest, however, that this will continue to be a Priority for Improvement. It is anticipated that budget reductions will have an adverse impact on this indicator.

	THS011c	The percentage of non-principal/classified C roads that are in overall poor condition
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Measures	
	APSEPI03c Percentage of damaged roads and pavements made safe within target time



Latest Data Comment

There continues to be significant issues with extracting data from the COMMS system for this measure. It is acknowledged that the system is now outdated and no longer fit for purpose, so the Service has explored alternative options and hopes that a new process will be in place within a month for recording work tickets through an Access database.

HES102m	The percentage of planned dropped-kerbs delivered along key routes within the year
HIM006	The percentage of Category C (Final) Street Works inspections carried out on utility works before their guarantee period ends (legislation states 10%)
HIM007	The number of successful claims against the council concerning road condition during the year
HIM042	The proportion of the planned Highways Capital Maintenance Programme achieved (schemes)
THS003	The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance

Activities

HES101a	Develop Minor Works framework	01/04/14	31/03/15
HES102a	Resurfacing works, including: A525: Section from Rhewl to 30 mph sign in Ruthin (Ruthin); A5104: Complete the section near Llandegla (Ruthin); U0851: Lower section of Rhyl High Street (Rhyl)	01/04/14	31/03/15
HES103a	Microasphalt laying works, including: Highlands Close, Rhuddlan (Elwy) Birch Hill, Llangollen (Dee) Marion Road, Prestatyn (Prestatyn)	01/04/14	31/03/15
HES104a	Surface dressing works, including: Hiraddug Road, Dyserth (Elwy) A548: Coast road from Bodnant Bridge to boundary (Prestatyn)	01/04/14	31/03/15
HES105a	Pedestrian safety improvements at Trellewellyn Road, Rhyl	01/09/14	30/11/14
HES106a	Continue to strengthen the Elwy Bridge, St Asaph, and undertake extensive repairs to the East Abutment of Foryd Road Bridge, Rhyl.	01/04/14	31/03/15
HES107a	Local transport infrastructure barriers to growth (from Economic & Community Ambition Programme Plan)	01/09/14	30/11/14
HES108a	Improved integration of local public transport services and information (from Economic & Community Ambition Programme Plan)	01/04/14	31/03/15
HES109a	Parking & Traffic Management Review (from Economic & Community Ambition Programme Plan)	01/09/14	30/11/14
HES110a	Establishment of a baseline for Denbighshire County Council's own road condition indicator	01/04/14	31/03/15
HES111a	Assess cost benefits of different highway treatments, and adjust spend patterns accordingly.	01/04/14	31/03/15
HES112a	Introduce revised winter maintenance agreements for 2014/15 season. Finished sept 2014.	01/04/14	30/09/14
HIA004	Implement policy by delivery of dropped kerbs on prioritised key routes	01/04/14	31/03/16

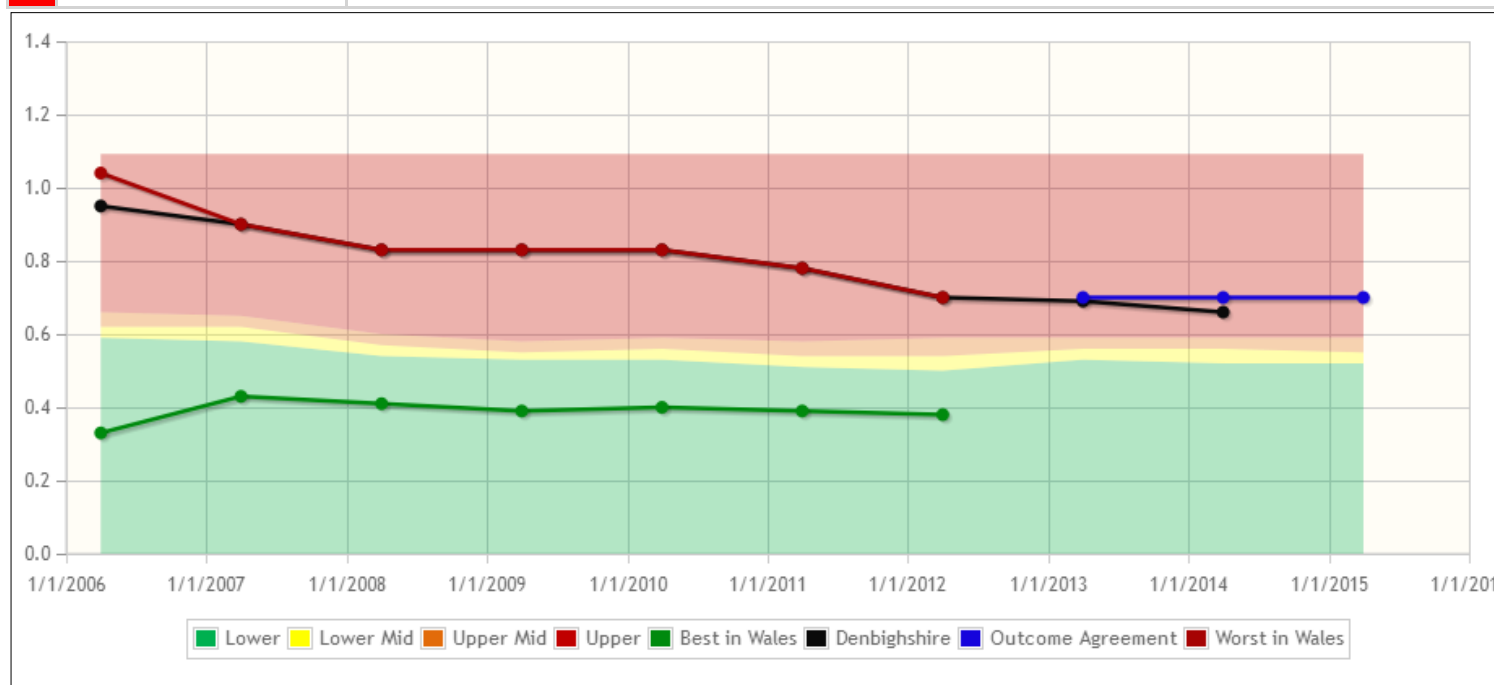
PRIORITY - VULNERABLE PEOPLE ARE PROTECTED & ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

OUTCOME 9 - VULNERABLE PEOPLE ARE ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

Status	Good
Outcome Summary	The overall position for this outcome is Yellow: Good. There is one indicator that is considered to be a Priority for Improvement. This is detailed below.

Indicators

Independent18	The percentage adults who live independent of a formal package of social care provided/arranged by the council (aged 18 or over)
Residential18	The percentage of the population who cannot live independently (aged 18 or over)



Latest Data Comment

Denbighshire has traditionally experienced a higher rate of placements than many other LAs. We are working to reduce the number of new admissions through the use of both modern and traditional care packages in the home and working with people to maximise their independence. Overall, this means the number of people we support in residential care is diminishing, but it will take a number of years to bring the total to an acceptable level due to the long term nature of the services already being provided.

Measures

ABS m3	The percentage of people no longer needing a social care service following involvement from the reablement and intake service
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Assistive18	The number of adult clients in receipt of assistive technology (aged 18 or over)
Newcarehome65	The number of new placements of adults whom the authority supports in care homes (aged 65 or over)

Latest Data Comment

This is a `count` only, no status applicable

PSR002	The average number of calendar days taken to deliver a Disabled Facilities Grant
SCA001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over
Supported(a)18	Of the people who can live independently with a package of care, the percentages that are supported to live independently through, modern supportive options (aged 18 or over)
Supported(b)18	Of the people who can live independently with a package of care, the percentages that are supported to live independently through, traditional care options (aged 18 or over)

Activities

ABS101a	Implement a model of Citizen Directed Support (CDS) that enables individuals to be as independent as possible while maintaining choice and control over their social care needs in line with the Social Services & Wellbeing Modernisation Programme	01/04/14	31/03/15
ABS103a	Implementing the framework for delivering integrated health and social care (including Intermediate Care Fund; implementing a new locality model; re-focussing reablement; and integrated assessment)	01/04/14	31/12/15
ABS104a	To modernise disability services coherently across the whole age range ensuring a focus on enablement and inclusion in "ordinary" services, sensitivity to current users and continuity across the transition from children's to adult services	01/04/14	31/03/15
ABS105a	Develop a strategy, which will be used to raise the corporate and partnership profile of SID and drive the coordination of DCC services to deliver preventative services.	01/04/14	01/09/14

ABS106a	Develop a communication strategy regarding SID and modern adult social care services. This will identify the strategic approach to reviewing provision across Denbighshire in order to provide better social services	01/04/14	01/09/14
ABS107a	Implement revised arrangements for the delivery of LD Day & Work Opportunity Services.	01/04/14	31/03/15
ABS108a	Service Challenge Action: Supporting Independence in Denbighshire (SID) Vision to be actively promoted on a Corporate scale. MMC dedicated sessions to be scheduled and delivered.	30/09/14	31/03/15
ABS109a	Service Challenge Action: Revisit Senior Leadership Team (SLT) to promote and embed SID Vision.	30/09/14	30/11/14
ABS110a	Service Challenge Action: Carry out review of Single Point of Access (SPoA) and develop a meaningful set of indicators with data available late 2015.	30/09/14	30/09/15
MSSEWB2013/03	Extra Care - Independent living in a safe and supported environment	15/04/13	
PR000173	Single Point of Access		

OUTCOME 10 - VULNERABLE PEOPLE ARE PROTECTED

Status	Excellent
Outcome Summary	The overall position for this outcome is Green: Excellent. There are no exceptions to report on, the indicator and measures are all either excellent or good.

Indicators	
SCC010	The percentage of child referrals that are re-referrals within 12 months

Measures	
SCC013ai	The percentage of open cases of children on the Child Protection Register who have an allocated social worker
SCC015	The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference
SCC034	The percentage of child protection reviews carried out within statutory timescales during the year

	SCA019	The percentage of adult protection referrals completed in the year where the risk has been managed
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Activities				
	ABS202a	Develop & deliver corporate safeguarding training	01/04/14	01/03/17
	ABS203a	Improve Quality Assurance of outsourced services (including developing a quality assurance strategy for externalised services)	01/04/14	01/09/14
	CFS301a	Establish corporate safeguarding arrangements.	01/02/14	01/07/14
	CFS302a	Establish a learning framework for identifying and prioritising safeguarding issues to be addressed	01/02/14	30/09/14

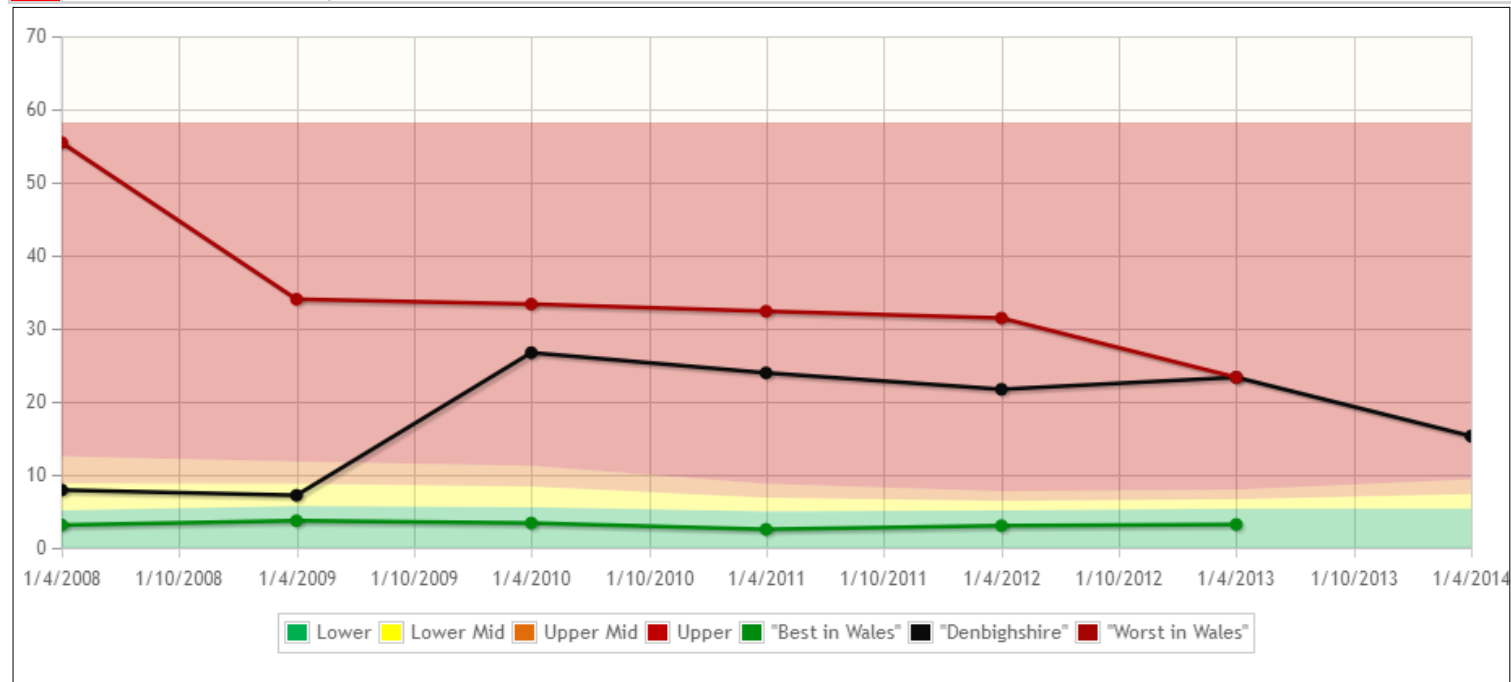
PRIORITY - CLEAN & TIDY STREETS

OUTCOME 11 - TO PRODUCE AN ATTRACTIVE ENVIRONMENT FOR RESIDENTS AND VISITORS ALIKE

Status	Excellent
Outcome Summary	The overall position for this outcome is Green: Excellent. There is one indicator that is considered to be a priority for improvement. It is also proposed that the Cleanliness Index is replaced with the Keep Wales Tidy Cleanliness Indicator, as the Index is no longer to be collected. These are all detailed below.

Indicators

HES201i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area
HES202i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area in relation to dog fouling
HES203i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their nearest town centre
HES204i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their nearest town centre in relation to dog fouling
HES207i	Clean Streets Survey - Improvement Areas
RATE/STS/006D	The rate of fly-tipping incidents reported per 1000 population



Latest Data Comment

The rate of fly-tipping incidents has fallen from 23.34 to 15.3 per 1000 population in 2014/15. Although the national picture is not yet known, projections suggest that this

will continue to be a Priority for Improvement. National data will be published in September. We believe that we may be reporting this indicator differently from other councils because we include incidents that we identify ourselves through our street cleaning activities in addition to incidents reported by the public.

STS005a The Cleanliness Index

Latest Data Comment

This indicator, which formed part of the national Service Improvement Dataset, has been discontinued in 2014-15 as a result of WG cuts to the Data Unit's Budget. It is proposed that this is replaced with the Keep Wales Tidy Cleanliness Indicator (which did form part of this average score indicator). This will allow us to continue comparing ourselves with other authorities in Wales.

KWT001i Keep Wales Tidy - Cleanliness Indicator

Measures

PPP101m	The percentage of untidy land incidents resolved within 12 weeks
STS006	The percentage of reported fly tipping incidents cleared within 5 working days
PPP102m	The rate of fixed penalty notices (all types) issues per 1000 population
PPP103m	The rate of fixed penalty notices (dog fouling) issues per 1000 population

Activities

HES201a	Integrate Grounds Maintenance, Street Cleansing and Highways Maintenance functions within Streetscene	01/04/14	31/03/15
HES202a	Introduce a change of emphasis from the routine scheduling of Streetscene activities towards a demand based service.	01/04/14	31/03/15
HES203a	Assess resource allocations within Streetscene, in particular north versus south, and urban versus rural. Reorganise service delivery arrangements as necessary	01/04/14	31/03/15
PPP101a	Lead and coordinate a multi-agency group, including council officers, Welsh Water, National Resources Wales, etc. to seek to improve the bathing water quality along the Denbighshire coast	01/04/14	31/03/15
PPP102a	Tackle environmental crime and associated anti-social behaviour	01/04/15	31/03/16
PPP103a	Support and regulate the night time economy within	01/04/15	31/03/16

		the County including the sale of alcohol and standards in the taxi/private hire vehicle sector		
	PPP104a	Develop and implement a coordinated approach to tackling identified eyesore sites across the county	01/04/14	31/03/15
	PPP105a	Local identity and Conservation Areas	01/04/14	31/03/15

Latest Data Comment

PPP105a – No progress/not a service priority.

	PPP106a	Develop protocols to deal with obstructions on highways	01/04/14	31/03/15
	PPP107a	Develop protocols to deal with fly posting	01/04/14	31/03/15

Latest Data Comment

PPP106a and PPP107a - Progress has been minimal. There is a need to review these projects in light of the Freedom & Flexibilities Programme

	PR000069	Former North Wales Hospital	01/03/10	31/03/16
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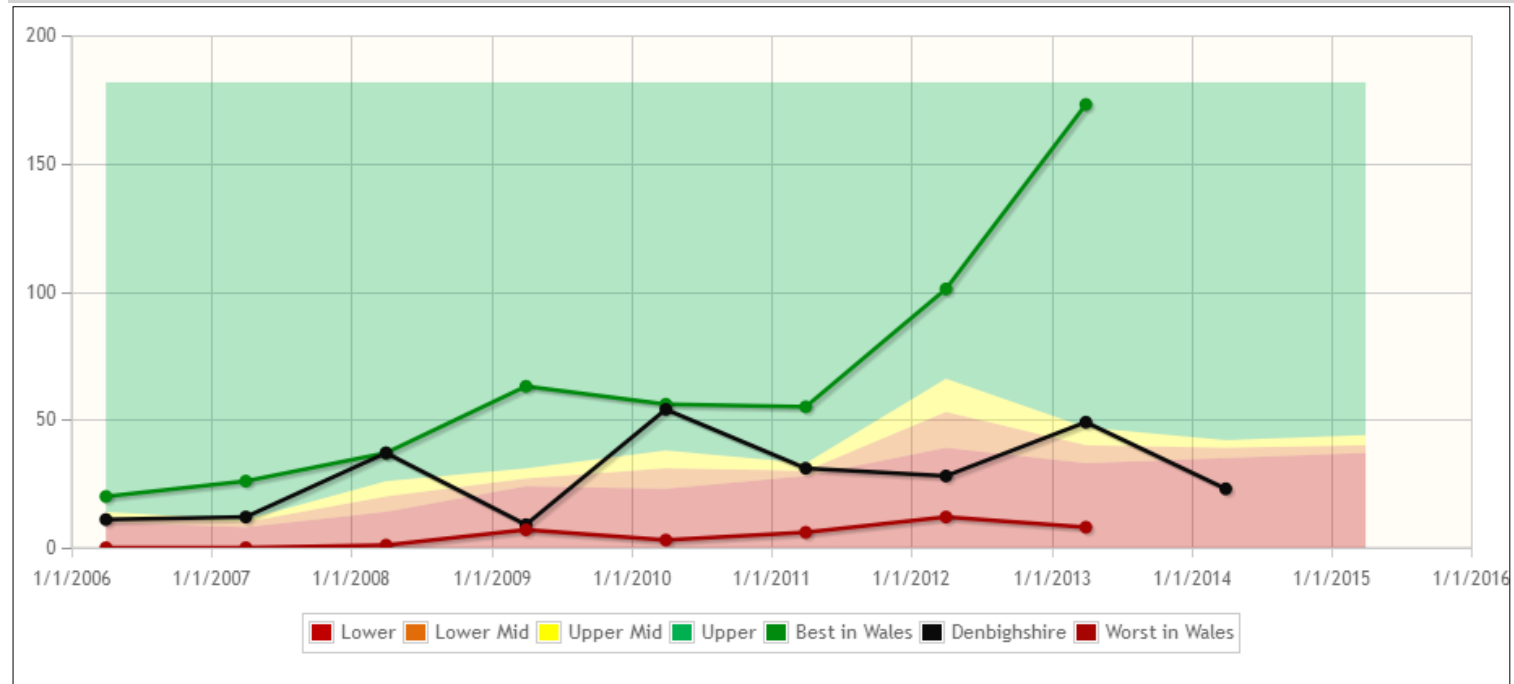
PRIORITY - ENSURING ACCESS TO GOOD QUALITY HOUSING

OUTCOME 12 - THE HOUSING MARKET IN DENBIGHSHIRE WILL OFFER A RANGE OF TYPES AND FORMS OF HOUSING IN SUFFICIENT QUANTITY TO MEET THE NEEDS OF INDIVIDUALS AND FAMILIES

Status	Acceptable
Outcome Summary	<p>The overall position for this outcome is Orange: Acceptable. There has been considerable improvement and this outcome is nearly at a Yellow: Good level with the exception of two indicators which are currently a priority for improvement. These are detailed below.</p> <p>We are awaiting data for two measures (The years of supply of housing land as determined by the Joint Housing Land Availability Study and The percentage of core KPI's Benchmarked with HouseMark that are in the top quartile) within this outcome.</p>

Indicators

PLA006	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year
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Latest Data Comment

Although the national picture is not yet known, projections suggest this be a Priority for Improvement. National data will be published in September. The validity of the all Wales NSI data is questioned - nationally qualified in 2012/13.

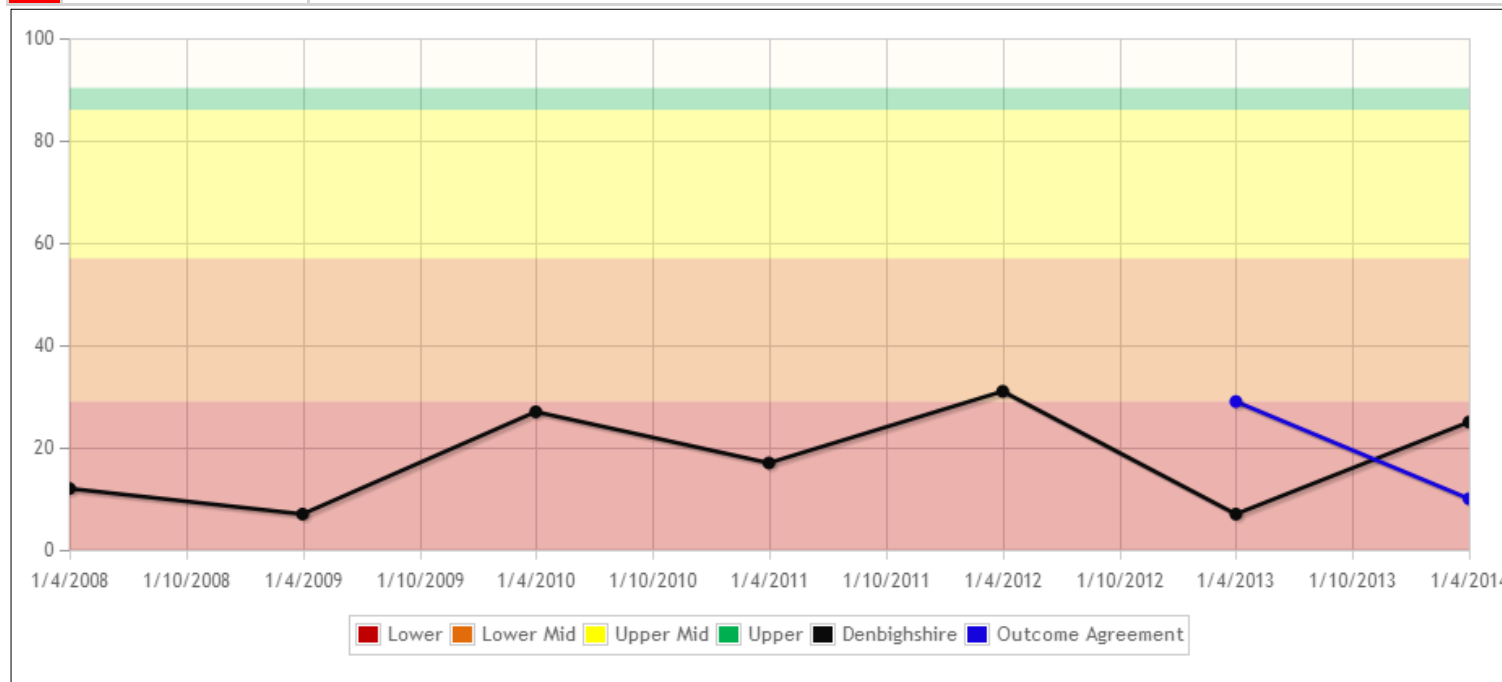
JHLAS03i	The years of supply of housing land as determined by the Joint Housing Land
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Availability Study

Latest Data Comment

JHLAS03i - Data will not be available for this indicator until August 2015.

PSR007a	Of the Houses in Multiple Occupation known to the local authority, the percentage that have a full licence
HCD101i	The current supply of social housing
HCD102i	The current supply of affordable housing



Latest Data Comment

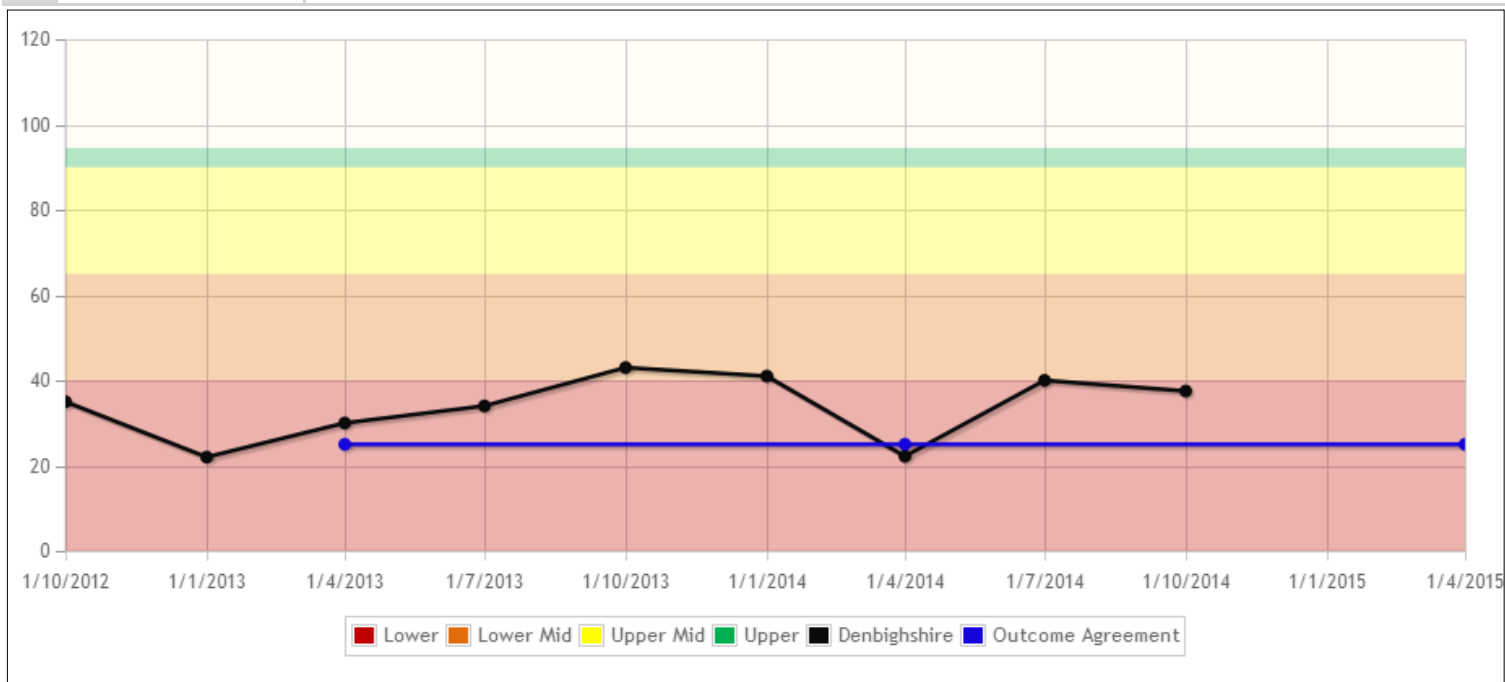
Priority for improvement against Corporate Plan thresholds, however, the Outcome Agreement of 10 has been achieved. The definition for this indicator has been reviewed to include all properties which are made available for affordable housing during the year, including new builds, conversions and acquisitions, which is different to the definition provided against the NSI - PLA/006 (above). A revised indicator, PPPAH001 - 'The additional supply of affordable housing, including social housing, provided during the year' will replace HCD101i and HCD102i for 2015/2016 onwards.

HCD103i	The current supply of market housing
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Measures

HHA013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months
PLA004c	The percentage of householder planning applications determined during the year within 8 weeks

PSR002	The average number of calendar days taken to deliver a Disabled Facilities Grant
PSR004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority
Q-CMPI03	The number of calendar days taken to let empty properties - GN & HFOP
Q-HSG406i	The percentage of core KPI's Benchmarked with HouseMark that are in the top quartile



Latest Data Comment

HouseMark is currently validating data and quarter 4 and final year 2014/15 data is awaited. It is anticipated that this will be available June 2015.

Q-LI/HS/13	The number of potential homeless people assisted to find a home
Y-HSG304m	Percentage of council properties improved to Welsh Housing Quality Standard

Activities

PPP201a	Deliver the Renewal Area projects in Rhyl to improve the conditions of private sector housing and environmental enhancements	01/04/14	31/03/15
PPP202a	Implement new Welsh Government home load scheme to allow home owners to improve conditions in the private housing stock	01/04/14	31/03/15
PPP203a	Take a pro-active approach to encourage the private	01/04/14	31/03/15

		sector to bring forward allocated housing sites, to deliver mixed type and range of housing, by producing master plans and planning briefs (emphasise on key strategic sites and eyesore sites)		
	PPP204a	Identify service contribution to improving standards in private rented sector housing	01/04/14	31/03/15
	PPP205a	Ensure as many Affordable Houses as possible are provided through the planning system and other methods of delivery	01/04/14	31/03/15
	HCD101a	Develop and follow action plan to work more closely with PRS to achieve more solutions i.e. increasing the supply of good quality, energy efficient, affordable private rented homes, reduce tenancy breakdown within sector to prevent homelessness and increase access to sector to relieve homelessness	01/08/13	30/06/14
	HCD103a	The Housing Strategy for 2014 - 2019 shall be published	01/04/14	01/11/14
	HCD104a	Deliver 38 units of new affordable housing in 14/15 within Denbighshire	01/04/14	01/03/15
	HCD105a	Improve arrangements for Move On accommodation from supported housing to allow more service users to move into independent living, so that supported housing resources can be better used to accommodate the most vulnerable	01/04/14	31/03/15
	HCD106a	To tender the grounds maintenance service in 2014/15 which shall result in a new service provider being appointed to deliver the service in 2015/16 and shall support the councils obligations to levy charges in accordance with the requirements from Welsh Government	01/04/14	30/09/14
	HCD107a	To negotiate a settlement with Welsh Government for the abolition of the Housing Revenue Account Subsidy System which places the Council in the best possible position to take forward its strategic priorities including the development of new build council housing	01/04/14	31/03/15

PRIORITY - MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

OUTCOME 13 - SERVICES WILL CONTINUE TO DEVELOP AND IMPROVE

Status	Good
Outcome Summary	<p>The overall status for this Outcome is Yellow: Good.</p> <p>Two indicators with a Red: Priority for Improvement status are from the Residents' Survey that was conducted in 2013, and which will be repeated in summer 2015. It's at this point that more analysis will be provided.</p> <p>The proportion of complaints that were replied to within timescales has dipped this quarter, despite a reduction in the overall number received. This has been reported to SLT, and will also be reported to Performance Scrutiny in June for further direction.</p>

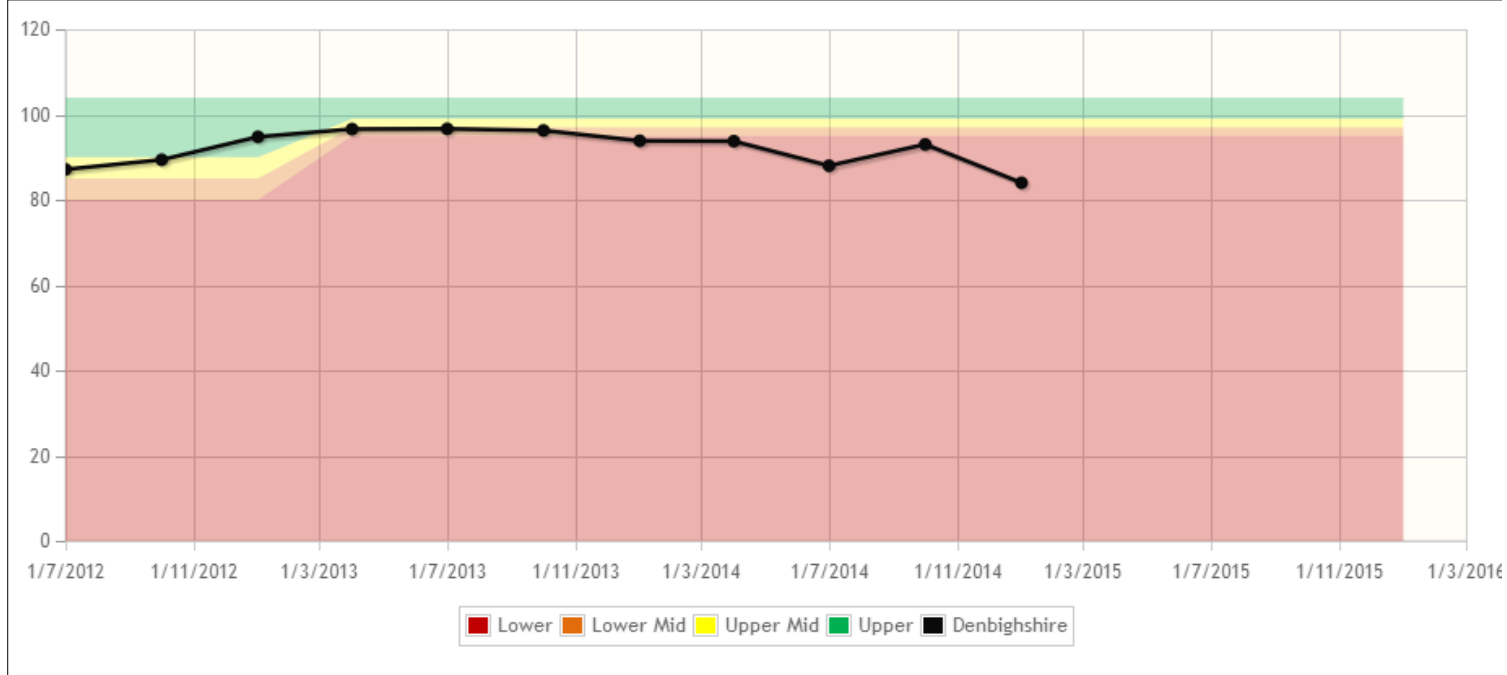
Indicators	
BPP1002	The number of formal recommendations for improvement within the WAO Improvement Reports
BPP101i	The percentage of Open projects generating a Green or Yellow ROYG status in terms of being on-track to deliver their outputs according to pre-defined scope
RSQ16B	The percentage of residents responding positively to the statement: My Council is efficient and well-run
RSQ16C	The percentage of residents responding positively to the statement: My council acts on the concerns of residents (excluding don't know)

Latest Data Comment

RSQ16B and RSQ16c - Indicators are taken from the 2013 Residents' survey, which will be repeated in summer 2015.

Measures	
BPP1004	The percentage of Outcome Agreement Grant awarded by WG
M102m	The percentage of Modernisation projects that were due a post-implementation review this quarter that have been subject to one

	PCOTDCC	The % of external stage 1 complaints that are responded to within corporate timescales (DCC)
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Latest Data Comment

15 out of 92 not responded to within timescale across the authority. The performance issue was highlighted to SLT in March, and is due to be presented to Performance Scrutiny in June

	ROCDCC	The rate of stage 1 complaints received by Denbighshire County Council per 10,000 population
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OUTCOME 14 – MORE FLEXIBLE AND EFFECTIVE WORKFORCE SUPPORTED BY COST EFFICIENT INFRASTRUCTURE

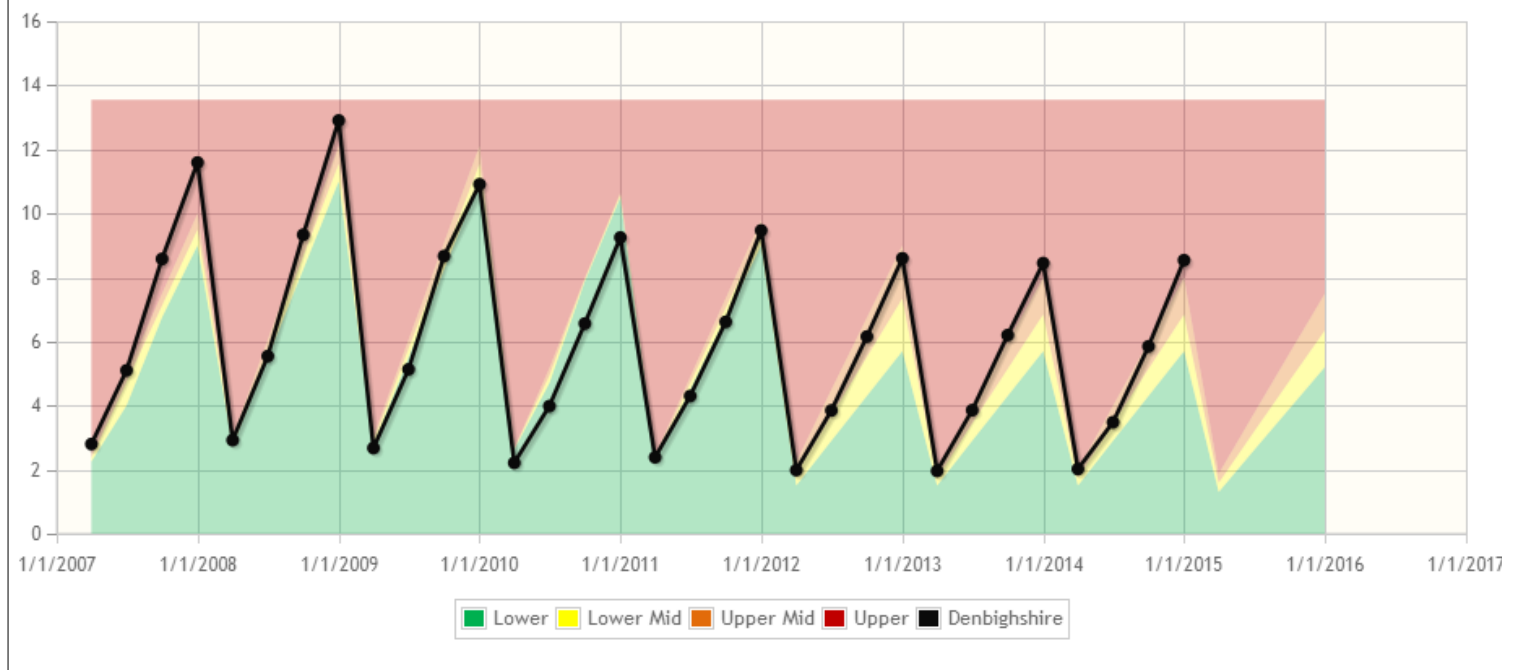
Status	Acceptable
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>Sickness absence levels continue to be a Priority for Improvement, and performance has actually worsened compared to the same period last year.</p> <p>Carbon emissions in primary schools continue to be a Priority for Improvement. Some behaviour change would improve performance, but the 21st Century Schools programme of work will have a greater impact, and the programme is progressing well.</p> <p>The proportion of our staff that are equipped for agile working is a Priority for Improvement but, again, this reflects that the overall agile working programme of work is in its infancy. The fact that our current performance is</p>

in the Red shows the need for the work, but the fact that the work is progressing as planned is encouraging.

The organisation's performance appraisal completion rate remains a Priority for Improvement.

Indicators

	M202a	Staff Survey Q3a - The percentage of staff responding positively to the statement: I have the skills to do my job effectively
	QCHR002	(Corporate) The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence



Latest Data Comment

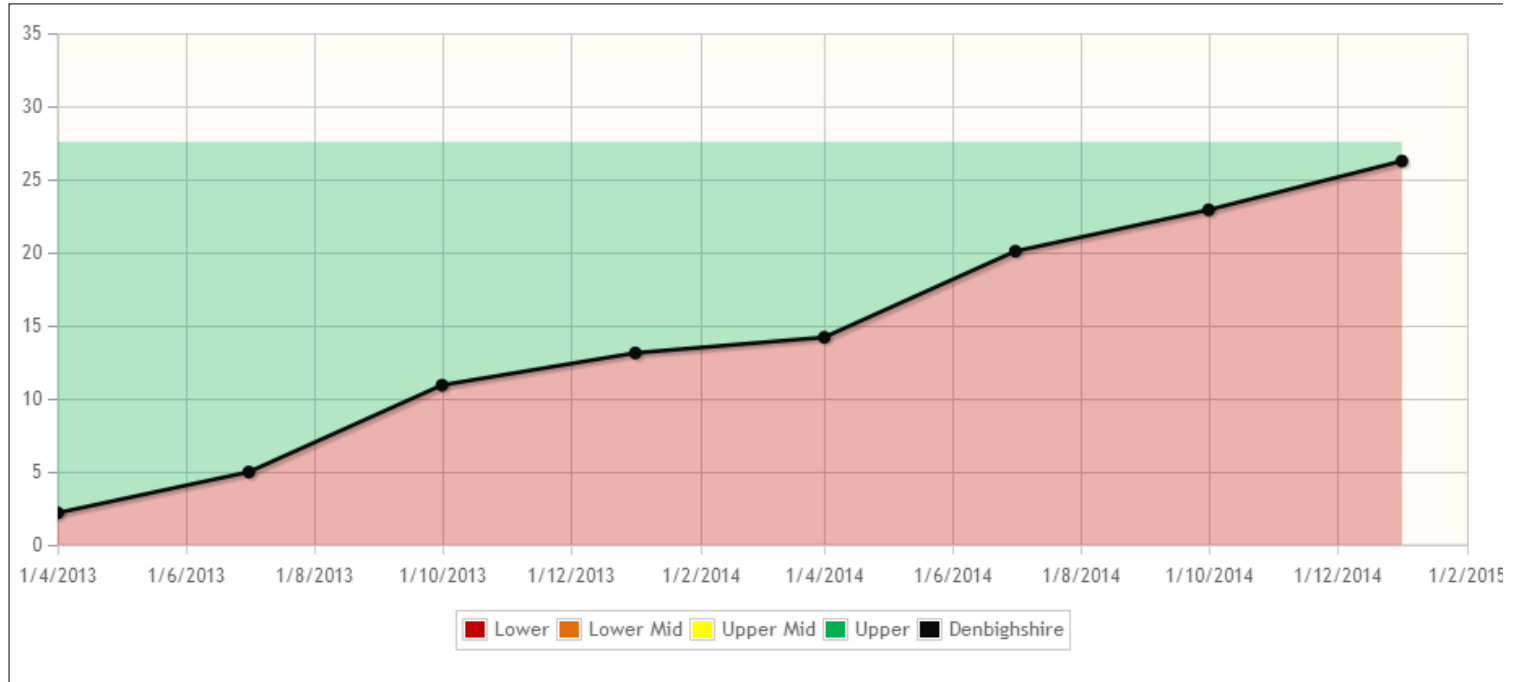
No data comment has been provided for this indicator.

	SSQ13a	The percentage of staff responding positively to the statement: I have access to the information and IT I need to work efficiently
	SSQ1A	The percentage of staff responding positively to the statement: I know what is expected of me

Measures

	ABMCORP	The average number of business miles recorded per FTE across all corporate services
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CES301	The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels
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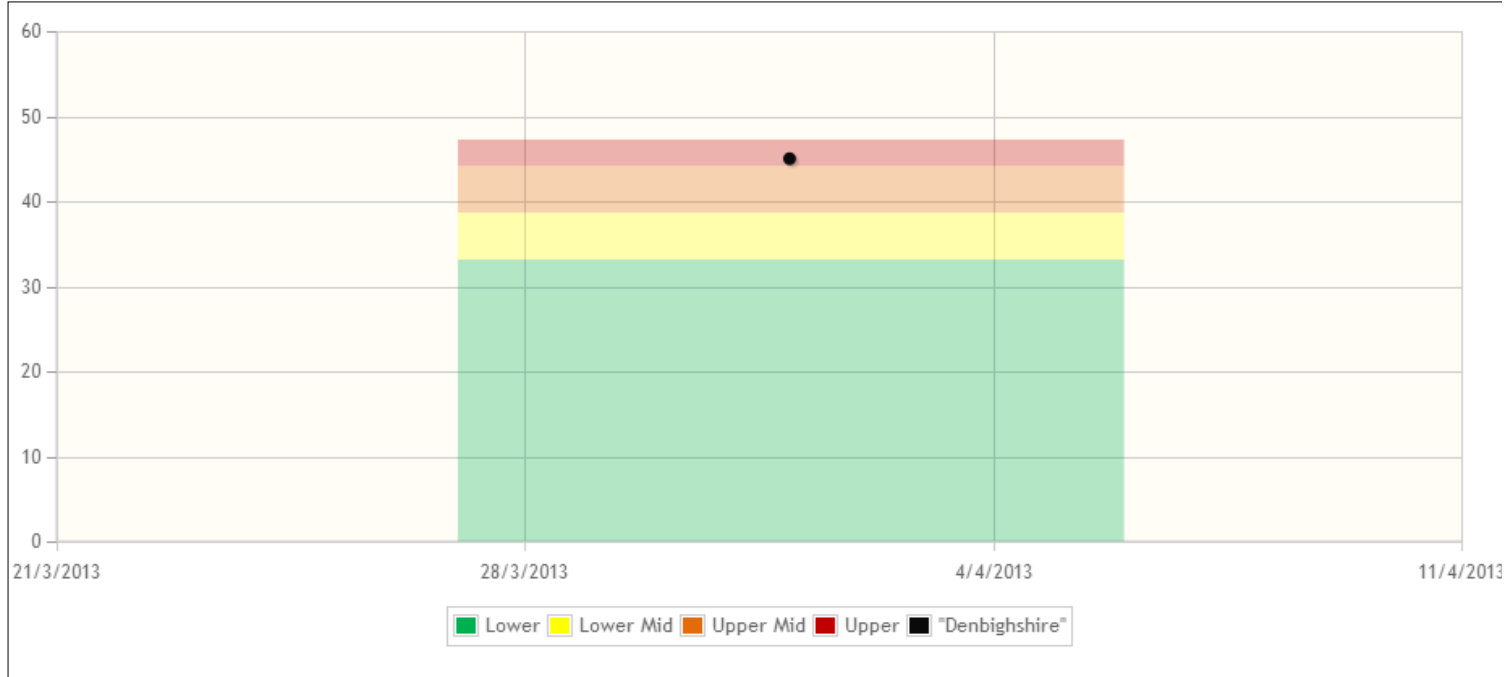


Latest Data Comment

12% increase on the same quarter last year and 2% increase on Q2. This is customer driven. No publicity and/or marketing activities have been undertaken

FAA101m	Corporate office space occupied by Denbighshire County Council (m2) per FTE
FAA110i	Carbon emissions (carbon kgs) per m2 of Denbighshire's corporate office space

	FAA111i	Carbon emissions (carbon kgs) per m2 in Denbighshire's primary schools
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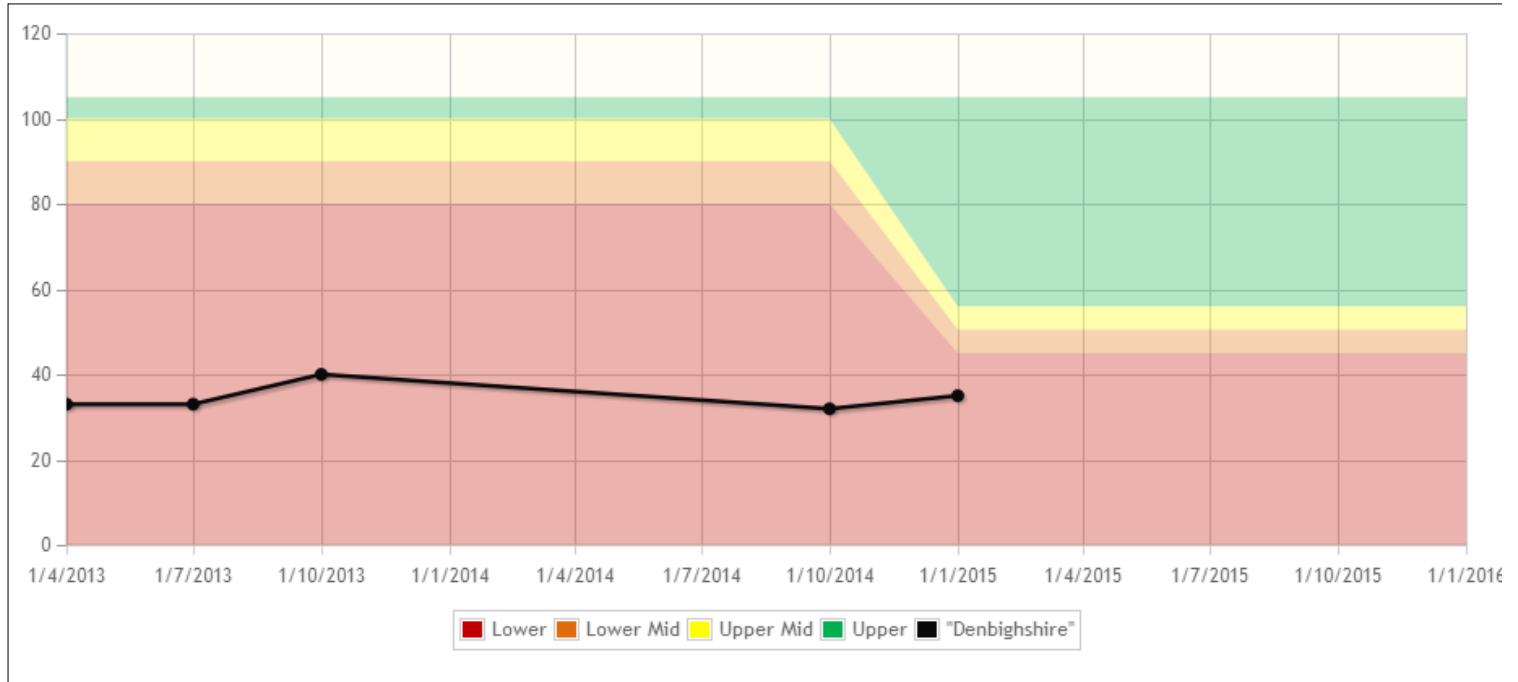


Latest Data Comment

This performance is attributed to the fact that Denbighshire has a high proportion of old primary school buildings, and mobile classrooms. There has also been an increase in IT use in primary schools, which contributes to carbon emissions.

	FAA112i	Carbon emissions (carbon kgs) per m2 in Denbighshire's secondary schools
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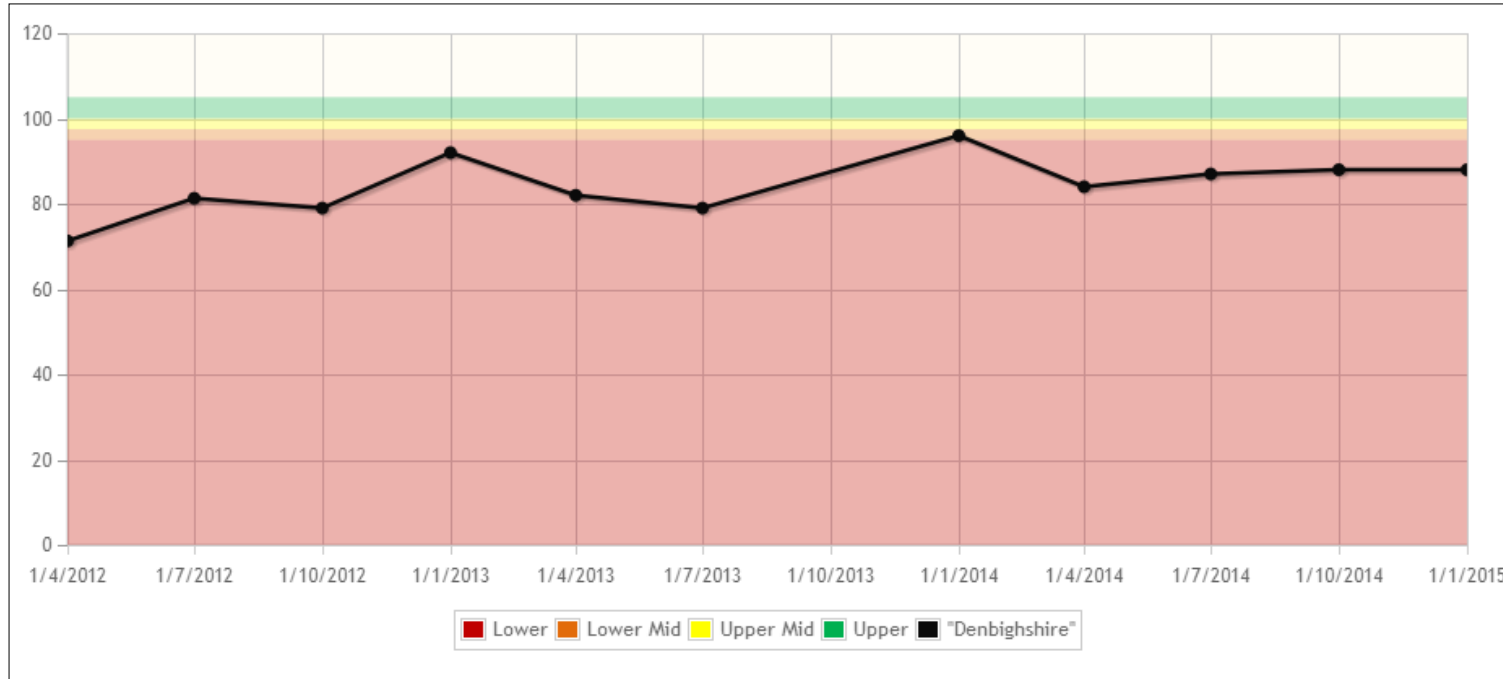
	ICT106i	The percentage of non-school staff who have been equipped for agile working
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Latest Data Comment

Thresholds will need to be adjusted from this point - originally only those with a role that could be made agile were counted, but we now know it's not possible to identify the exact number of these roles. This ROYG status is Red, which is where we'd expect it to be in this stage of the corporate rollout - it reflects the fact that we are not yet where we want to be, although the project itself is performing well.

SHR104i	The percentage of eligible staff that were due a performance appraisal within the last 13 months and have received one (corporately)
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Latest Data Comment

There is a low tolerance for deviation from the Excellence figure of 100% here.

Activities				
PR000157	Electronic Document and Record Management System (EDRMs)	01/04/13	31/03/16	
PR000163	E Invoicing & Central Invoice Registration	06/05/13	05/05/14	
PR000241	North Denbighshire Accommodation Modernisation	02/09/13	01/09/14	
PR000264	Denbighshire Telephony	06/01/14	31/03/14	
PR000305	Domino Migration	01/05/14	01/04/15	
PR000317	Review of Rhyl Cash Office / One Stop Shop	11/04/14	01/04/15	
PR000318	Digital Choice	01/10/14		

PROJECT REGISTER

This is the summary position for each project on the Corporate Project Register as at March 31, 2015. The status has been determined based on an evaluation of project performance against the project management methodology.

CORPORATE PROGRAMME: ECONOMIC & COMMUNITY AMBITION

Digital Denbighshire	GREEN
Supportive Procurement (Phase 1 - Procurement Strategy)	GREEN
Rhyl Coastal Facilities (Phase 1)	GREEN
Rhyl Harbour: Pedestrian and cycle bridge, public square, quayside building and extended quay wall	ORANGE

CORPORATE PROGRAMME: MODERNISATION

Electronic Document and Record Management System (EDRMs)	YELLOW
Electronic Invoicing & Central Invoice Registration	GREEN
Denbighshire Telephony	GREEN
Outlook Roll-out	GREEN
Domino Migration	GREEN
Windows 2003 Migration	GREEN
Digital Choice (Outline Business Case)	YELLOW
Flexible Working	YELLOW

CORPORATE PROGRAMME: MODERNISING EDUCATION

Bodnant Community School Extension and Refurbishment	YELLOW
Welsh Medium Primary's North Denbighshire - Ysgol Twm o'r Nant	YELLOW
Office Accommodation Review	GREEN
Extending Secondary Welsh Medium Provision – Ysgol Glan Clwyd – Extension & Refurbishment	GREEN
Rhyl New School	GREEN

CORPORATE PROGRAMME: MODERNISING SOCIAL SERVICES & ENHANCING WELLBEING

Single Point of Access	YELLOW
Vulnerable People Mapping	YELLOW
Intelligence Requirement for Children and Family Services	YELLOW

PROJECT REGISTER

Service Inclusion Review	YELLOW
Review of Assessed Services for Children with Disabilities	GREEN

RHYL GOING FORWARD

West Rhyl Housing Improvement Project	GREEN
The Honey Club, Rhyl	GREEN
49-55 Queen Street	GREEN

SERVICE: BUSINESS IMPROVEMENT & MODERNISATION

Vodafone On-line Billing	GREEN
2 nd Internet Feed	GREEN
i-Share	GREEN

SERVICE: BUSINESS TRANSFORMATION & ICT

Vodafone On-Line Billing	GREEN
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SERVICE: CHILDREN & FAMILY SERVICES

Capturing the voice of children, young people and families	GREEN
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SERVICE - COMMUNITY SUPPORT SERVICES

PARIS 5.1 upgrade	YELLOW
Cefndy Capital Investment	GREEN
Welfare Advice Modernisation Project	GREEN

SERVICE: CUSTOMERS & EDUCATION SUPPORT

Capita Regional MIS	ORANGE
School Workplace Transport	YELLOW

SERVICE: FINANCE & ASSETS

Excellent Housing	ORANGE
PROACTIS eSourcing Rollout	YELLOW

SERVICE: HIGHWAYS & ENVIRONMENTAL SERVICES

Residual Waste (North Wales Collaboration)	GREEN
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PROJECT REGISTER

Loggerheads Traffic Congestion Initiative	YELLOW
Foryd Harbour Blue Bridge Concrete Repairs	YELLOW
Corwen Flood Risk Management Scheme	GREEN
Rhyl Promenade Railings	GREEN
West Rhyl Coastal Defence Scheme Phase 3	GREEN
East Rhyl Flood Defence	YELLOW
Foryd (Blue) Bridge East Abutment Strengthening	YELLOW

SERVICE: PLANNING & PUBLIC PROTECTION

Former North Wales Hospital Denbigh	YELLOW
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OUTCOME AGREEMENT

This is the summary position for each outcome in the Outcome Agreement as at March 31, 2014. The overall evaluation for each outcome has been determined by taking account of the indicators and performance measures within the agreement and whether or not the agreed targets have been achieved. A fully achieved outcome scores 2 points, and a partially achieved outcome 1 point. We must achieve 8 points to qualify for full payment of the Outcome Agreement grant.

OUTCOME AGREEMENT SUMMARY

Outcome 1	Improving our roads	EXCELLENT
Outcome 2	Students achieve their potential	EXCELLENT
Outcome 3	Independent vulnerable people	PRIORITY FOR IMPROVEMENT
Outcome 4	Access to good quality housing	PRIORITY FOR IMPROVEMENT
Outcome 5	Reduce economic & fuel poverty	EXCELLENT

OUTCOME AGREEMENT PERFORMANCE REPORT

Please Note: The performance report is in a different format than usual. This report has been generated from the new Verto Performance Management System. The system has just been launched, and there are some minor issues in the report that will be dealt with during its next development phase, namely:

- Dates appear on the x-axis, rather than quarters;
- The status key is not consistent with our labels of Excellent, Good, Acceptable, and Priority for Improvement (although the colours are consistent).
- Some graphs are hard to view because the axis range is not appropriate to the measure and the values concerned are very narrow.

Outcome Agreement 2013–16

Status	Excellent
Rationale	Each local authority in Wales has developed an Outcome Agreement with the Welsh Government, which sets out how each council will work towards improving outcomes for local people within the context of the Welsh Government’s national priorities. Outcome Agreements run for a 3 year period from 2013-14 to 2015-16, and successful delivery against the agreement results in the payment of an annual Outcome Agreement Grant to the council.
Areas of Responsibility	<p>Our Outcome Agreement with the Welsh Government is aligned with our Corporate Plan priorities, and supports the following themes from the Wales Programme for Government:</p> <ul style="list-style-type: none"> • Growth and sustainable jobs – Improving our infrastructure • Education – Improving school attainment • 21st Century Health Care – Ensuring people receive the help they need to

- live fulfilled lives
- Welsh Homes / Supporting People – Improving quality and increasing the supply and choice of housing
- Tackling poverty – Poverty and material deprivation

Assessment

This document summarises Denbighshire’s Outcome Agreements with the Welsh Government for the three years (2013/14, 2014/15 and 2015/16) and tracks our performance in 2014-15 against the agreed thresholds.

The total grant for Wales in 2014-15 is £31.1 million, which is proportioned to Local Authorities in the same way as the Revenue Support Grant. Denbighshire’s share therefore equates to just over £1 million. The amount of grant that is awarded is judged according to two parts: **Outcomes** (worth 70% of the available grant) and **Corporate Governance** (worth 30%).

1. Outcomes: The local authority has to choose five themes under this component. Each outcome will be assessed to determine if it is fully successful (2 points), partially successful (1 point), or unsuccessful (0 points) by the Minister for Local Government and Government Business at the end-of-year assessment. All points are totalled up against the following methodology to judge the proportion of grant that should be awarded.

Based on only an analysis of the data available for 2014-15 and the scoring guidelines outlined by the Welsh Government, Denbighshire’s current score is 8, which entitles us to 100% of this component (£730,100).

Score	Grant (approximate)	Current Score
8 – 10	Full payment (£730,100)	8
6 or 7	75% payment (£547,575)	
4 or 5	50% payment (£365,050)	
Less than 4	No payment	

Where points have been lost due to some missed targets, we will argue that there were mitigating circumstances for those, and hopefully increase our score further.

2. Corporate Governance: The second component (worth 30%) is based on standards of corporate governance as reported by the Auditor General for Wales. The Welsh Government will consider whether:

- a. The Auditor General for Wales has made any statutory recommendations to the Welsh Ministers to provide assistance to the authority through improvement assessment letters or reports following any special inspections; or
- b. The Auditor General for Wales has made any statutory recommendations to the Welsh Ministers in direction to the authority through

improvement assessment letters or reports following any special inspections; or

- c. The Local Authority has already had some, or all, of its corporate governance functions removed from the Authority, i.e. the authority is already subject to statutory intervention.

There are no statutory recommendations by the Wales Audit Office that apply to Denbighshire, nor is the authority under any statutory intervention. We are therefore entitled to 100% of this component (£312,900). The following table summarises our provisional position against the Outcome Agreement for 2014-15, pending Welsh Government assessment.

Summary - Overall Position

OA Grant (100%)		% Outcome Achieved	Score	% Component Achieved	£1,043,000
Part I (70%)	Outcome 1	100%	94% Achieved	2	80% (8/10) £730,100
	Outcome 2	100%		2	
	Outcome 3	93%		1	
	Outcome 4	77%		1	
	Outcome 5	100%		2	
Part II (30%)	Governance	100%	-	100%	£312,900
Total Outcome Agreement Grant Awarded =					£1,043,000 (100%)

OUTCOME 1 – IMPROVING OUR INFRASTRUCTURE: RESIDENTS AND VISITORS TO DENBIGHSHIRE HAVE ACCESS TO A SAFE AND WELL-MANAGED ROAD NETWORK

Status	Excellent
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Indicators

HES101i	The percentage of respondents reporting satisfaction with the council's work in maintaining rural roads in good condition
RSQ09A	The percentage of respondents reporting satisfaction with the council's work in maintaining main roads in good condition (excluding don't know)
RSQ09B	The percentage of respondents reporting satisfaction with the council's work in maintaining streets in towns and villages in good condition (excluding don't know)
THS012	The percentage of principal (A) and non-principal (B) and (C) roads that are in overall poor condition
THS011a	The percentage of principle A roads that are in overall poor condition
THS011b	The percentage of non-principal/classified B roads that are in overall poor condition
THS011c	The percentage of non-principal/classified C roads that are in overall poor condition

Measures

HES102m	The percentage of planned dropped-kerbs delivered along key routes within the year
HIM006	The percentage of Category C (Final) Street Works inspections carried out on utility works before their guarantee period ends (legislation states 10%)
HIM042	The proportion of the planned Highways Capital Maintenance Programme achieved (schemes)
THS003	The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance

OUTCOME 2 – IMPROVING SCHOOL ATTAINMENT: STUDENTS ACHIEVE THEIR POTENTIAL

Status	Excellent
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Indicators

Ed001i	The average capped points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (all pupils)
Ed005i	The percentage of pupils achieving the level 2 threshold including English/Welsh and Mathematics (all pupils)
Ed006i	The percentage of pupils achieving the level 2 threshold or vocational equivalents (all pupils)
EDU002i	The percentage of pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.
EDU003all	The percentage of pupils who achieve the Core Subject Indicator at Key Stage 2 (all pupils)

Measures

EDU016a	Percentage of pupil attendance in primary schools
EDU016b	Percentage of pupil attendance in secondary schools

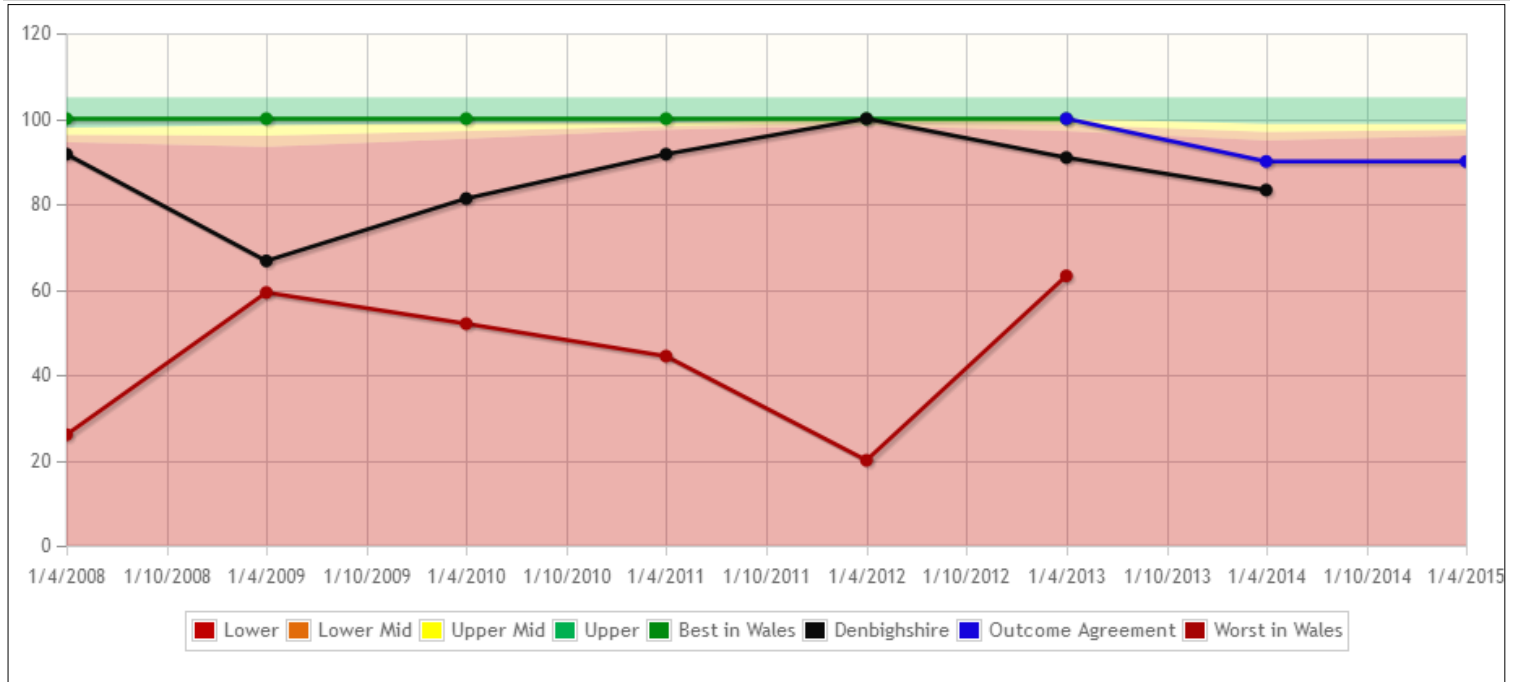
OUTCOME 3 – ENSURING PEOPLE RECEIVE THE HELP THEY NEED TO LIVE FULFILLED LIVES: VULNERABLE PEOPLE ARE PROTECTED AND ARE ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

Status	Priority for Improvement
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Indicators	
ABSm2	The number of service users in receipt of Direct Payments
Independent18	The percentage adults who live independent of a formal package of social care provided/arranged by the council (aged 18 or over)
Residential18	The percentage of the population who cannot live independently (aged 18 or over)
SCC010	The percentage of child referrals that are re-referrals within 12 months

Measures	
PSR002	The average number of calendar days taken to deliver a Disabled Facilities Grant
SCA001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over
SCC004	The percentage of children looked after on 31 March who have had three or more placements during the year
SCC013ai	The percentage of open cases of children on the Child Protection Register who have an allocated social worker
SCC015	The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference
SCC034	The percentage of child protection reviews carried out within statutory timescales during the year

SCC041a	The percentage of eligible, relevant and former relevant children that have pathway plans as required
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Latest Data Comment

2014/15 - 83% completed against Outcome Agreement of 90%. This equates to 5 out of 6 pathway plans completed within timescale. 1 completed out of timescale.

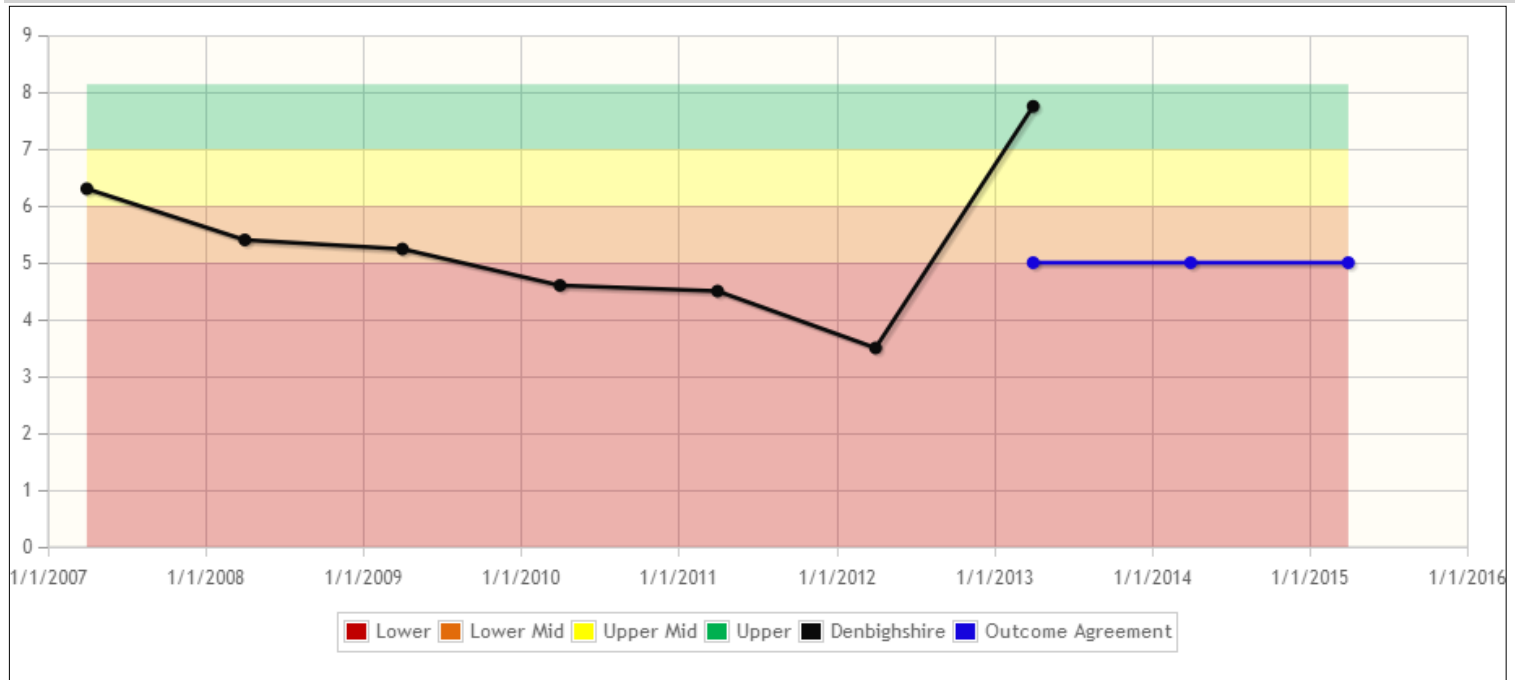
Supported(a)18	Of the people who can live independently with a package of care, the percentages that are supported to live independently through, modern supportive options (aged 18 or over)
Supported(b)18	Of the people who can live independently with a package of care, the percentages that are supported to live independently through, traditional care options (aged 18 or over)
SCA019	The percentage of adult protection referrals completed in the year where the risk has been managed
SCA019N	The number of adult protection referrals completed in the year where the risk has been managed

OUTCOME 4 – WELSH HOMES, IMPROVING QUALITY AND INCREASING THE SUPPLY AND CHOICE: THE HOUSING MARKET IN DENBIGHSHIRE WILL OFFER A RANGE OF TYPES AND FORMS OF HOUSING IN SUFFICIENT QUANTITY TO MEET THE NEEDS OF INDIVIDUALS AND FAMILIES

Status Priority For Improvement

Indicators

JHLAS02i	The number of new houses built and ready for occupation during the year as determined by the Joint Housing Land Availability Study
JHLAS01i	The number of new build affordable housing units delivered during the year as identified in the Joint Housing Land Availability Study
JHLAS03i	The years of supply of housing land as determined by the Joint Housing Land Availability Study

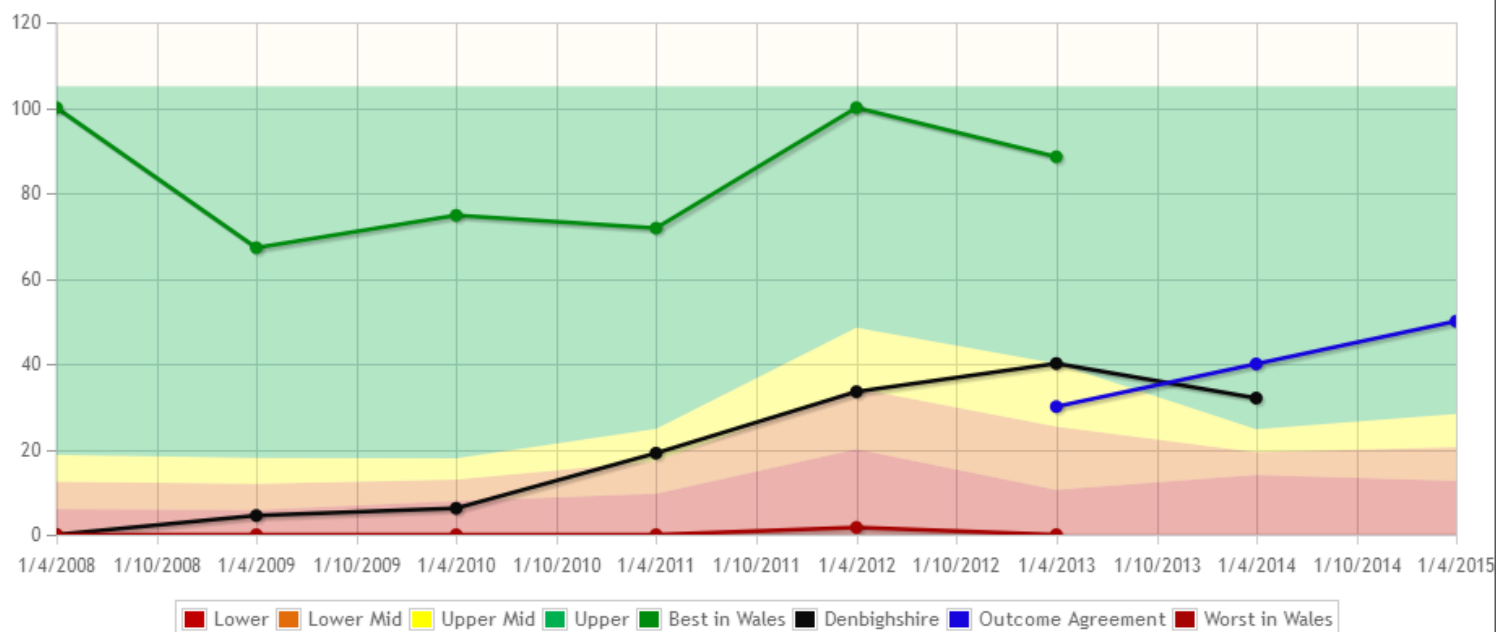


Latest Data Comment

Data for 2014/15 is not available until August 2015.

PSR007a

Of the Houses in Multiple Occupation known to the local authority, the percentage that have a full license



Latest Data Comment

2014/15 - 32% achieved against the Outcome Agreement of 40%. The number of HMOs known to us (the denominator) has increased by 45 during the year, which has affected our performance. A service wide approach was taken not to license HMOs until an assessment was made on planning matters. Performance against this indicator is accumulative and the target of 40% is based on the year-end position, even though the all Wales median for 2013/14 was 10%.

HCD101i

The current supply of social housing

HCD102i

The current supply of affordable housing

HCD103i

The current supply of market housing

Measures

HHA013

The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

PLA004c

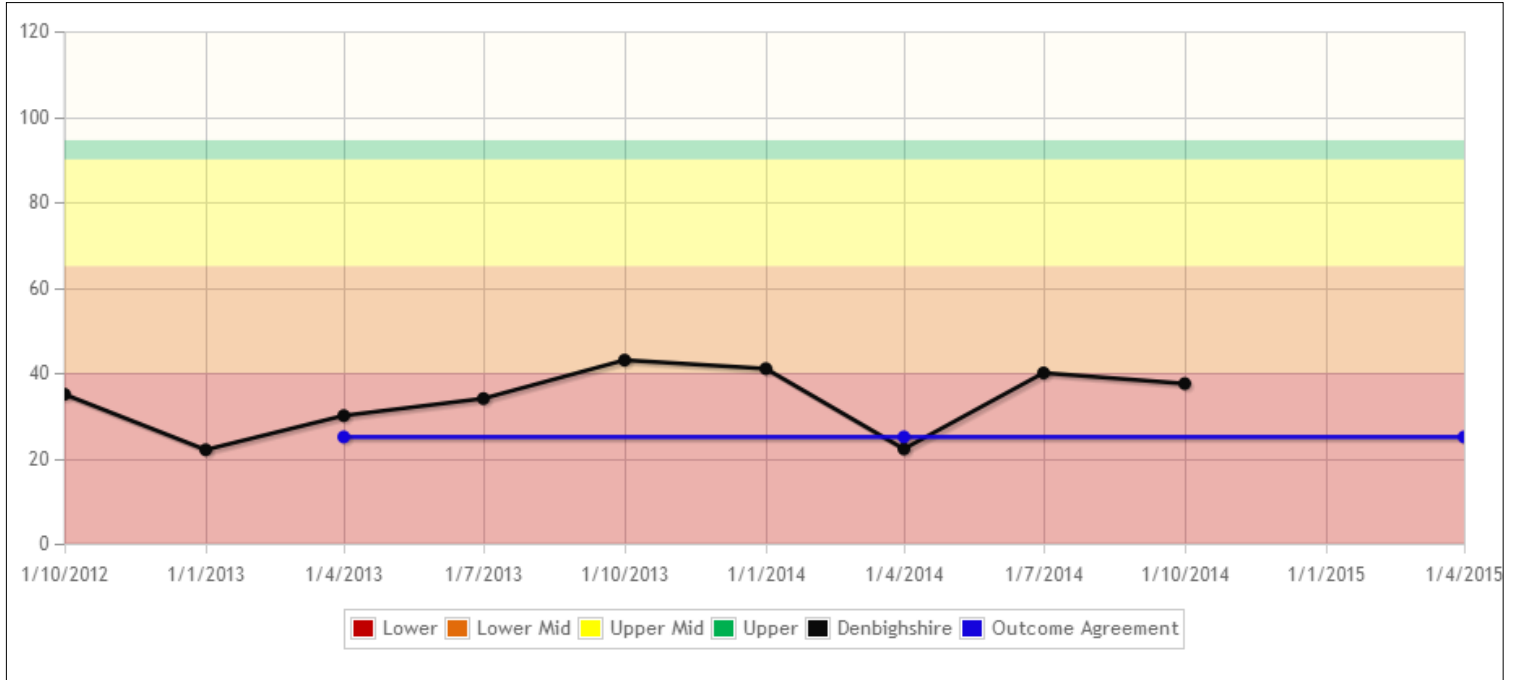
The percentage of householder planning applications determined during the year within 8 weeks

PSR004

The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority

Q-HSG406i

The percentage of core KPI's Benchmarked with HouseMark that are in the top quartile



Latest Data Comment

Data for quarter 4 2014/15 has not yet been published by HouseMark. The graph above shows data for quarters 1, 2 & 3.

Y-HSG304m

Percentage of council properties improved to Welsh Housing Quality Standard

ABS101m

The number of people helped with Care and Repair services

OUTCOME 5 – POVERTY AND MATERIAL DEPRIVATION: IMPROVE FINANCIAL INCLUSION, AND REDUCE ECONOMIC AND FUEL POVERTY

Status	Excellent
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Indicators

OA501i	The value (£m) of income gains achieved by all WRT clients on closed cases
OA502i	The total number of individuals who received support for income maximisation (people count)
OA503i	The percentage of clients reporting satisfaction with the service
OA504i	The percentage of people receiving the service who had income gains

Measures

OA501m	The percentage success rate with reviews and appeals
OA502m	The percentage of people with income gains lifted out of poverty
OA503m	The percentage of households with gains lifted out of fuel poverty
OA504m	The total number of individuals who received support that moved out of relative income poverty
OA505m	The total number of households who received support that moved out of fuel poverty

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Report to:	Performance Scrutiny Committee
Date of Meeting:	11 June 2015
Lead Member/Officer:	Lead Member for Customers and Communities/ Head of Customers and Education Support
Report Author:	Corporate Complaints Officer
Title:	Your Voice report – Q4 2014/15

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 Q4 2014/15 (appendix 1).

As the Committee has not requested analysis of specific service areas, this is not included, as in previous reports.

2. What is the reason for making this report?

To provide the Committee with information regarding 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 Q4 (please see appendix 1 for further detail).

- The council received 78 complaints in Q4, bringing the annual total to 411 – a decrease of 19% compared to the previous year.
- Complaints against Environmental Services decreased by 39%; 14 in Q4 compared to 23 in Q3.
- Complaints against Highways and Infrastructure decreased for the first time this year. Down 48%; 15 in Q4 compared to 29 in Q3.
- Stage 2 complaints for Planning & Public Protection increased by 75%; from 4 in Q3 to 7 in Q4.
- The council received 103 compliments during Q4.

- The council received 16 suggestions during Q4.

Performance – Q4

- 88% (66/75) of stage 1 complaints were responded to within the 'Your Voice' timescales. **This does not meet the corporate target of 95%.**
- 67% (6/9) of stage 2 complaints were responded to within the 'Your Voice' timescales. **This does not meet the corporate target of 95%.**
- 92% (69/75) of complaints were successfully dealt with at stage 1.
- Four service areas are highlighted as having RED status; Customers and Education Support, Environment, Planning and Public Protection (stage 2) and Highways and Infrastructure (stage 2).
- Three service areas are highlighted as having AMBER status; Housing and Community Development, Planning and Public Protection and Highways and Infrastructure.

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

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

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

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

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

Not applicable.

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

Monthly reporting to the Senior Leadership Team. Quarterly reporting to Performance Scrutiny Committee. 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:

Red	less than 90% of complaints responded to within timescale
Amber	when more than 90% but less than 95% of complaints responded to within timescale
Green	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:

Green	Improvement in performance
Red	Decline in performance
White	No change in performance
-	No data for period for comparison

Table 1: Overall complaint response times for stage 1 complaints by quarter

Service	Quarter 1 - Stage 1			Quarter 2 - Stage 1					Quarter 3 - Stage 1					Quarter 4 - Stage 1				
	Rec'd	Within	%	Rec'd	Within	%	Prev Qtr %	Change	Rec'd	Within	%	Prev Qtr %	Change	Rec'd	Within	%	Prev Qtr %	Change
Business Improvement & Modernisation	0	0	-	0	0	-	-	-	1	1	100%	-	-	0	0	-	100%	-
Legal and Democratic Services	0	0	-	2	2	100%	-	-	0	0	-	100%	-	0	0	-	-	-
Customers and Education Support	6	6	100%	5	5	100%	100%	0%	1	1	100%	100%	0%	6	4	67%	100%	-33%
Education	0	0	-	2	2	100%	-	-	0	0	-	100%	-	1	1	100%	-	-
Environment	30	29	97%	16	15	94%	97%	-3%	23	22	96%	94%	2%	14	10	71%	96%	-24%
Finance and Assets	15	13	87%	4	3	75%	87%	-12%	6	4	67%	75%	-8%	3	3	100%	67%	33%
Housing and Community Development	23	22	96%	10	8	80%	96%	-16%	8	7	88%	80%	8%	11	10	91%	88%	3%
Planning and Public Protection	27	27	100%	22	19	86%	100%	-14%	17	16	94%	86%	8%	16	15	94%	94%	0%
Highways and Infrastructure	19	14	74%	21	19	90%	74%	17%	29	28	97%	90%	6%	15	14	93%	97%	-3%
Communication, Marketing and Leisure	20	20	100%	5	5	100%	100%	0%	11	11	100%	100%	0%	9	9	100%	100%	0%
HR	0	0	-	2	0	0%	-	-	0	0	-	0%	-	0	0	-	-	-
Corporate Total	140	131	94%	89	78	88%	94%	-6%	96	90	94%	88%	6%	75	66	88%	94%	-6%

Table 2: Overall complaint response times for stage 2 complaints by quarter

Service	Quarter 1 - Stage 2			Quarter 2 - Stage 2					Quarter 3 - Stage 2					Quarter 4 - Stage 2				
	Rec'd	Within	%	Rec'd	Within	%	Prev Qtr %	Change	Rec'd	Within	%	Prev Qtr %	Change	Rec'd	Within	%	Prev Qtr %	Change
Business Improvement & Modernisation	0	0	-	0	0	-	-	-	0	0	-	-	-	0	0	-	-	-
Legal and Democratic Services	1	0	0%	0	0	-	0%	-	0	0	-	-	-	0	0	-	-	-
Customers and Education Support	0	0	-	1	1	100%	-	-	0	0	-	100%	-	0	0	-	-	-
Education	0	0	-	1	0	0%	-	-	0	0	-	0%	-	0	0	-	-	-
Environment	0	0	-	0	0	-	-	-	1	1	100%	-	-	1	1	100%	100%	0%
Finance and Assets	3	3	100%	1	1	100%	100%	0%	0	0	-	100%	-	0	0	-	-	-
Housing and Community Development	1	1	100%	0	0	-	100%	-	1	1	100%	-	-	0	0	-	100%	-
Planning and Public Protection	5	5	100%	1	1	100%	100%	0%	4	4	100%	100%	0%	7	5	71%	100%	-29%
Highways and Infrastructure	1	1	100%	3	2	67%	100%	-33%	4	4	100%	67%	33%	1	0	0%	100%	-100%
Communication, Marketing and Leisure	0	0	-	1	1	100%	-	-	0	0	-	100%	-	0	0	-	-	-
HR	0	0	-	0	0	-	-	-	0	0	-	-	-	0	0	-	-	-
Corporate Total	11	10	91%	8	6	75%	91%	-16%	10	10	100%	75%	25%	9	6	67%	100%	-33%

Table 3: Overall complaint response times for 2014/15

Service	Total Stage 1			Total Stage 2		
	Rec'd	Within	%	Rec'd	Within	%
Business Improvement & Modernisation	1	1	100%	0	0	-
Legal and Democratic Services	2	2	100%	1	0	0%
Customers and Education Support	18	16	89%	1	1	100%
Education	3	3	100%	1	0	0%
Environment	83	76	92%	2	2	100%
Finance and Assets	28	23	82%	4	4	100%
Housing and Community Development	52	47	90%	2	2	100%
Planning and Public Protection	82	77	94%	17	15	88%
Highways and Infrastructure	84	75	89%	9	7	78%
Communication, Marketing and Leisure	45	45	100%	1	1	100%
HR	2	0	0%	0	0	-
Corporate Total	400	365	91%	38	32	84%

Table 4: Compliments received

Service Area	Q1	Q2	Q3	Q4
Business Improvement and Modernisation	5	1	2	3
Legal and Democratic Services	0	0	0	0
Customers and Education Support	10	8	7	11
Education	0	0	1	0
Environment	44	44	47	41
Finance and Assets	0	1	3	0
Housing and Community Development	27	15	3	14
Planning and Public Protection	3	7	5	0
Highways and Infrastructure	15	16	12	21
Communication, Marketing and Leisure	29	19	14	13
	133	111	94	103

Table 5: Social Services complaint response times

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

OPEN and CLOSED Complaints SUMMARY																								
Month	Adult & Business Services					Corporate - Adults					% within time, where ended	Approaches to the Ombudsman	Children & Family Services					Corporate - Children					% within time, where ended	Approaches to the Ombudsman
	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%	0	
May	0	0				0					100%	0	4	4			0					100%	0	
June	4	4				2	2				100%	0	8	8			0					100%	0	
July	5	4				0	0				100%	1	3	3			0					100%	0	
August	3	3				0					100%	0	2	2			0					100%	1	
September	6	5	1			0					83%	0	3	3			0					100%	0	
October	1	1				0					100%	0	6	4	2		0					67%	0	
November	2	2				0					100%	0	3	3			0					100%	0	
December	3	3				0					100%	0	1	1			0					100%	0	
January	5	4	1			0					80%	0	3	3			0					100%	0	
February	1	1				0					100%	0	1			1	0						0	
March	4	3		1		0					100%	0	3		1	2	0	0	0	0	0	0%	1	
Total	35	31	2	1	1	2	2	0	0	0	94%	2	38	32	3	1	0	0	0	0	0	91%	2	

Table 6: Social Services compliments received

PRAISE summary						
	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	0	28
October	14	0	1	0	0	15
November	9	0	4	0	0	13
December	14	0	5	0	0	19
January	25	0	2	0	0	27
February	14	0	7	0	0	21
March	8	0	12	1	0	21
Total	209	4	53	1	0	267

Report to: Performance Scrutiny Committee

Date of Meeting: 11 June 2015

Report Author: Scrutiny Coordinator

Title: Scrutiny Work Programme

1. What is the report about?

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

2. What is the reason for making this report?

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

3. What are the recommendations?

That the Committee:

- 3.1 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate; and
- 3.2 appoints/re-appoints representatives to serve on the Council's Service Challenge Groups.

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 In recent years the Welsh Government (WG) and the Wales Audit Office (WAO) have highlighted the need to strengthen scrutiny's role across local government and public services in Wales, including utilising scrutiny as a means of engaging with residents and service-

users. Going forward scrutiny will be expected to engage better and more frequently with the public with a view to securing better decisions which ultimately lead to better outcomes for citizens. In future the WAO will measure scrutiny's effectiveness in fulfilling these expectations.

- 4.5 Having regard to the national vision for scrutiny whilst at the same time focussing on local priorities, the Scrutiny Chairs and Vice-Chairs Group (SCVCG) has recommended that the Council's scrutiny committees should, when deciding on their work programmes, focus on the following key areas:
- budget savings;
 - achievement of the Corporate Plan objectives (with particular emphasis on the their deliverability during a period of financial austerity);
 - any other items agreed by the Scrutiny Committee (or the SCVCG) as high priority (based on the PAPER test criteria – see reverse side of the 'Member Proposal Form' at Appendix 2) and;
 - Urgent, unforeseen or high priority issues

4.6 Scrutiny Proposal Forms

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 officer proposal forms have been received for consideration at the current meeting.

- 4.7 With a view to making better use of scrutiny's time by focussing committees' resources on detailed examination of subjects, adding value through the decision-making process and securing better outcomes for residents, the SCVCG has decided that members, as well as officers, should complete 'scrutiny proposal forms' outlining the reasons why they think a particular subject would benefit from scrutiny's input. A copy of the 'member's proposal form' can be seen at Appendix 2. The reverse side of this form contains a flowchart listing questions which members should consider when proposing an item for scrutiny, and which committees should ask when determining a topic's suitability for inclusion on a scrutiny forward work programme. If, having followed this process, a topic is not deemed suitable for formal examination by a scrutiny committee, alternative channels for sharing the information or examining the matter can be considered e.g. the provision of an 'information report', or if the matter is of a very local nature examination by the relevant Member Area Group (MAG). In future no items will be included on a forward work programme without a

'scrutiny proposal form' being completed and accepted for inclusion by the Committee or the SCVCG. Assistance with their completion is available from the Scrutiny Co-ordinator.

Aberwheeler Nurseries

- 4.8 The Scrutiny Chairs and Vice-Chairs Group requested that matters relating to the re-provision of services formerly provided at this establishment be examined by one of the Council's scrutiny committees. As the date for this Committee's meeting was the most convenient one for relevant officers to attend, the Chair agreed that the report be presented to members at the current 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 3.

Progress on Committee Resolutions

- 4.10 A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 4 to this report.

5. Service Challenge Groups

As Annual Council was held on 12 May scrutiny committees have been asked, in line with normal procedures, to appoint/re-appoint members to serve on the Council's Service Challenge Groups. Attached at Appendix 5 for members' information is the current list of committee representatives. Members will note that some of the service names have changed during the last year.

6. Scrutiny Chairs and Vice-Chairs Group

- 6.1 Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group's first meeting of the new municipal year is scheduled to be held on 18 June.

7. 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 to deliver its corporate priorities, improve outcomes for residents whilst also managing austere budget cuts.

8. **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.

9. 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.

10. 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.

11. 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.

12. Power to make the decision

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

Contact Officer:

Scrutiny Coordinator

Tel No: (01824) 712554

Email: dcc_admin@denbighshire.gov.uk

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

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
16 July Potential training session prior to the meeting on Verto	Cllr. Julian Thompson-Hill	1. 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 (rescheduled by the Committee April 2015)
	Cllr. Bobby Feeley	2. The Future of In-house Adult Social Care	To consider the recommendations of the Task and Finish Group following its examination of the results of the consultation exercise	To make recommendations to Cabinet on the future provision of adult social care services for the county's residents	Phil Gilroy/Holly Evans/Task & Finish Group	April 2015
24 September Representatives from GwE to be in attendance for all education items on the business agenda	Cllr. Eryl Williams	1. Provisional External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy	September 2014
	Cllr. Eryl Williams	2. Increasing A* and A grade attainment at Level 2 and 3 (including vocational equivalents) [Education]	To evaluate the effectiveness of the support provided by the County and GwE in improving the number of A* and A grade passes at all levels, increasing the wider points score and the impact of the Welsh Baccalaureate on educational attainment	Identification of further measures to improve attainment levels and points score in order to support the County's pupils and students to realise their full potential and access the education/career	Chief Executive of GwE/Karen Evans/Julian Molloy	SCVCG February 2015

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
				pathway of their choice (including linking to the Oxbridge Hub initiative)		
	Cllr. Eryl Williams	3. Effectiveness of current support offered to schools within the County identified as requiring additional input [Education]	To monitor the effectiveness of the County and GwE support provided to Rhyl, Blessed Edward Jones and Prestatyn High Schools to improve Level 2 and Level 3 (incl. vocational) grades, and Ysgol Brynhyfryd to regain its Level 2 and 3 (incl. vocational) grades and continue on its journey towards excellence	Identification of the long-term sustainability for continued improvement at all four schools both with, and without, the additional support with a view to ensuring that all pupils/students achieve their full potential and access their chosen education/career pathways	Chief Executive of GwE/Karen Evans/Julian Molloy	SCVCG February 2015
	Cllr. Eryl Williams	4. Rhyl Sixth [Education]	To examine and monitor the Level 3 educational achievements (both academic and vocational) of Rhyl Sixth students	(i) An assessment of whether the Rhyl Sixth is realising the Council's vision for the establishment and whether students are realising their full potential and accessing their chosen education/career pathways; and (ii) Identification of areas in which the Council may be able to support and work with the College to deliver common aims	Principal of Rhyl College/Karen Evans/John Gambles	SCVCG February 2015
	Cllr. Hugh	5. Your Voice' complaints	To scrutinise Services'	Identification of areas	Jackie	February

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	Irving	performance (Q 1)	performance in complying with the Council's complaints. The report to include a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe	of poor performance with a view to the development of recommendations to address weaknesses.	Walley/Clare O'Gorman	2013
10 December	Cllr. Julian Thompson-Hill	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/Liz Grieve/Nicola Kneale	November 2014
	Cllr. Hugh Irving	2 'Your Voice' complaints performance (Q 2)	To scrutinise Services' performance in complying with the Council's complaints. The report to include a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Jackie Walley/Clare O'Gorman	February 2013
	Cllr. Hugh Irving	3. Library Services	To consider CyMAL's Annual Assessment on the County's	Determination whether the County's libraries	Arwyn Jones/Roger	January 2015

Meeting	Lead Member(s)	Item (description / title)		Purpose of report	Expected Outcomes	Author	Date Entered
				Library Service's performance for 2014/15 under the Fifth Framework for Library Service and progress to date in developing the County's libraries into community hubs	provide a valuable service for the communities they serve, realise value for money and can be developed into multi-disciplinary community hubs which deliver a wide range of services that enhance the health and well-being of residents	Ellerton/Jamie Groves/Jackie Walley	
	Cllr. Julian Thompson-Hill	4	Corporate Plan (Q2) 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
28 January 2016	Cllr. Hugh Irving	1	Your Voice' complaints performance (Q 3)	To scrutinise Services' performance in complying with the Council's complaints. The report to include a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Jackie Walley/Clare O'Gorman	February 2013

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe			
	Cllr. Eryl Williams <i>(representative from GwE also to attend)</i>	2. Verified External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's powers. 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 2014
17 March	Cllr. Julian Thompson-Hill	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
28 April	Cllr. Hugh Irving	1. Your Voice' complaints performance (Q 4)	To scrutinise Services' performance in complying with the Council's complaints. The report to include a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Jackie Walley/Clare O'Gorman	February 2013

Meeting	Lead Member(s)	Item (description / title)		Purpose of report	Expected Outcomes	Author	Date Entered
				complaints will be dealt with within the specified timeframe			
9 June	Cllr. Julian Thompson-Hill	1	Corporate Plan (Q4) 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
	Cllr. Julian Thompson-Hill	2.	Corporate Health and Safety Annual Report	To consider the Council's management of general health and safety and fire safety matters	Assurances that the Authority is abiding and conforming with all relevant H&S legislation and therefore mitigate the risk of litigation	Gerry Lapington	May 2014
	Cllr. Bobby Feeley (required)	3.	Draft Director of Social Services Annual Report for 2015/16	To scrutinise the content of the draft annual report to ensure it provides a fair and clear evaluation of performance in 2015/16 and clearly articulates future plans.	Identification of any specific performance issues which require further scrutiny by the committee in future	Tony Ward	June 2014
14 July							

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
29 September (GwE representatives to be invited)	Cllr. Eryl Williams	1. Provisional External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy	September 2014
8 December						
January 2017 (GwE representatives to be invited)	Cllr. Eryl Williams	1. Verified External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's powers. 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 2014

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
Impact of Budgetary Cuts on the Deliverability of the Corporate Plan and the Council's performance in delivering services (late 2015 and periodically thereafter) [Task & Finish Group]	To detail the impact of present and projected budgetary cuts on the deliverability of the Corporate Plan 2012-17; and the Council's overall performance	An evaluation of the Plan's deliverability, the anticipated impact of the cuts on the Council's performance versus the actual outcome to inform the planning of a communication strategy to inform residents and stakeholders	Task and Finish Group	October 2014

Implementation of the Donaldson Report 'Successful Futures' – Independent Review of Curriculum and Assessment Arrangements in Wales [Education] Check legislative timetable October 2015	To consider and monitor the plans to implement the agreed measures adopted by WG following the consultation on the review's findings	Better outcomes for learners to equip them with jobs market skills	Karen Evans	April 2015

Information/Consultation Reports

Date	Item (description / title)	Purpose of report	Author	Date Entered
Monthly Information Bulletin	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
Corporate Plan (Q1 & Q3) 2015/16 September 2015 & March 2016 [Information]	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

Note for officers – Committee Report Deadlines

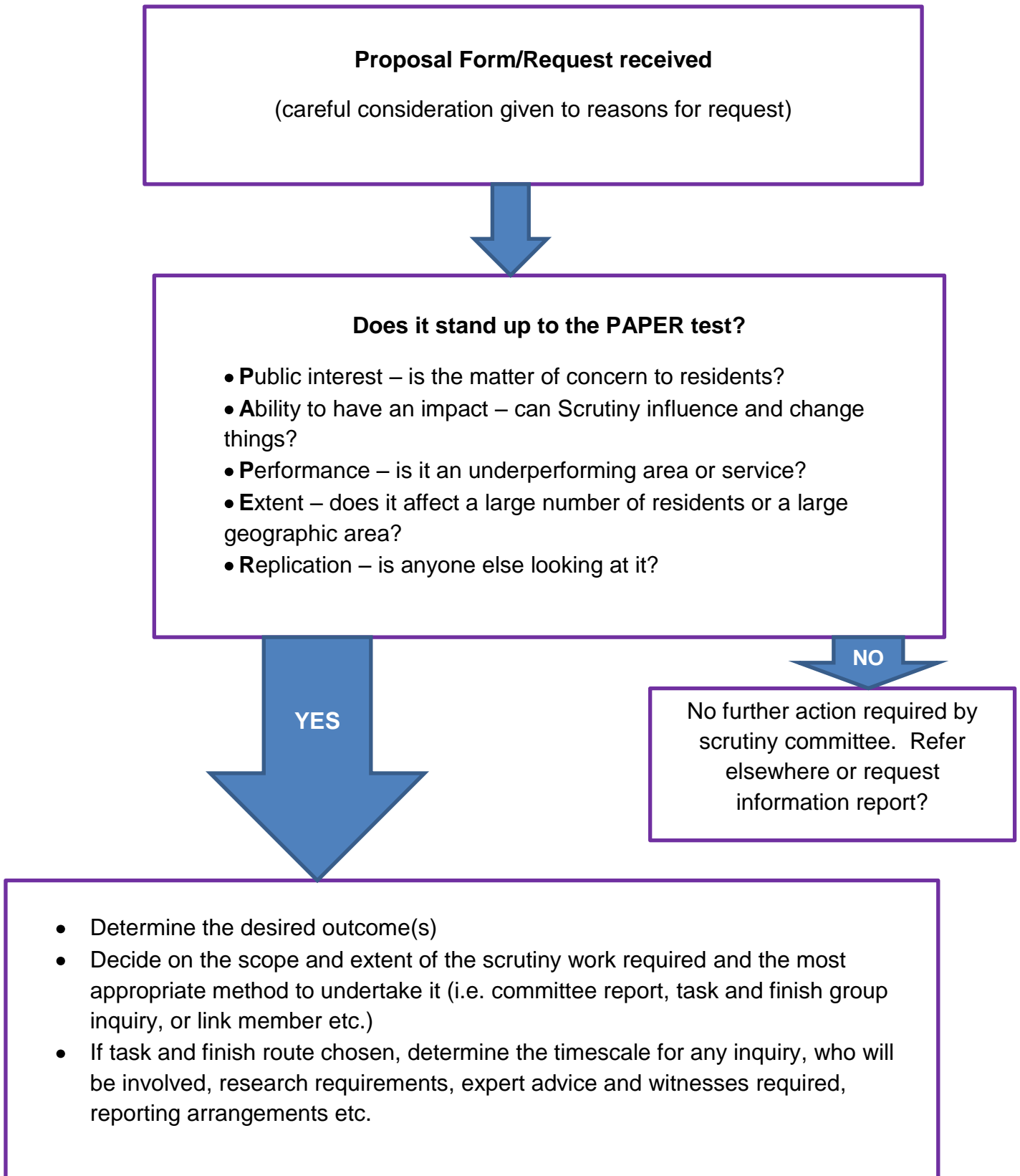
Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
16 July	2 July	24 September	10 September	10 December	26 November

Performance Scrutiny Work Programme.doc

Updated 01/06/15 RhE

Member Proposal Form for Scrutiny Forward Work Programme	
NAME OF SCRUTINY COMMITTEE	
TIMESCALE FOR CONSIDERATION	
TOPIC	
What needs to be scrutinised (and why)?	
Is the matter one of concern to residents/local businesses?	YES/NO
Can Scrutiny influence and change things? (if 'yes' please state how you think scrutiny can influence or change things)	YES/NO
Does the matter relate to an underperforming service or area?	YES/NO
Does the matter affect a large number of residents or a large geographical area of the County (if 'yes' please give an indication of the size of the affected group or area)	YES/NO
Is the matter linked to the Council's Corporate priorities (if 'yes' please state which priority/priorities)	YES/NO
To your knowledge is anyone else looking at this matter? (If 'yes', please say who is looking at it)	YES/NO
If the topic is accepted for scrutiny who would you want to invite to attend e.g. Lead Member, officers, external experts, service-users?	
Name of Councillor/Co-opted Member	
Date	

Consideration of a topic's suitability for scrutiny



Cabinet Forward Work Plan

Appendix 3

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
30 June	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Final Outturn Report	To consider the final revenue outturn position for 2014/15	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	3	Corporate Plan Performance Report 2014/15 Q4	To consider progress against the Corporate Plan	Tbc	Cllr Julian Thompson-Hill / Liz Grieve
	4	Town & Area Plans	To consider the allocation of funding for priority projects	Yes	Cllr Hugh Evans / Tom Booty
	5	Anti-social Behaviour, Crime and Policing Act 2014	Delegation of powers under the Act	Yes	Cllr David Smith / Lisa Jones / Emlyn Jones
	6	Affordable Housing Task and Finish Group	To report the key findings and recommendations of the Affordable Housing Task and Finish Group	Yes	Cllr David Smith / Angela Loftus / Sue Lewis
	7	Business Rates Write Offs	To seek approval for uncollectible Business Rates Debts to be written off	Yes	Cllr Julian Thompson-Hill / Rod Urquhart
	8	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
28 July	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	The Future of In-house Care Services	To consider the results of the consultation with existing users of in-house care services	Yes	Councillor Bobby Feeley / Phil Gilroy
	3	Car Park Charges	To give members the opportunity to decide which car park charging regime they would like to see implemented across the county.	Tbc	Councillor David Smith / Steve Parker / Mike Jones
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
29 September	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Ruthin Primary Proposals		Yes	Councillor Eryl Williams / Jackie Walley
	3	Corporate Plan Performance	To consider progress against	Tbc	Cllr Julian Thompson-

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
		Report 2015/16 Q1	the Corporate Plan		Hill / Liz Grieve
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
27 October	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
24 November	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
15 December	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Corporate Plan Performance Report 2015/16 Q2	To consider progress against the Corporate Plan	Tbc	Cllr Julian Thompson-Hill / Liz Grieve
	3	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		

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	Deadline	<i>Meeting</i>	Deadline	<i>Meeting</i>	Deadline
<i>30 June</i>	16 June	<i>July</i>	14 July	<i>September</i>	15 September

Updated 03/06/15 - KEJ

Cabinet Forward Work Programme.doc

Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
16 April 2015	5. SUCCESSFUL FUTURES - THE DONALDSON REPORT	<p>RESOLVED – that Performance Scrutiny Committee:-</p> <p><i>(a) receive the report and recommends that the Council makes representations to the Welsh Government's consultation on the Donaldson Report, emphasising the need and importance of adopting the recommendations in their entirety in order to influence the future education agenda in Wales,</i></p> <p><i>(b) requests that the report be circulated to all County Councillors emphasising its importance in a bid to improve pupil outcomes, seeking them to engage with the consultation, and that a Council Briefing session be arranged for all County Councillors on the report's contents; and</i></p> <p><i>(c) agrees that scrutiny should monitor the progress and implementation of the Review's recommendations in due course once the Welsh Government had approved its final policy.</i></p>	<p>(a) Response sent to Welsh Government by due date</p> <p>(b) Link to document sent to councillors, and item listed on the Council Briefing session for 2 November 2015 to brief members on WG proposals and how the Council proposes to implement them</p> <p>(c) See Appendix 1 Committee's forward work programme – item listed under 'Future Issues'</p>
	6. CORPORATE RISK REGISTER REVIEW - APRIL 2015	<p>RESOLVED – that Performance Scrutiny Committee:-</p> <p><i>(a) subject to the above observations, notes the deletions, additions and amendments to the Corporate Risk Register; and</i></p> <p><i>(b) requests the 'Cutting Our Cloth' Task and Finish Group to</i></p>	Task and Finish Group

		<i>assess the impact of the budget related service reconfigurations on services' employee profiles, including their skills base.</i>	scheduled to hold its inaugural meeting on 9 June – information requested for that meeting
	7. LOCAL AUTHORITY SERVICE PERFORMANCE REPORT 2013/14	RESOLVED – <i>(a) to receive the report and use it as a basis when considering future Corporate Plan performance reports; and (b) that the Direction of Travel Tool in Appendix 2 be supplied in future to accompany all Corporate Plan performance reports.</i>	Officers advised of the recommendation

Service:	Communities	Partnerships	Performance
Economic & Business Development – Rebecca Maxwell	Cllr Bill Cowie	tba	
Children & Family Services – Leighton Rees	Cllr Win Mullen-James	Cllr. Jeanette Chamberlain-Jones	Cllr. Arwel Roberts
Community Support Services – Phil Gilroy	Cllr Bob Murray	tba	Cllr. David Simmons
Legal, HR & Democratic Services – Gary Williams	tba (Cllr Carys Guy's replacement rep)	Cllr. Meirick Lloyd Davies	Cllr. Dewi Owens
Business Improvement & Modernisation – Alan Smith	Cllr. Cheryl Williams	tba	Cllr. Dewi Owens
Education Services – Karen Evans	Cllr Huw Hilditch-Roberts	tba	Cllr Arwel Roberts
Customers and Education Support – Jackie Walley	Cllr Rhys Hughes	Cllr. Pat Jones	Cllr. Richard Davies
Communication, Marketing & Leisure – Jamie Groves	Cllr Huw Hilditch-Roberts	Cllr. Dewi Owens (tbc)	Cllr. Geraint Lloyd Williams
Finance & Assets – Paul McGrady	Cllr. Peter Evans Cllr. Huw Hilditch-Roberts (sub)	Cllr. Dewi Owens (tbc)	Cllr. Colin Hughes
Highways & Environmental Services – Steve Parker	Cllr. Rhys Hughes (sub: Cllr. Cefyn Williams)	Cllr. Merfyn Parry	Cllr. Meirick Lloyd Davies (sub: Cllr. Arwel Roberts)
Planning & Public Protection – Graham Boase	Cllr. Win Mullen-James (sub: Cllr. Cefyn Williams)	Cllr. Raymond Bartley	Cllr. Meirick LI Davies

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