

To: Members of the Performance
Scrutiny Committee

Date: 4 December 2015

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Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 10 DECEMBER 2015** in **COUNCIL CHAMBER, RUSSELL HOUSE, RHYL**.

Yours sincerely

G. Williams
Head of Legal, HR and Democratic Services

AGENDA

1 APOLOGIES

2 DECLARATION OF INTERESTS

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

3 URGENT MATTERS AS AGREED BY THE CHAIR

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

4 MINUTES OF THE LAST MEETING (Pages 5 - 16)

To receive the minutes of the Performance Scrutiny Committee meeting held on the 24th September, 2015 (copy attached).

5 CSSIW ANNUAL PERFORMANCE EVALUATION 2014/15 (Pages 17 - 44)

To consider a report by the Principal Manager: Business Support, Community Support Services, which details the key issues arising from the Care and Social Services Inspectorate Wales (CSSIW) evaluation of Denbighshire Social Services performance for 2014-15, had been circulated previously.

9.35 a.m.

6 CORPORATE PLAN - QUARTER 2 2015/16 (Pages 45 - 86)

To consider a report by the Strategic Planning and Performance Officer, which provides an update on the delivery of the Corporate Plan 2012/17 as at the end of quarter 2 of 2015/16, had been circulated previously.

10.10 a.m.

Comfort Break

7 CORPORATE RISK REGISTER (Pages 87 - 116)

To consider a report by the Strategic Planning Team Manager, which provided an update on the Council's Corporate Risk Register, had been circulated previously.

10.55 a.m.

8 LIBRARY SERVICES (Pages 117 - 132)

To consider a report by the Principal Librarian / Customer Service Business Partner, which outlines the Library Service's performance against Welsh Government's Framework of Public Library Standards 2014-17, and considers this in the context of Denbighshire's new Face to Face Customer Service Delivery Framework, had been circulated previously.

11.30 a.m.

9 SCRUTINY WORK PROGRAMME (Pages 133 - 156)

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

12.05 p.m.

10 FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

12.15 p.m.

MEMBERSHIP

Councillors

Councillor David Simmons (Chair)

Meirick Davies

Richard Davies

Colin Hughes

Geraint Lloyd-Williams

Peter Owen

Dewi Owens

Arwel Roberts

Gareth Sandilands

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PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 24 September 2015 at 9.30 am.

PRESENT

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

Co-opted Members:- G Greenland, D Houghton, Dr D Marjoram, J Piper and G Williams

Lead members attendance requested by the Committee:- Councillors Eryl Williams and Hugh Irving

Observer:- Councillor Martyn Holland

ALSO PRESENT

Chief Executive (MM), Head of Education (KIE), 14-19 Network Co-ordinator (JG), Principal Manager, Business Support (TW), Corporate Complaints Officer (CO'G), Scrutiny Co-ordinator (RE) and Committee Administrator (SLW)

Dr Alwyn Jones, Head of Standards, GwE

Marc Berw Hughes, Senior Challenge Advisor, Conwy & Denbighshire Hub, GwE

Celia Jones, Assistant Principal of Coleg Llandrillo

Martin Evans – Programme Manager, Rhyl Sixth

1 APOLOGIES

Apologies for absence were received from Councillors Meirick Davies, Colin Hughes, Peter Owen, Dewi Owens, Merfyn Parry and David Simmons

2 DECLARATION OF INTERESTS

Councillors Geraint Lloyd Williams and Martyn Holland declared a personal interest in items 5, 6 and 7.

Education Co-optees, G. Greenland, D. Houghton, Dr. D. Marjoram and J Piper declared a personal interest in items 5, 6 and 7.

3 URGENT MATTERS AS AGREED BY THE CHAIR

No urgent matters.

4 PROVISIONAL EXAMINATION RESULT

Provisional External Examinations and Teacher Assessments

The Lead Member for Education, Councillor Eryl Williams, introduced the Provisional External Examinations and Teacher Assessments report (previously circulated). The report had been presented to provide Members with information regarding the performance of Denbighshire schools teacher assessment and external examinations on the basis of final verified data of Foundation Phase, Key Stage 2/3 and external examinations at KS4 and Post 16.

The Head of Education, Karen Evans, introduced Dr Alwyn Jones, Head of Standards, GwE, and Marc Berw Hughes, Senior Challenge Advisor – Conwy/Denbighshire Hub, GwE to the Committee.

The Head of Education confirmed that all results at Key Stage 4 were provisional and verified results would be available in November and benchmarked data in December 2015.

The Local Authority had identified with GwE that mathematical development within the Foundation Phase had been an area that merited focus with a view to improvement.

Despite an improvement in Key Stage 2 (KS2) results in 2015 compared to the previous year, Denbighshire's rank position had dropped due to the fact that results had improved within other Local Authorities. At KS2 level it had become apparent that there would be a requirement for intervention at an earlier stage in a pupil's education journey, possibly at the Foundation Phase. This would provide support to the pupil during the early part of their education and help them achieve their potential at KS2.

Key Stage 3 (KS3) results had improved for the seventh year, which had been extremely encouraging.

The unverified external examination results for 2015 had been disappointing as levels 1 and 2 results had remained static or generally registered a dip in performance compared to previous years.

Key Stage 5 (KS5) results had been similar to the grades achieved in the previous year.

Responding to Members' questions, the Head of Education and GwE Officers advised that:

- In the Foundation Phase Denbighshire, similar to other Local Authorities, had been concentrating on literacy and as a result, mathematical skills had suffered. This had been the reason in future to focus on mathematical development and to identify special educational needs (SEN) at an early stage in a pupil's development in order to target the correct intervention and

provide support to them. Without targeted support at an early stage, pupils could struggle with all Science, Technology, Engineering and Mathematical (STEM) subjects in due course;

- It had been disappointing to note that good performing high schools had appeared to have slipped against previous performance this year, as had those schools who had until recent years received intensive external support. This was attributed to the fact that GwE, during its initial period since its establishment, had concentrated a lot of its resources and work in the primary sector, to the detriment of the secondary sector. There was particular disappointment with Rhyl High School as its results this year had been on a par with the results attained when it had been under special measures. This would be an urgent area for intervention and improvement. Rhyl High School had requested a number of its pupils' examination papers be re-marked. Council and GwE Officers had met with Estyn representatives, the Headteacher and Governors to discuss the results and associated concerns. It had been agreed that a mini Recovery Board be established, comprising of the Local Authority, School and Independent representatives, with a view to addressing the problems (some of which had been identified by Estyn two years earlier) and to improving outcomes for pupils;
- At a recent meeting with Welsh Government (WG) Officials, GwE and Local Authority representatives agreed there was a need for Human Resources Departments to be aware of capability issues relating to individual teachers at an early stage with a view to supporting them to acquire the necessary skills to achieve the best possible outcomes for pupils;
- There was also a necessity for Headteachers to draw to the attention of their Governing Body, any areas of concern and risk at an early stage. This would ensure that the Governing Body performed its role in a robust and challenging manner to ensure support for pupils to achieve their full potential;
- There had been no indication during the 2014/15 school year that the performance of the County's pupils in external examinations had been likely to decline;
- Individual schools set their own targets;
- During the autumn term of 2015 GwE would attempt to visit all school Governing Bodies to challenge and test the targets they had set and to undertake work with Governors to upskill them to be more robust and challenging;
- GwE, as an organisation, had been subject to regular monitoring and challenge from the WG. Two of the other school effectiveness and improvement consortia in Wales had encountered huge challenges and consequently they had received substantial investment from WG. Despite the investment, neither consortia had realised their expected potential. The Lead Member for Education advised that he would raise this with the Minister during their meeting in mid-October;
- The Local Authority employed "link officers" to support foundation phase pupils integrate into school life and identify basic or special needs support. Sometimes there were significant differences between pupils whose families had been supported by "Flying Start" initiatives and others who had not;
- Individual pupils developed at a different pace between the ages of 7 and 11. It would, therefore, be important that any special needs or additional learning

needs were identified at an early stage in order to ensure the best outcomes for those pupils who required support;

- GwE and the Local Authority continually strived to try and support teachers in their role. They tracked their performance and offered appropriate support when required. It was the Governing Body that had the powers to appoint or dismiss teaching staff;
- Whilst the Local Authority took the wellbeing of pupils seriously, it was the external examination results and the eventual outcomes for the pupils on which they were judged.

The Co-opted Members felt it would be important that both GwE and the local Authority provided sufficient training and development to School Governors to assist them to identify the most important data and analyse it correctly

The Chair expressed the gratitude of the Committee to the Head of Education for all her hard work on this issue.

RESOLVED that subject to the above observations the Performance Scrutiny Committee receive the report and to invite the Managing Director of GwE to attend the Performance Committee meeting in January 2016, at which the verified examination results would be presented.

A Level Results of Rhyl Sixth

The Head of Education introduced the Assistant Principal for College Llandrillo, Rhyl – Celia Jones, and the Programme Manager for Rhyl Sixth – Martin Evans.

The Assistant Principal of Llandrillo College, Rhyl, gave an overview of the background to the establishment of the Rhyl Sixth and informed Members that generally the “A” Level and Welsh Baccalaureate results attained by students this year were positive. Statistical information was presented to the Committee illustrating the College’s pass rates and grades in comparison to Denbighshire as a whole, Wales and England.

Responding to Members’ questions, both the Assistant Principal of Coleg Llandrillo and the Programme Manager for Rhyl Sixth advised that:

- They were currently undertaking a piece of work to establish the number of students from Rhyl attending other school or college campuses for their further education, but it had been generally thought that the majority of current students at Rhyl sixth were former pupils of either Rhyl High School or Blessed Edward Jones, along with a few former Ysgol Glan Clwyd pupils;
- There were a variety of reasons for the seemingly high number of students who had dropped out between years 12 and 13. The reasons included a realisation by the students that the “A” level route would not be best for them. Usually these students opted for a more vocationally based course. There were others which gave up their ‘A’ level courses due to a lack of home support for their studies;

- The educational outcomes for all students enrolled at the college were tracked and despite the perception of a high number of students dropping out of “A” level courses between Years 12 and 13 the actual education outcomes for all students were good. All but two who had been through the Rhyl Sixth last year had achieved successful outcomes;
- The College acknowledged the significance of Science, Technology, Engineering and Mathematic (STEM) subjects and their importance to the local economy and employers. The College worked closely with local industry to attempt to meet their needs and to monitor former students’ progress;
- Similar to school sixth forms, college students would initially study 4 “AS” level subjects in year 12, progressing to 3 “A” levels subjects in year 13. Students would also undertake the Welsh Baccalaureate. Student who were struggling during and at the conclusion of Year 12 would be supported to transfer to other more suitable courses. They would not be expected to leave College;
- Talented and gifted students were supported to realise their full potential, and increasing the number of learners accessing Russell Group Universities had been identified as one of the College’s areas for development for the forthcoming year, as had improving the College’s overall pass rate together with its grades profile.

Responding to members’ concerns on the number of higher education establishments, particularly high ranking universities that were still unwilling to acknowledge the Welsh Baccalaureate as a reputable entrance qualification for higher education in its own right, the Head of Education and 14-19 Network Co-ordinator advised that this was slowly changing. The University of Cambridge had recently announced that it would now recognise the Welsh Baccalaureate as an entry qualification. More work was possibly required with other establishments to attempt to persuade them of the Welsh Baccalaureate’s validity and to educate them on the effort put in by students to gain the qualification.

Prior to the conclusion of the discussion, the 14-19 Network Co-ordinator agreed to provide Members with an information report on the retention and progression of Denbighshire Sixth Forms.

The Chair thanked the College Officials for attending the Committee.

RESOLVED that subject to the above observations, to receive the information on the A Level results of Rhyl Sixth.

5 THE PERFORMANCE OF A* - A STUDENTS AT GCSE AND A LEVEL

The Head of Education introduced a report on the Performance of A*-A students at GCSE and “A” Level (previously circulated), to provide information to Members regarding the performance of Denbighshire A*-A grades in external examinations at Key Stage 4 and Post 16.

During her introduction, she advised that a need had been identified for the future to focus on special educational needs (SEN), free school meals (FSM) and the more able and talented pupils. She advised further that:

- Measures to address the dip in performance at Ysgol Brynhyfryd were being managed via the school's Estyn Action Plan;
- A discussion needed to take place in relation to high performing departments within the Dyffryn Clwyd Partnership and how they could be used to support and deliver their subjects to all students within the area to enable them to realise their optimum outcomes.

Responding to Members' questions, the Head of Education and Officers advised that:

- Whilst some schools had achieved excellent results, there would always be a need to challenge to ensure that standards were sustained and continually improved. Other schools would need to be supported to improve their current results year on year;
- Good results should be used as a benchmark for forthcoming years with schools striving to improve on them year on year;
- There was a need to raise both schools and pupils' aspirations of what would be achievable by them;
- There was also a need to move the most gifted students on to a higher level;
- The performance of both Blessed Edward Jones High School and Rhyl High School in this year's GCSE results were disappointing, particularly bearing in mind the level of improvement in previous years. It seemed that once the intensive support had been withdrawn, pupils' performance had slipped considerably. Analysis had shown that both schools had suffered from a complex set of contributory factors. Consequently, support would be reinstated for both schools in a bid to halt the decline and the Schools Standard Monitoring Group (SSMG) would provide an extra level of challenge to the schools.

Members suggested that it may be beneficial for school governors in future to provide peer support to struggling schools.

At the conclusion of the discussion, it was:

RESOLVED:

- (i) To note the performance of schools against previous performance and external benchmarks;*
- (ii) To recommend that more targeted support and challenge be provided for schools in the county to ensure that performance improves; and*
- (iii) That on appropriate balance of support, challenge and accountability is offered to all schools to aim for year on year improvement.*

PART II

EXCLUSION OF PRESS AND PUBLIC

RESOLVED – that under Section 100A of the Local Government Act 1972, the Press and Public be excluded from the meeting for the following item(s) of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 13 of Part 4 of Schedule 12A of the Local Government Act 1972.

6 THE EFFECTIVENESS OF CURRENT SUPPORT OFFERED TO SCHOOLS WITHIN THE COUNTY IDENTIFIED AS REQUIRING ADDITIONAL INPUT

The Head of Education introduced GwE's Head of Standards and the Senior Challenge Advisor to present their report on the effectiveness of current support offered to schools within Denbighshire identified as requiring additional support and intervention.

Members were advised that GwE during the initial period since its establishment had, in line with the Service Level Agreement (SLA), focussed on the primary sector in Denbighshire, as at that time there were more schools in the amber or red category within the primary sector in the county. This had paid dividend as there were no longer any primary schools categorised as red and fewer categorised as amber in the County. However, there were more primary schools now in the yellow category and two high schools in the red category, which was a cause for concern. Consequently, the focus of the new SLA would be on the provision of intervention and support to the secondary education sector. In response to Members' questions GwE officials:

- Confirmed that it was anticipated that one high school would, in the near future, move from the red category to the amber category, as the implementation of the actions in the Estyn Action Plan progressed;
- Advised that despite GwE's future focus being on the secondary sector the primary sector should not suffer, as the primary sector's challenge advisors would still be working with primary schools;
- Informed the Committee that, as part of GwE's service planning, they were looking at building capacity and resilience within the organisation to meet future demand, for example teachers and head teachers from outside of Denbighshire and recently retired teachers/headteachers, with a proven track record, being commissioned to come in and challenge schools on various aspects of their work;
- Informed members that GwE would also be developing an upskilling programme with a view to supporting and developing future headteachers and managers;
- Confirmed that for the above to be successful there was a need to build a high level of mutual trust between the organisation, teachers and school staff, and governing bodies;
- Advised that a new software tracking system was scheduled to "go live" the following week which should help the local authority and GwE identify any slippages early enough to enable appropriate intervention action to be taken and mitigate the risk of poor results and unsatisfactory outcomes for learners;

- Reassured the Committee that GwE was not complacent and could not afford to let schools in the yellow and green categories slip;
- Advised that for a school to be successful there was a need to strike the appropriate balance between support and accountability for the staff and governing body.
- Emphasised that GwE expected to be rigorously challenged by each local authority's Lead Member for Education and the WG on the value for money aspect of its work.

With respect to the high level of absenteeism, the Head of Education advised that the Council had undertaken a lot of work in this area. The restructure of the Educational Social Work (ESW) Team would also support work on reducing absenteeism. However, the majority of cases of absenteeism were with the parents' consent i.e. withdrawing pupils from schools to go on holiday. Denbighshire had recently issued its first Fixed Penalty Notice (FPN) for absenteeism.

Members voiced their concerns on:

- The number of teachers currently applying for headteacher training and headteacher posts;
- The number of very good teachers who were leaving the teaching profession to go and work for GwE and other education organisations;
- The potential for a school to be successful or unsuccessful dependent upon the quality of its headteacher and school leadership team and the potential risk caused to a school's success if its' successful headteacher/teacher was seconded by GwE to challenge/support "failing schools". Staff were under enough stress already without having additional expectations placed on them;
- The support available to governing bodies when they were appointing staff, particularly headteachers; and
- The support available to headteachers to cover their work when they attended training;
- The amount of financial and human resources available to GwE for it to undertake its work effectively; and
- On the long-term outlook for Rhyl High School based on its disappointing results in 2015.

Council Officers advised:

- That some of the top performing schools in England did not receive any support from local authorities, schools in Denbighshire should also aspire for a culture of non-dependency;
- That there was a need to appoint the right people to lead schools, by widening the field to attract the elite candidates, a good headteacher with high aspirations would lead to better outcomes for all and a culture of non-dependency;
- That they had real concerns on the long-term outcomes for one high school; and
- The accountability of governing bodies for appointing staff and for school performance.

Following an in-depth discussion, the Committee:

RESOLVED subject to the Committee's observations –

- (i) To receive information provided on the support and challenge provided to identified schools, and acknowledge that the support provided to the primary sector had realised positive outcomes;
- (ii) Recommended the need to strike an appropriate balance between support, challenge and accountability to schools and school governing bodies;
- (iii) Recommended that appropriate training is provide to school governors to enable them to fulfil and sustain their challenge role;
- (iv) That a report be presented to the Committee at its January 2016 meeting on the roles and responsibilities of school governing bodies;
- (v) That the report on "Verified External Examinations and Teacher Assessments" scheduled for presentation to the Committee in January 2016 include the results of the joint GwE/Denbighshire analysis of the county's pupils' underachievement in 2015; and
- (vi) That the Managing Director of GwE be invited to January 2016 meeting.

PART I - THE PRESS AND PUBLIC ARE INVITED TO ATTEND THIS PART OF THE MEETING

The Scrutiny Coordinator referred to the Constitution and explained the Committee was now inquorate. Members agreed that the meeting proceed on an informal basis and any action taken be ratified at the next meeting of the Committee on 10 December, 2016.

7 MINUTES OF THE LAST MEETING

The Minutes of a meeting of the Performance Scrutiny Committee held on Thursday 16 July, 2015 were submitted.

RESOLVED that following confirmation at the next meeting, the minutes of the Performance Scrutiny Committee held on 16 July 2015 be received and approved as a correct record.

8 "YOUR VOICE" Q1 2015/2016

The Lead Member for Customers and Libraries introduced the "Your Voice" Q1 2015/2016 report (previously circulated) to provide the Committee with information regarding any performance issues and to make recommendations to address these accordingly.

Responding to Members' questions, the Principal Manager: Business Support and the Corporate Complaints Officer advised that:

- It may be useful for the Committee for future reports to include a brief commentary on the reasons why some services performance against the

“Your Voice” complaints procedure were registering “red” and to include a graph in the report in order to illustrate the current trend with respect to dealing with complaints;

- With regards to the six stage 2 complaints, which had been made by the same customer, the Public Services Ombudsman for Wales had concluded that the Council had to deal with all properly made complaints submitted by this customer. The Committee acknowledged that this could have significant resource implications for the Council, and noted that there was a Policy on “Dealing with unacceptable customer behaviour” which could be used if appropriate.
- The Council’s performance in dealing with the high number of complaints received by the Highways and Environmental Services and the time taken to resolve them was compounded by the very nature of the service and its visibility to all residents, together with the time and financial implications of resolving matters satisfactorily.

RESOLVED

- (i) To receive the information on services’ performance in dealing with complaints; and*
- (ii) That future reports should contain a narrative on the reasons why services were registering “red” in their performance in dealing with complaints and what measures they were taking in a bid to resolve outstanding complaints.*

9 SCRUTINY WORK PROGRAMME

The Scrutiny Co-ordinator introduced the report (previously circulated) regarding the Performance Scrutiny Committee Forward Work Programme.

It had been agreed that for the 10 December meeting to invite:

- Lead Member for Finance, Corporate Plan and Performance;
- Lead Member for Customers and Libraries; and
- Lead Member for Social Care, Adult and Children’s Services.

28 January 2016 meeting – two further items to be added to the Forward Work Programme:

- School Governors and School Governing Bodies; and
- Verified External Examinations and Teaching Assessments

RESOLVED *that subject to the above, the Performance Scrutiny Committee Forward Work Programme, as set out in Appendix 1 to the report, be approved.*

10 FEEDBACK FROM COMMITTEE REPRESENTATIVES

None.

Prior to the conclusion of the meeting, the Chief Executive noted his disappointment that

only four of the possible ten elected members of the Committee had been in attendance for the meeting, this had rendered the Committee inquorate for the discussion on the non-education items on the business agenda. He thanked the Education Co-opted members for their attendance and input into the discussion and for ensuring that the Committee was quorate for the majority of business items. The fact that no elected members from the Rhyl area were present was, in his view, extremely disappointing, particularly considering the concerns raised within reports presented on the performance of Rhyl High School in this year's external examinations. He advised that he would be raising the matter with Group Leaders, emphasising the importance of attendance at meetings as the Council prepared for a Corporate Inspection from the Wales Audit Office (WAO) in 2016.

The meeting concluded at 12:40 p.m.

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Report to:	Performance Scrutiny Committee
Date of Meeting:	10 December 2015
Lead Member / Officer:	Lead Member for Social Care/ Corporate Director: Communities
Report Author:	Principal Manager: Business Support, Community Support Services
Title:	CSSIW: Denbighshire County Council Local Authority Social Services Inspection Evaluation and Review 2014-15

1. What is the report about?

- 1.1. The report sets out the key issues arising from the Care and Social Services Inspectorate Wales (CSSIW) evaluation of Denbighshire social services performance for 2014-15. A copy of the full evaluation is attached at Appendix I.

2. What is the reason for making this report?

- 2.1. To enable Members to fulfil their scrutiny role by exploring any performance issues highlighted with the CSSIW report. A response by the council to the issues raised in the report is attached at Appendix II.

3. What are the Recommendations?

- 3.1. It is recommended that Members consider the CSSIW evaluation and the associated action plan from social services and consider whether any further scrutiny is required. The Area Manager for CSSIW will be attending the meeting to present the evaluation report and to enable Members to seek clarification on any particular element of the report.

4. Report details

- 4.1. Every year CSSIW undertake a comprehensive evaluation of each local authority's social services performance. The evaluation draws on a wide range of evidence, including: the Director of Social Services annual report on performance and plans for improvement in their local authority area; CSSIW's regulatory work; and the views of other auditors and inspectors. The evaluation is moderated to ensure a consistent, transparent and proportionate approach. In summary the evaluation of Denbighshire Social Services has highlighted that:
 - Denbighshire County Council continues to prepare for implementation of the Social Services and Well-Being Act (Wales) 2014 (SSWB Act). Elected members and staff are well briefed and understand the implications of the Act. Preparation for this during the year included the reorganisation of the senior management

infrastructure, thereby creating a new department for community support services incorporating adult social services and homelessness services, and also planning for the merger of children's social care with education into a single department which will be implemented in 2015/16.

- There continues to be an effective culture within the council of scrutinising performance in the delivery of social care, illustrating political engagement through service challenge meetings, involving not just elected members but also invited inspectorates.
- Launched in July 2014 the Single Point of Access (SPoA) is a good example of joint working with Betsi Cadwaladr University Health Board (BCUHB). However, further progress needs to be made in relation to establishing integrated projects especially where grant funding is not accessible.
- There was a decrease in the number of older adults receiving residential care during the year, and an increase in provision through alternative models of support so that people are enabled to retain their independence. This pattern of social care delivery is a corporate priority serving to highlight the importance of the third sector as partners in delivery.
- Despite increasing capacity for delivering safeguarding for vulnerable adults, performance in relation to the Protection of Vulnerable Adults (PoVA) has not made the gains anticipated. We view this as an ongoing risk for the council in the year ahead.
- Strengthening the council's services to children and families continued, illustrating good progress gained through re-shaping of staffing roles, providing short-term early interventions and enabling support to families. The council has also put into place a process to capture the experiences and views of young people. Whilst there has been marked improvement in relation to personal education plans, far more is still to be achieved in relation to the health needs of children in looked after settings.
- The council continues to proactively implement 'Mwy Na Geiriau/More Than Just Words' with excellent progress being made during the year illustrated by strategic leadership, championing, bi-lingual access for people and workforce training.

4.2. A number of specific areas for improvement have been identified in the CSSIW report. The council's progress in relation to these will be discussed during regular engagement meetings between the Senior Management Team and the CSSIW during the current year. The specific areas identified for follow-up by CSSIW are the council's performance in relation to:

- Monitoring and evaluating the potential impact upon children and adults resulting from the council's changes to senior management infrastructure for the delivery of social care;

- Improving the timeliness and engagement of PoVA and to undertake review of threshold levels;
- Closely monitoring the quality of all domiciliary care providers which will need to include obtaining the experiences and views of those receiving domiciliary care services; and
- Integrated partnership working with BCUHB.

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

- 5.1. The CSSIW evaluation report provides an external perspective of the Council's effectiveness in promoting independence and protecting vulnerable people (two of the priority outcomes in our Corporate Plan). The evaluation report also provides a perspective on modernising social services.

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

- 6.1. The response to delivering improvement actions will be integrated into Service Business Plans for 2015/2016 and 2016/17. The delivery of these plans will be managed with existing resources.

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 Equality Impact Assessment (EqIA) is not required because this report does not require a decision that will result in any change for staff or the wider community. EqIA's will be completed on individual projects/changes if they are required to respond to the issues raised in the CSSIW report.

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

- 8.1. Scheduled engagement meetings take place with the Senior Management Team for Social Services and CSSIW which help inform the evaluation as well as assess progress in delivering improvement. The CSSIW also attend and actively contribute to the Service Performance Challenge for both services.

9. Chief Finance Officer Statement

- 9.1. Actions to respond to the identified improvement areas will be integrated into Service Business Plans and will need to be contained within existing resources.

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

- 10.1. "The risk of a significantly negative report(s) from external regulators" is a risk identified on the Corporate Risk Register. Overall, this is a positive report, but the council will need to respond positively to the issues raised in the report in order to ensure that the 2015-16 report remains positive.

11. Power to make the Decision

- 11.1. Section 3 of Local Government Act 1999 – Best Value duty to secure continuous improvement.
- 11.2. Section 7 of Local Authority Social Services Act 1970 – duty to secure continuous improvement of service delivery.
- 11.3. Local Government (Wales) Measure 2009 – duty to secure continuous improvement of service delivery.
- 11.4. Articles 6.1 and 6.3.4(b) of the Council's Constitution outlines scrutiny's power with respect to this matter.

Contact Officer:

Principal Manager – Business Support (Community Support Services)

Tel: 07825 451448

Performance Evaluation Report 2014–15

Denbighshire County Council
Social Services

This report sets out the key areas of progress and areas for improvement in Denbighshire County Council Social Services for the year 2014–15

Annual Review and Evaluation of Performance 2014 - 2015

Local Authority: Denbighshire County Council

This report sets out CSSIW's evaluation of Denbighshire County Council's performance in delivering its social services functions.

1. Summary

- 1.1. Denbighshire County Council continues to prepare for implementation of the Social Services and Well-Being Act (Wales) 2014 (SSWB Act). Elected members and staff are well briefed and understand the implications of the Act. Preparation for this during the year included the reorganisation of the senior management infrastructure, thereby creating a new department for community support services incorporating adult social services and homelessness services, and also planning for the merger of children's social care with education into a single department which will be implemented in 2015/16.
- 1.2. There continues to be an effective culture within the council of scrutinising performance in the delivery of social care, illustrating political engagement through service challenge meetings, involving not just elected members but also invited inspectorates.
- 1.3. Launched in July 2014 the Single Point of Access (SPoA) is a good example of joint working with Betsi Cadwaladr University Health Board (BCUHB). However, further progress needs to be made in relation to establishing integrated projects especially where grant funding is not accessible.
- 1.4. There was a decrease in the number of older adults receiving residential care during the year, and an increase in provision through alternative models of support so that people are enabled to retain their independence. This pattern of social care delivery is a corporate priority serving to highlight the importance of the third sector as partners in delivery.
- 1.5. Despite increasing capacity for delivering safeguarding for vulnerable adults, performance in relation to the Protection of Vulnerable Adults (PoVA) has not made the gains anticipated. We view this as an on-going risk for the council in the year ahead.
- 1.6. Strengthening the council's services to children and families continued, illustrating good progress gained through re-shaping of staffing roles,

providing short-term early interventions and enabling support to families. The council has also put into place a process to capture the experiences and views of young people. Whilst there has been marked improvement in relation to personal education plans, far more is still to be achieved in relation to the health needs of children in looked after settings.

- 1.7. The council continues to proactively implement 'Mwy Na Geiriau/More Than Just Words' with excellent progress being made during the year illustrated by strategic leadership, championing, bi-lingual access for people and workforce training.

2. Response to last year's areas for improvement

Identified improvement last year	Progress in 2014-15
Establish a research process for listening to and capturing the experiences and outcomes for children and young people	Good progress - Robust methodology involving the application of a wide range of tools including the use of social media has been introduced. Data and outcomes will need to be evaluated during 2015-16.
Improving the quality of provision and outcomes for looked after children	Slowly improving performance in relation to health and dental checks for looked after children but remaining below Welsh average. Significant gains in performance relating to personal education plans, and educational qualifications for 16 year olds, both now above Welsh average.
Impact of changes to staffing infrastructure for Protection of Vulnerable Adults (PoVA) in order to ensure that the safeguarding process is operated in a timely, consistent, authoritative manner across the authority	Very limited progress - Practice remains a concern with urgent improvement needed.
Evaluating the quality of life and outcomes for people with learning disabilities	Some progress - post introduced to review support and outcomes for people in supported living services. Person-centred planning steering group evaluates findings on the basis of lessons learned.
Increase the opportunities for people to use direct payments	Progress made - increased take-up, training and development of an action

	plan to further increase the use of direct payments.
Increasing rates of support for carers	Some progress - priority in the 2014/15 service improvement plan. Small increase in performance during year. New data collection processes to measure assessment and uptake.
Clarity needed in the signposting and type of services available for families not meeting the threshold needed to access Children and Family Services	Evidence of progress through Children and Families Gateway; Team Around the Family, and regular information exchange with relevant agencies.
Enhance the accessibility of information provided by the council through the use of mobile technology including easy read versions	Pilot underway within the National Outcomes Framework designed to sharpen practice in listening to individuals and heightening personal outcomes. Mobile technology and social media introduced and designed to improve methods of listening, capturing and responding to children.
Capacity for contract monitoring	Progress made with increased capacity.

3. Visits and inspections undertaken during the year

- 3.1. CSSIW met with senior officers of the council on 18 occasions throughout the year to review and discuss social services performance, including areas for improvement identified in last year's performance evaluation report. We attended council service challenge meetings. The council consistently engaged with CSSIW, readily facilitating access to information requested and enabling site visits to take place.
- 3.2. We also undertook fieldwork in Denbighshire as part of the Wales Audit Office (WAO) Independence of Older People study which included gaining views from the third sector. We met with the North Wales commissioning hub to explore commissioning of services for people with complex needs. We undertook joint visits to children and adult services, speaking to people using services, their relatives, and staff. CSSIW also held a regional provider forum for services to younger adults which included representatives from services in the county. During the year, we published our inspection of the in-house Denbighshire Fostering Services. Details on these are contained in published reports and available on CSSIW's website.

4. Areas for follow up by CSSIW next year

- 4.1. A number of specific areas for improvement have been identified in the body of this report. The council's progress in relation to these will be discussed with the council during regular engagement meetings in the coming year. Specific areas for follow up will include the council's performance in relation to:
- Monitoring and evaluating the potential impact upon children and adults resulting from the council's changes to senior management infrastructure for the delivery of social care
 - Improving the timeliness and engagement of PoVA and to undertake review of threshold levels.
 - Closely monitoring the quality of all domiciliary care providers which will need to include obtaining the experiences and views of those receiving domiciliary care services.
 - Integrated partnership working with BCUHB.

5. Our inspection and review plan for 2015-16

- National review of domiciliary care
- National review of services for people with learning disabilities
- National review of care planning for looked after children.

6. The extent to which the experiences and outcomes for people who need care and support are improving their wellbeing.

Adults

Overview

- 6.1. Residential places (499) for older adults supported by the council in 2014-15 fell from the previous year and has reduced by 15% over the past three years. Extra care housing expanded from one to three schemes and there was increased uptake by 76 (5%) of telecare and assistive technologies, although the WAO study undertaken during the year found that greater use was needed of new technologies.
- 6.2. There has been a fall in the amount of equipment provided by the joint

social services and BCUHB equipment stores to older people. The council believes this may be in part be due to signposting by the new Single Point of Access (SPoA) to the third sector, though evidence has yet to be produced to support this rationale.

- 6.3. The director's report for 2014/15 acknowledges that the council was unable to formally monitor the quality of many domiciliary care agencies during the year by carrying out visits to all providers. Therefore all providers will need to be effectively monitored during 2015/16. During engagement meetings with CSSIW, the council reported 70% of all 15 minutes calls to people in their own homes were 'check calls'. Quality monitoring should include face to face interviews in addition to the existing methods employed, to enhance opportunities for listening to and evaluating the views of people who receive all types of domiciliary services. This will help to ensure that the support provided addresses their needs and informs future commissioning by the council.
- 6.4. Over 95% of residential provision for younger and older adults with complex needs in Denbighshire is provided by the independent sector, yet it surprising to note that the director's report conveys that contract monitoring officers visited only 27 services. Often these visits were in response to concerns and undertaken on occasions in conjunction with inspectors from CSSIW and other regulators. Council reviewing officers also share information with the contract monitoring team following reviews of people's care plans. During the year we found that there was a good level of intelligence sharing between contract monitoring officers and CSSIW, enabling a proactive approach to be taken at an early stage to services where concerns had been raised.
- 6.5. Reflecting their corporate agenda, the council actively enables people with learning disabilities and mental health needs to live as independently as possible. There was a 38% increase in the uptake of direct payments compared to the previous year; an action plan, including further training for staff, aims to further increase uptake in the future. Specific social work posts were introduced during the year to review outcomes for people in supported living services, and a person-centred planning steering group evaluates findings on the basis of lessons learned which feeds into future service-design.
- 6.6. Performance continues to cause concern in relation to safeguarding vulnerable adults through the Protection of Vulnerable Adults (PoVA) process. The council sought to strengthen capacity at the start of the year by extending the role of designated lead managers. Dedicated administrative support was also established towards the end of the year, training for staff provided, and monthly meetings held to review progress and share practice. Despite these developments, by end of 2014/15 the

same concerns noted in last year's performance evaluation report remained, including timeliness and lack of consistency in the safeguarding process. We have observed that relevant agencies were not always being engaged especially in early strategy discussions, and a recurring theme being an apparent lack of confidence of the designated lead managers, suggesting a need for further support and training. Clarity around the council's threshold for accepting or rejecting PoVA referrals is also needed. The council has conveyed that it intends implementing new data collection and evaluation processes relating to all stages of the PoVA process and we will follow-up with them during the forthcoming year.

- 6.7. The council acknowledges that referrals by Single Point of Access to PoVA may have been delayed due to seeking informal advice from the PoVA team. The council is seeking to address this by ensuring that Single Point of Access personnel have the information they need in order to make timely referrals to PoVA team.
- 6.8. Conversely, the council delivered its responsibilities in relation to Deprivation of Liberty Safeguards (DoLS) with eight trained staff and a coordinator coming in post during the year. During 2014/15 there was a very significant increase in the number of DoLS applications received by the council, with 221 applications made, 46 assessments completed, and 43 authorisations made (compared to just 12 applications and 5 authorisations during the previous year). The council also drew upon their research into community-based services, identifying that at least 50 further people were likely to be deprived of their liberty using the revised best interests test.
- 6.9. The number of adults with complex needs requiring reviews of their care plans increased by 102 during the year compared to 2013/14, although the total numbers of reviews held reduced by eight from the previous year. Whilst the council's performance in care plan reviews being carried out on time remains above the Welsh average at 88%, this small decrease in performance during 2014/15 indicates that performance will need to be closely monitored by the council during 2015/16.
- 6.10. Progress has been made in relation to support for people with learning disabilities, including the introduction of new posts and an increasing uptake in direct payments. However, the profile of people with mental health needs appears not to be currently as high, and clarity is needed around identification, assessment and commissioning of services.
- 6.11. In recent years there has been an increasing number of people with learning disabilities and often complex needs from outside the county and even Wales who have been placed with independent providers in

Denbighshire. Over 95% of all provision in Denbighshire for younger older adults with complex needs is provided by the independent sector. There are significant numbers of people in these services unlikely to be known to the council but may need at some point to access primary health and social care services, and the protection of the council's safeguarding processes operated by the council. It will therefore be important for the council (and partners) to assess and predict future need and resource in this respect, and to take account of the potential impact of any step-down from intensive support and into community-based settings within the county.

Key National Priorities (adults)

Preventative and early intervention services

- 6.12. The council provides strong direction and leadership in increasing the range of preventative and early intervention services available for older people. Denbighshire's Well-Being Plan illustrates the council's strategic direction in seeking to enable people to become resilient and independent. During the year the council's development of the Supporting Independence in Denbighshire model could eventually become a template to the types of integrated support which all citizens, young and old, can expect at various points of their lives.
- 6.13. Reablement was provided to 346 people of whom 60% required no further support. This represented a reduction from the previous year (376 people and 77%) despite this being a priority area for development to meet Denbighshire's growing need for reablement.
- 6.14. The older person's strategy officer has set up a 'My Life My Way' project following research into models operated by other councils. During the year this led to the introduction of reference groups including older people, and locally-based resources for people to seek advice, information and to retain resilience and independence.
- 6.15. The council also commenced a project aimed at assessing and intervening in loneliness experienced by older people. Planning was also undertaken with local communities to develop a learning exchange and 'Aging well in Denbighshire' programme in 2015-16 (as part of the Aging Well in Wales initiative).
- 6.16. During the year, the council took part in a national pilot to develop community hubs, enabling easy access to advice and information for the local population. The first of these community hubs operating 'community-led conversations' commenced in Corwen. Delivered by multi-agency practitioners, this innovative mobile outreach service

appears to have good potential for local people to seek advice and information, and if needed, for services to become aware of their needs and for support to be provided. This early stage of development would also seem to offer the council a considerable opportunity to put into place effective monitoring and evaluation processes to demonstrate the effectiveness or otherwise of this model.

- 6.17. Carers of adults were identified as a priority in council's 2014/15 service improvement plan. Progress has been made in terms of its partnership with the third sector and engagement with leisure services, colleges, and libraries to increase awareness. The accuracy of recording has however been an issue, and processes have been put in place to monitor and record the uptake of assessments for carers. Improvement in performance was seen with 93.7% of carers offered an assessment (89.4% in 2013/14); and 96.7% of carers were provided with a service (95.5% in 2013/14).

Integration of health and social care services for older people with complex needs

- 6.18. The introduction of the Single Point of Access, launched in July 2014 illustrates an effective model of integrated social care and health partnership working, providing assessment and support for people at risk of deteriorating health. By the end of the year, the service was fully staffed including staff from the third sector and offering a bilingual response.
- 6.19. Weekend and early discharges from hospital benefitted during the final quarter of 2014/15 from the introduction of the joint role of health and social care practitioners, with 23 people supported.
- 6.20. Progress has not been made in relation to establishing integrated projects where grant funding was not accessible. Therefore planning and opportunities leading to greater health and social care integration will need to be established in the year ahead.

Areas of progress

- Strategies for enabling older people to retain their independence through the introduction of locally-based sources of information and assessment
- Uptake in assessment and services provided to carers
- Delivery of Deprivation of Liberty Safeguard authorisations.

Areas for improvement

- Adult safeguarding
- Quality monitoring of all providers of domiciliary care including obtaining the experiences and views of those receiving domiciliary care services as a basis for service-design and commissioning
- Assess and predict potential draw upon local authority resources for people with learning disabilities, mental health and complex needs not already known to the council who are living in independent sector care provision in Denbighshire.
- To take account of the potential impact of any step-down from intensive support to community-based services
- Clarity around council's approach to identification, assessment and support for people with mental health needs.

Children and young people

Overview

- 6.21. Children and families services received a significant drop of 13% (103) fewer referrals compared to the previous year. The percentage of referrals during the year on which a decision was made within 24 hours was 100%, with an increased focus by the council on appropriate signposting and assessment at the point of first contact. Re-referrals also dropped by 32 to 101. The council contend that the reduction in contacts and re-referrals results from an increasingly proactive approach to prevention and early intervention responses, working with families through their Team Around the Family and Families First programme, and also meeting twice every week with other relevant agencies to exchange information, preventing the need for formal services. The council should aim to track and monitor outcomes for children and families signposted onto other services.
- 6.22. Staffing of safeguarding and reviewing reached full complement during the year and performance improved, with 100% of initial child protection conferences and 93% of initial core group meetings being held within timescales. 78 children were placed on the Child Protection Register representing an 8.2% reduction from the previous year. The council has introduced a 'Signs of Safety' methodology for child protection conferences, which has potential to enable families to identify risks and also for children and young people to contribute to the risk management

process. There has been increased awareness-raising of safeguarding amongst staff across the council, with a corporate safeguarding training programme delivered to 107 staff. Service challenge meetings during the year included scrutiny on safeguarding, and lessons learned from Rotherham. During the year the regional safeguarding children's board held a Child Practice Review to explore lessons learned following the death of a child.

- 6.23. The council is also seeking to transform services to children with a disability by increasing access to universal services. Whilst encouraging progress was identified during the year in relation to education outcomes, the timeliness of reviews for children with disabilities noticeably reduced at the mid-point of the year. This was due to difficulties in staff recruitment, although we were told by the council that this had become fully staffed by end of year. It is not as yet clear whether the new staffing structure will take account and respond to the needs of children with disabilities and therefore clarity around infrastructure and protocols is needed.
- 6.24. Short break provision for children with disabilities was reduced and 2014-15 was the last year in which parents did not have to make a financial contribution to respite care. From 2015-16 parents who wish to forgo means-testing are being asked to contribute £25 per week (ie. £1,300 per annum) to the provision of a respite service for their child. There is a risk that families may choose to opt out for financial reasons and the council will need to closely monitor such circumstances.
- 6.25. The director has introduced a more rigorous approach to evaluation, with a robust research process now in place involving the application of a wide range of tools including social media and partnership development, which will improve the rigour of data collection in relation to listening to and collecting the experiences of children and young people. The council needs to closely monitor evidence concerning outcomes for children and families not meeting the threshold for formal services.

Key national priorities

Preventative and early intervention services

- 6.26. Children and families intensive early intervention services are in a period of transformation, largely due to the strategic amalgamation of social care and education services. Initial impact has been seen in the rationalisation of staff roles, with the likely outcome being an integrated early intervention service. The regional board for integrated family support brings focus upon those families and children with high level support needs.

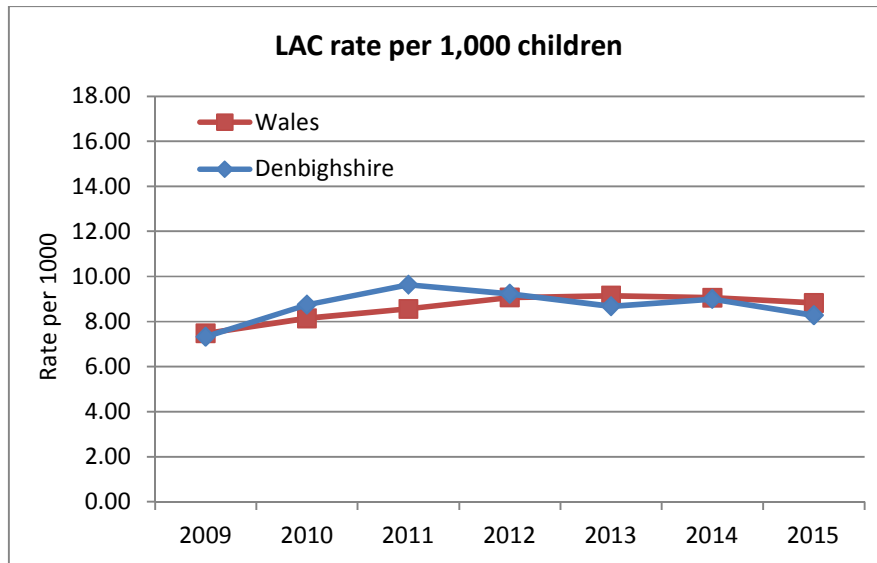
- 6.27. The council's Family Support Team introduced an intensive seven day per week, waking-hours service providing short-term, early intervention and support to families.
- 6.28. There has been a re-focusing of staff support for vulnerable children and families, indicating a move by the council towards becoming a learning organisation. For example, the key role of 'practice leader' has been introduced, holding a case load of 60-70 cases and provides on-going mentoring support to less experienced staff team members. Staff sickness levels in children's services reduced during the year and staff vacancies arose largely through staff retirement.
- 6.29. Only 10% of all children assessed met the threshold for access to direct support from children's services, with alternative sources of support being provided through Families First programme and the Team around the Family. Effective systems of support which enable vulnerable children and families access to internal and external agencies such as Family Information Service and voluntary groups is therefore needed. It is noted that the children's and family support gateway is still evolving and with the introduction next year of the SSWB Act this will become the information, advice and assistance resource for the council. Careful consideration will therefore be needed by the council to closely monitor access and outcomes for children and families not receiving more intensive forms of support.
- 6.30. To widen access to services for children and young people with disabilities and their families, the council published a disability inclusion toolkit to over 50 providers, put on training opportunities for the development of inclusive play, and provided access to a range of leisure activities during school holiday periods. It also removed 'assessment of need' which was seen as a barrier to receiving services and replaced with a 'can and can only' test.
- 6.31. Denbighshire's approach to project work with young carers changed significantly during the year. The Young Carers service is commissioned through a regional sub-contract for both new referrals and to the young carers previously receiving a service. Performance with this new provider will need to be monitored and evaluated and CSSIW will follow-up progress with the council during the year.

Looked after children (LAC)

- 6.32. Performance in relation to looked after children whilst mixed demonstrates a pathway of improvement with signs of progress towards

the end of year, and action taken to listen to and capture the voices and experiences of children.

6.33. There was a reduction in the number of children looked after from the previous year (175 to 161), equating to 8.3 per 1,000 population. Denbighshire continues to have marginally the highest number of looked after children in the North Wales region.



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Numbers of LAC as at 31 March

	2009	2010	2011	2012	2013	2014	2015
Denbighshire	145	172	188	178	168	175	161

6.34. Our inspection in 2014/15 of the Denbighshire Fostering Service identified 60 approved foster carers with the capacity to provide 137 foster placements. 25% of foster care in Denbighshire is provided by a family member, and generally there is a stable group of foster carers within the county and we found morale amongst foster carers to be good. The council is also working with other councils in North Wales to establish a regional approach to the recruitment of foster carers.

6.35. The council has put in place approaches designed to improve previously poor performance in relation to health, dental and personal education plans for looked after children. Towards the end of the year, impact was beginning to be made with health and dental checks demonstrating progress, however both areas still fall below the Welsh average. In relation to health checks there has been an increase from 38.4% to 73.5%; and dental checks slightly improved from the previous year to 59.8%.

- 6.36. The council significantly increased its performance and ensured that all looked after children have a personal education plans in place and at 100% this is well above the Welsh average.
- 6.37. The number of children experiencing one or more changes of school during the year increased significantly. However, the council explained that 18 of the 22 children concerned moved for positive reasons such as returning to the family home.
- 6.38. There was a big leap in the external qualifications points score achieved by the small cohort (four) of 16-year-old looked after children at 438.50 points, reflecting an increase of 168% from the previous year, becoming the highest in North Wales and significantly above the Welsh average.
- 6.39. Through the involvement of the 14+ team and the corporate parenting forum, there is positive engagement and indeed some success from the range of council services in providing options to its looked after younger people, including employment and apprenticeship opportunities. However, the director's report does not identify performance in relation to the council's effectiveness in preparing and supporting young people to secure permanent living options once they have left care

Areas of Progress

- Seven days per week intensive early intervention support introduced for families at their point of greatest need
- Introduction of a learning culture through strategic positioning of key staff with considerable experience and knowledge to mentor less experienced staff
- Good progress qualifications in personal education planning
- Good progress in relation to for 16 year olds.

Areas for improvement

- Timeliness of reviews for children with disabilities
- Closely monitoring and evaluating the impact of the changes introduced in relation to access for respite care for children with disabilities
- Health and dental checks for looked after children
- Forward planning and outcomes for young people leaving care.

7. The extent to which leadership, governance and direction for the council is promoting improvement in outcomes and wellbeing for people who need care and support

- 7.1. The council is providing strong leadership in relation to promoting independence. Bi-annual service-challenge meetings and corporate governance arrangements held throughout the year reflect a culture within the council of effective scrutiny of social care performance both with children and adult services.
- 7.2. The council has made major structural changes to the management of adult social care and planning for transformation for the management of children's services. Both will assist preparation for the introduction of the SSWB Act in 2016.
- 7.3. An issue identified in last year's performance evaluation report concerned the need for preventative programmes to demonstrate effectiveness in order to become sustainable against a background of revenue reductions throughout the council of £3.5m in 2014/15. This was achieved primarily by restructuring, loss of staff through retirement and also a lack of draw upon the budget set aside for high cost placements during the year. Actual financial performance for the social services department came within budget in 2014/15.
- 7.4. In managing its budget reductions and altering its approach to front-line social care, the council has chosen to reduce the number of qualified social workers employed in adult services and has replaced these with social care practitioners. Compared to 2013/14 there was a reduction during the year in social workers by 19% (nine posts) balanced by the introduction of 24.8 full time equivalent social care practitioner posts (including six reviewing officers). There is a different picture in children's social care services with an increase in social workers from the previous year by 21.47% (seven posts). In order to assess the impact of these changes upon people receiving adult social care services the council will need to adopt a rigorous approach to quality assurance.
- 7.5. In 2014/15, the council also commenced a detailed consultation programme on the future of their own three residential homes for older people which currently provide accommodation for 50 people and employ 100 staff. This process was ongoing at the end of the year.
- 7.6. Adult services, which during the year became a function of the new Community Support Services, sought to sharpen its approach to commissioning during the year. A focus with domiciliary care provision has been to move towards an outcome based approach for the users of these services, though work to evaluate the quality of all providers and

outcomes for services has yet to be undertaken. The pilot being undertaken by the council to apply the National Outcome Framework aims to place the person at the centre of social work practice, and also the commissioning process leading to improved self-direction of support. This will therefore require a smarter and bespoke approach to commissioning, and greater clarity in the council's approach to commissioning will be needed. Additionally, the importance of charities and community groups in providing low level but vital community based support at local level was illustrated for example in the WAO study. A coherent strategy for the commissioning of these groups will therefore enable the council to plan their support for these groups, providing recognition, assurance and would fit in well as part of the council's strategy to enable people to retain their independence for as long as possible.

- 7.7. All front-line social services staff underwent training during the year to support the implementation of a new statutory complaints process, and the council produced an annual report for 2014-15. For the second year running, the numbers of complaints received fell (188 in 2013-14 to 76 in 2014-15), representing a drop of 36%. The number of complaints being upheld or partially upheld remained at the same level as the previous year, and there was a decrease in complaints dealt with within timescale (97% in 2013-14 to 93% in 2014-15). The impact of the new complaints process should be evaluated and work undertaken to identify and respond to emerging issues and trends. The Performance Scrutiny Committee receives monthly activity information of complaints received with fuller scrutiny taking place on a quarterly basis.
- 7.8. As already identified, good joint working with Betsi Cadwaladr University Health Board (BCUHB) during the year led to the effective delivery of Single Point of Access (SPoA). In addition to the SPoA another example of early partnership with BCUHB was the introduction of a multi-disciplinary integrated family support team. However, further development of integrated provision will require strategic leadership from both the council and BCUHB. It should therefore be of advantage to the strategic planning and decision-making for health and social care in the year ahead, that the director of social services was made an associate member of the board of BCUHB.
- 7.9. The council continues to seek to build effective partnership with other councils and bodies. Senior officers from Denbighshire and Conwy councils met throughout the year in order to seek opportunities for future joint social care partnership working.
- 7.10. The council's role as the 'corporate parent' for children and young people is illustrated through the Corporate Parenting Forum, in which

senior managers and elected members scrutinise outcomes for young people and challenge performance. This is enhanced by establishment of an improved approach to quality assurance arrangements by better engaging with and eliciting the views of young people. During our regular engagement meetings with the council, we have explored performance in relation to completion of statutory visits to looked after children within timescales, which in 2014/15 was 88.3% compared to 89% in 2013/14. We heard that most young people received visits which on occasion did not meet the criteria to be recorded as a statutory visit. The director's report acknowledges the need to improve the process for meeting statutory visit deadlines for and that this constitutes a priority for the council for 2015/16.

Areas of progress

- Major structural changes to the management of adult social care and planning for transformation for the management of children's services.

Areas for improvement

- Clarity in the council's strategic approach to commissioning support to children, adults, and community groups.

Areas identified for improvement	Response by Denbighshire County Council
<p>Monitoring and evaluating the potential impact upon children and adults resulting from the council's changes to senior management infrastructure for the delivery of social care</p>	<p>This is a major consideration for the council, particularly in relation to Children & Family Services, where it forms part of the work to establish the new Education & Children's Services from April 2016. The Corporate Director: Communities (who is also the Statutory Director of Social Services) is leading on this to ensure a smooth transition to the new service.</p> <p>Work has been ongoing throughout 2015/16 to embed Supported Independent Living and Homelessness & Housing Solutions into Community Support Services, and the Head of Service is currently undertaking a re-structure of his Leadership Team to create some additional capacity at a senior level. The planned changes will help to fully integrate the housing-relating elements of the service.</p> <p>The council already has a very robust performance management framework, including the annual Service Challenge process, where performance is scrutinised by senior management; Elected Members; the Wales Audit Office (WAO) and the Care & Social Services Inspectorate Wales (CSSIW). There are also regular performance reports to the Senior Leadership Team (SLT); Scrutiny; and Cabinet. We are therefore confident that we have the necessary monitoring and evaluation processes in place to identify any potential impact on service users following these changes.</p> <p>In terms of understanding the views of service users, we already have processes in place to systematically collect, analyse and report the views of service users. This information feeds into service planning and design where appropriate. However, we are also building on this work to strengthen this further, with the Voice of the Child project in Children & Family Services, and the development of more detailed case studies (Digital Stories) which use the service users' own words to describe their experiences of service delivery.</p>
<p>Improving the timeliness and engagement of PoVA and to undertake review of threshold levels</p>	<p>The following actions have been taken in relation to improving timeliness and consistency in the safeguarding process:</p> <ul style="list-style-type: none"> • Safeguarding Training for Designated Lead Managers has been provided, and a

	<p>rolling programme of further training has been established;</p> <ul style="list-style-type: none">• We have increased the administrative support for the PoVA process, to support the Designated Lead Manager.• Revised SPoA processes has enabled more effective and robust screening of POVA referrals;• A new post of Safeguarding Team manager has been developed to provide additional professional support to Designated Lead Managers and improve the whole process; and• A Peer Review has been undertaken with Conwy to ensure that we have an external view of our processes and this is being monitored through the Local Safeguarding Adults Delivery group that includes all relevant partners including Health and the Police. <p>There was a concern raised that relevant agencies were not always being engaged, especially in early strategy discussions. However, the Police have praised Denbighshire County Council for our practice in ensuring that they are involved in every POVA referral, and have adopted our procedure across North Wales. Furthermore, discussions have taken place with BCUHB regarding any concerns they might have, and they have been unable to identify any cases where they had concerns. However, we have developed processes to ensure that BCUHB are clear on their communication routes with ourselves.</p> <p>There was also a concern raised about a lack of confidence of the designated lead managers in the POVA process. In response to this concern, safeguarding training for Designated Lead Managers has taken place, and specific training on managing the Strategy Meetings has been commissioned.</p> <p>In response to the concern that further clarity was needed around the council's threshold for accepting or rejecting PoVA referrals, we have adopted the national threshold tool for POVA referrals that has successfully been used in other Wales Local Authorities. This is ensuring consistency in decisions making about the threshold for investigation.</p>
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<p>Closely monitoring the quality of all domiciliary care providers which will need to include obtaining the experiences and views of those receiving domiciliary care services</p>	<p>We take a proportionate and risk-based approach to the monitoring of domiciliary care providers, and we have a robust system in place for using feedback from service users in this process. We send out questionnaires to a selection of service users every month, and the feedback received is used by the contract monitoring team to inform the quality monitoring process and to follow up on any issues highlighted by respondents. The council is currently considering the future of its in-house care services, and provision has been made to employ an additional two monitoring officers if the council decides to commission all care from the independent sector in future. Denbighshire is also one of six councils in Wales currently involved in a National Review of Domiciliary Care. This review will result in a national report as well as local feedback about our own processes. We will of course consider the conclusions of this work, and respond to any concerns or issues raised.</p>
<p>Integrated partnership working with BCUHB</p>	<p>Further integrated partnership working with BCUHB remains a priority for the council, but it also remains a challenge at the moment as the health board continues to focus on moving out of special measures. However, we are optimistic that the new area management structure in BCUHB will enable closer working over the coming years. The current review of our existing in-house care services has identified the potential for greater partnership working (using some of those existing assets), depending on the decisions made following our current consultation.</p>

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Report to: Performance Scrutiny Committee

Date of Meeting: 10th December 2015

Lead Member/Officer: Lead Member for Finance, Corporate Plan & Performance/
Head of Business Improvement & Modernisation/
Strategic Planning Team Manager

Report Author: Heidi Gray – Strategic Planning & Performance Officer

Title: Corporate Plan Performance Report
Quarter 2 – 2015/16

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 2 of 2015/16.
- 1.2 Appendix 1 contains the full quarterly report generated from the Verto Performance Management System, focussing on the exceptions only.

2. What is the reason for making this report?

- 2.1 To provide information regarding the council's progress as at the end of quarter 2, 2015-16 in delivering the Corporate Plan outcomes.
- 2.2 Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the Council exercises its duty to improve.
- 2.3 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 2, 2015-16 Performance Report (Appendix 1) looks at the Corporate Plan 2012-17 and the Corporate Project Register and provides an evidence-based assessment of the current position.
- 4.2 The Executive Summary contains an analysis of key exceptions, on which it is suggested attention is focussed.

4.3 These exceptions have been highlighted as follows: 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. 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 Officer
Business Improvement & Modernisation
Tel: 07795 334836

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Appendix 1 – Corporate Performance Report

Q2 2015-16

This document provides an update on performance against the council's corporate priorities and project register at the end of quarter 2, 2015-16

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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 & SUMMARY

This performance report looks at the Corporate Plan 2012-17 and the Corporate Project Register. 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.

OUTCOME SUMMARY

This is the summary position for each outcome in the Corporate Plan as at September 30, 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	EXCELLENT

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	GOOD
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ENSURING ACCESS TO GOOD QUALITY HOUSING

[Outcome 12](#) Access to good quality housing

GOOD

MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

[Outcome 13](#) Services will continue to improve

ACCEPTABLE

[Outcome 14](#) Flexible and efficient workforce

ACCEPTABLE

KEY PERFORMANCE SUMMARY

THE CORPORATE PLAN

Survey Results

1. RSQ Indicators - The Residents Survey is carried out every two years. Results shown throughout this report relate to the 2013 survey. The 2015 survey has now closed, the results from this survey will be available by end December 2015 and reported in Quarter 3, 2015/16.
2. Business Survey Indicators - The Business Survey is carried out on an annual basis - results from the latest survey will be available and reported in Quarter 3.
3. The percentage of [damaged roads and pavements made safe within target time](#). 24.7% is the percentage figure for the whole of quarter 2. Since the change over to the sole use of the Symology system during the second week in August, the percentage figure is running at 68% within target time. This improving trend has continued into Q3, with the most recent available percentage figure (1st Oct to 7th Nov) standing at 94.7%.
4. [The Cleanliness Index](#), which formed part of the national Service Improvement Dataset, has been discontinued in 2014-15. This has been replaced with the Keep Wales Tidy Cleanliness Indicator (which did form part of this average score indicator). 2014/15 data has now been received (which remains at an 'excellent' level) and allows us to continue comparing ourselves with other authorities in Wales.
5. [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.

6. [QSCC013ai - The percentage of open cases of children on the child protection register who have an allocated social worker.](#) This indicator is no longer a statutory indicator. The Children & Family Management Team (CFMT) accordingly have agreed that this indicator is not meaningful in the measurement of achieving this outcome and that performance can safely be managed in other operational ways. It is, therefore, proposed that this indicator is removed from the Corporate Plan and their Service Business Plan 2015-16.
7. [QLI-PLA006 is a quarterly local indicator.](#) This indicator shows how many dwellings have been granted planning permission and out of those how many are 'affordable'. 5 out of a total of 91 as at the end of Quarter 2 = 6%.
8. Key activities that support the Corporate Plan's [Housing Outcome](#) have been reviewed and will be monitored from quarter 3 onwards.
9. The [number of calendar days taken to let empty properties \(council stock only\)](#) - General Need & Housing for Older People remains a priority for improvement in quarter 2. This is due to a higher volume of tenancy terminations with a large percentage of these being hard to let.
10. Corporate [sickness absence](#) levels continue to be a priority for improvement with performance at a lower level compared to the same period last year.
11. We are unable to provide information for [carbon emissions](#) at present due to a major issue with the new British Gas billing system.
12. In quarter 2, 94% of all [external stage 1 complaints](#) received by the council were responded to within corporate timescales and while performance has improved since quarter 1, this still generates a Red: Priority for Improvement status.
13. The [percentage of staff receiving a performance appraisal](#) when one is due has decreased to 66% in quarter 2. This equates to 20% lower when compared to the same period in the previous year. SLT recommendations following a HR report (5th Nov) are to be implemented in order to improve the accuracy of performance appraisal data. Thus ensuring, firstly, that an ongoing check is undertaken of the data so that any issues with non-compliance can be highlighted and secondly to ensure that data that is reported is accurate.

PROJECT REGISTER

As at October 2015 there are no projects with a 'Red' Priority for Improvement status. Three projects are at an 'Orange' Acceptable level, which are:

Rhyl Harbour: Pedestrian and cycle bridge, public square, quayside building and extended quay wall	ORANGE
Rhyl Harbour: Harbour Empowerment Order	ORANGE
West Rhyl Coastal Defence Scheme Phase 3	ORANGE

CORPORATE PLAN PERFORMANCE REPORT

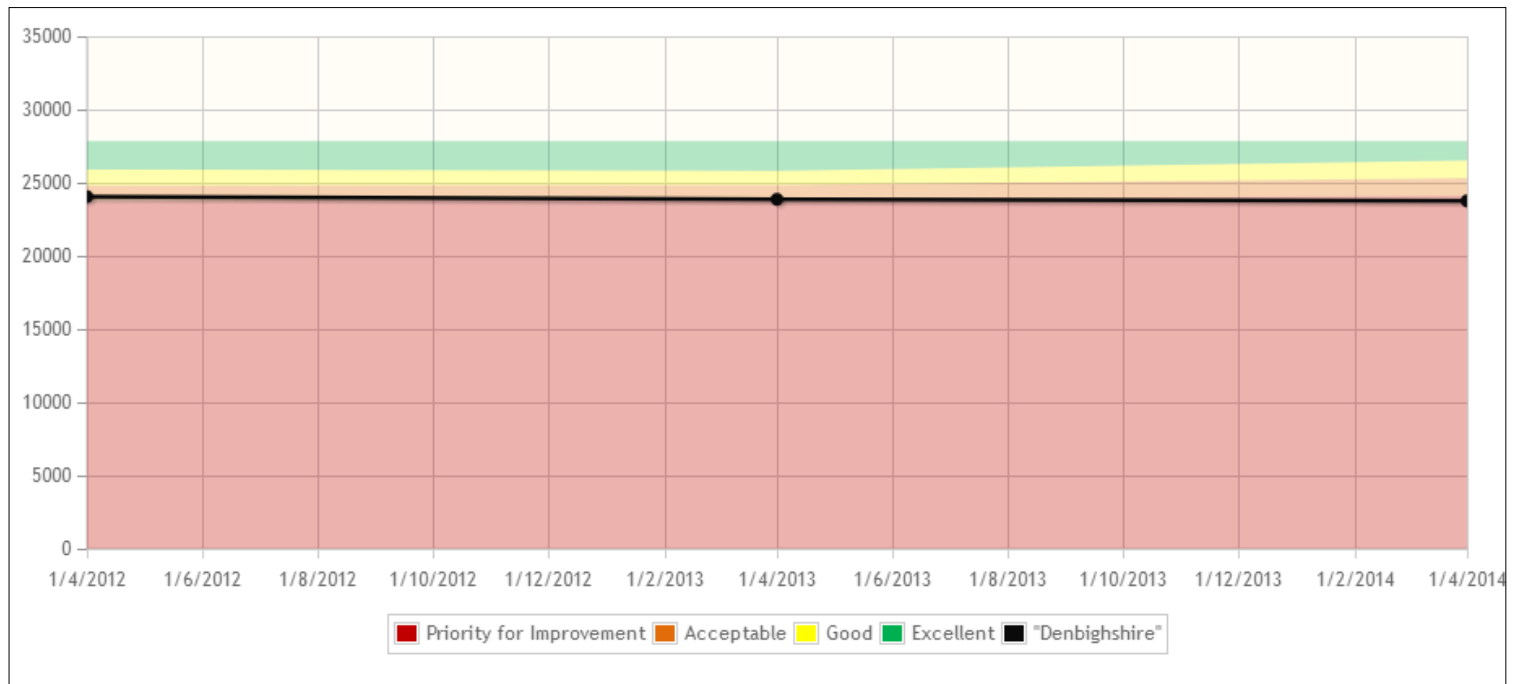
Please Note: This report has been generated from the Verto Performance Management System

PRIORITY - DEVELOPING THE LOCAL ECONOMY

ECONOMY HEADLINE INDICATORS

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 Orange: Acceptable.

Indicators	
	QECAHeadline1 % Job Seekers Allowance claimant count
	ECAHeadline2 Median Household Income





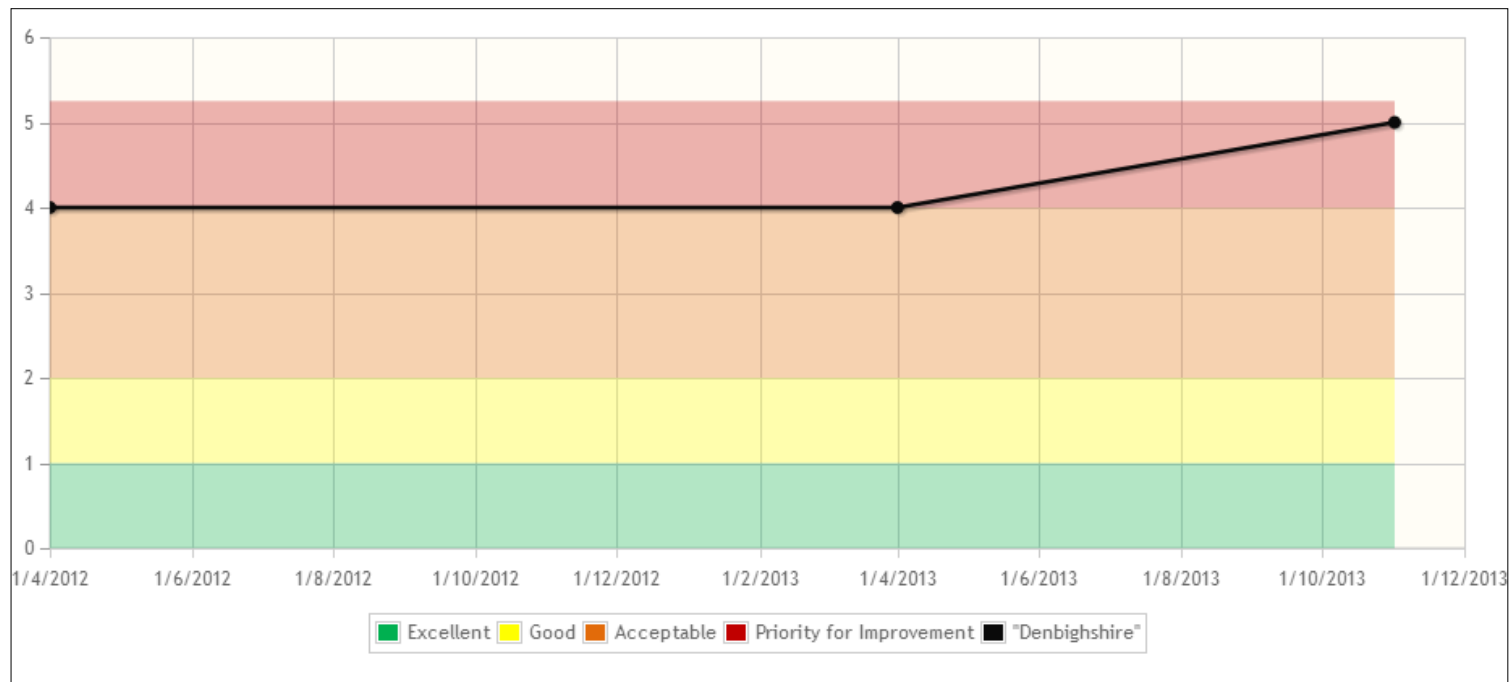
	ECAheadline3	The count of births of new enterprises
	ECAheadline4	1 year survival rate of new enterprises (%)
	ECAheadline5	3 year survival rate of new enterprises (%)
	ECAheadline6	Turnover of Denbighshire based businesses (£m)

OUTCOME 1 - INFRASTRUCTURE FOR GROWTH

Status	Acceptable
Outcome Summary	The overall status for these indicators is Orange: Acceptable. Two indicators have a Red, Priority for Improvement Status. Please see below for details.



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

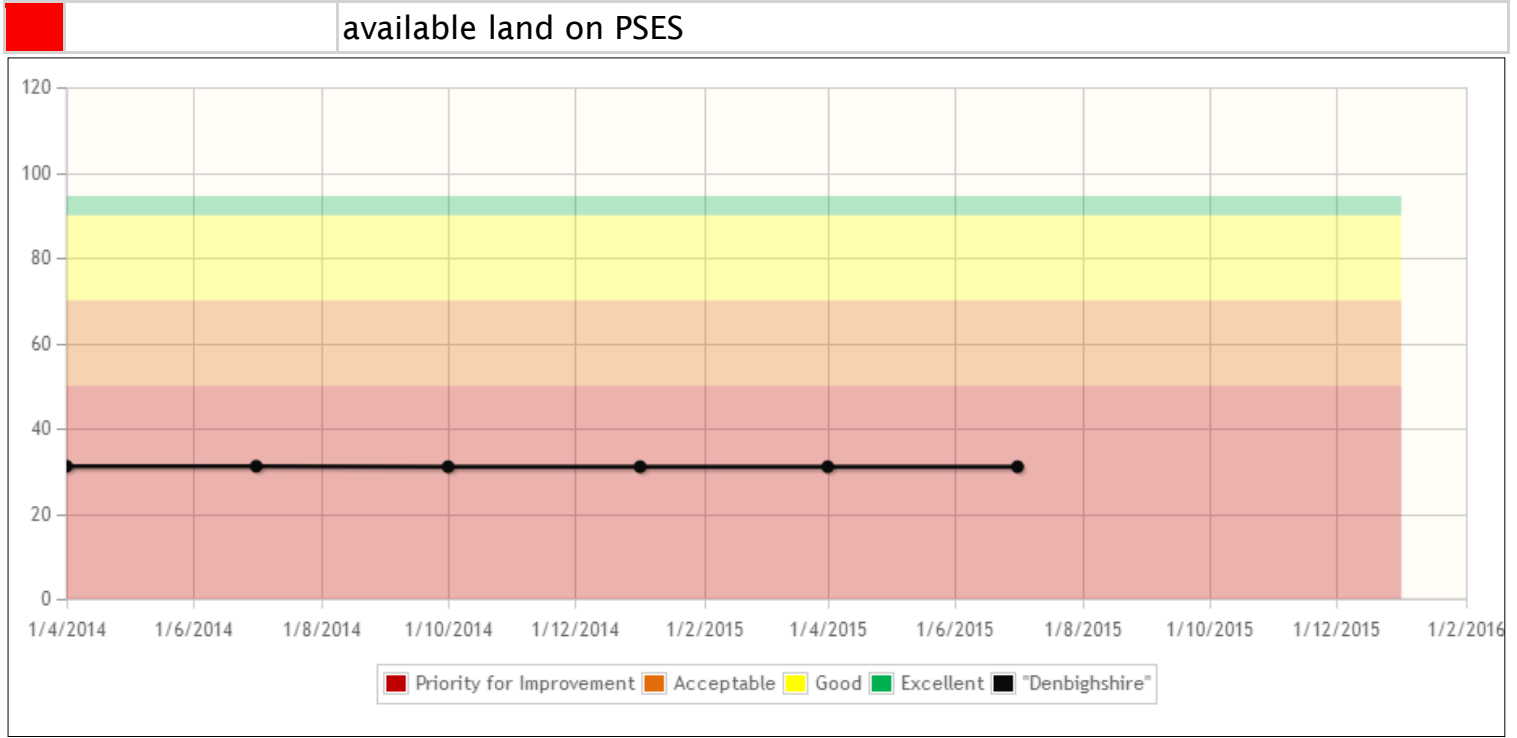


Latest Data Comment

Q2 OFCOM have not updated the data for this since November 2013. An update is expected during 2015, but no confirmation of when this can be expected has yet been received from OFCOM.

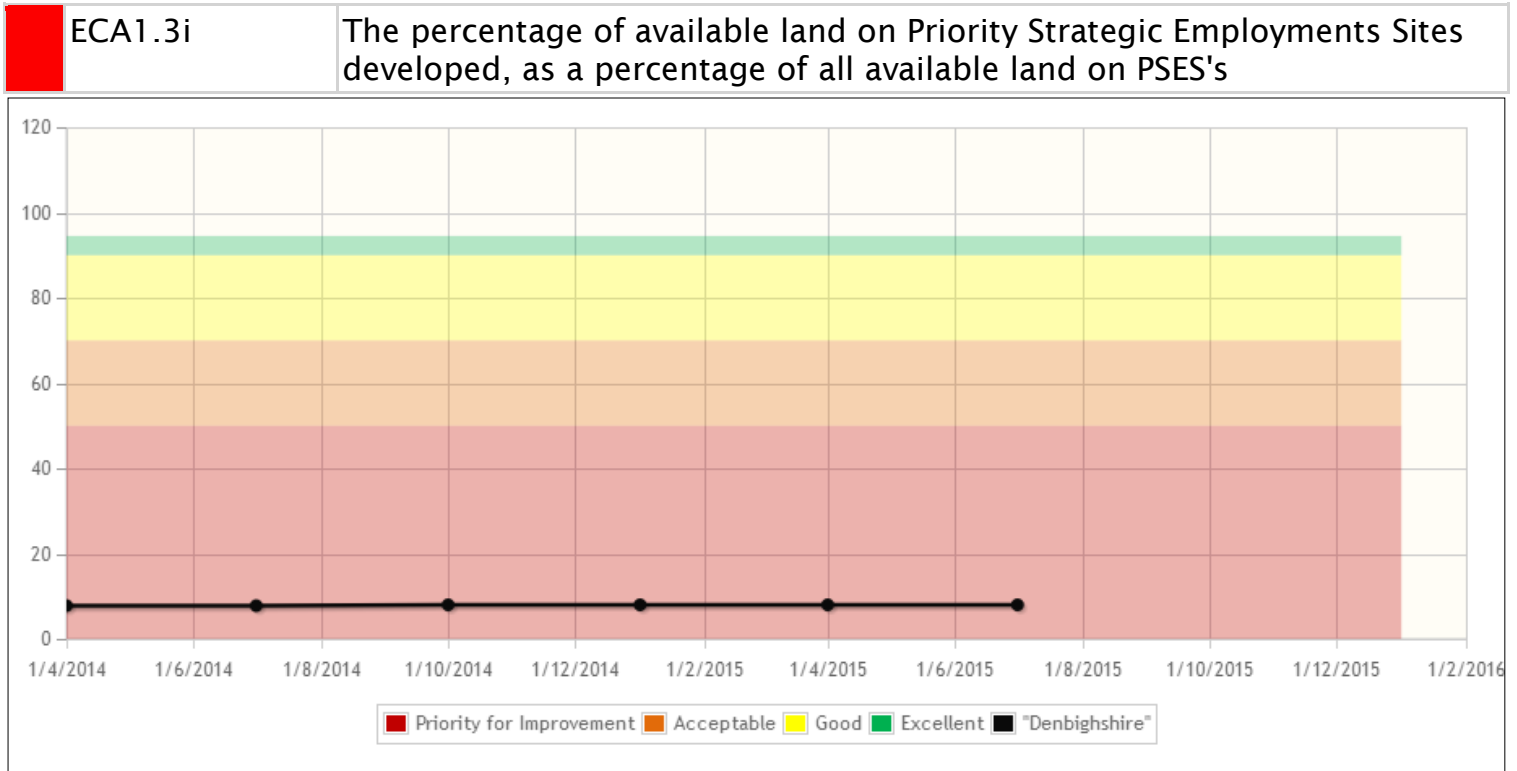
	OFCOMtakeup	Denbighshire's OFCOM five-point ranking for broadband take-up
	ECA1.1i	The percentage of available land on Priority Strategic Employment Sites where restrictions/hindrances to development are removed from the legal title (as a % of all available land)

	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
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Latest Data Comment

Q2 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.



Latest Data Comment

Q2 No change in developed status since Q1 2015-16.

Activities

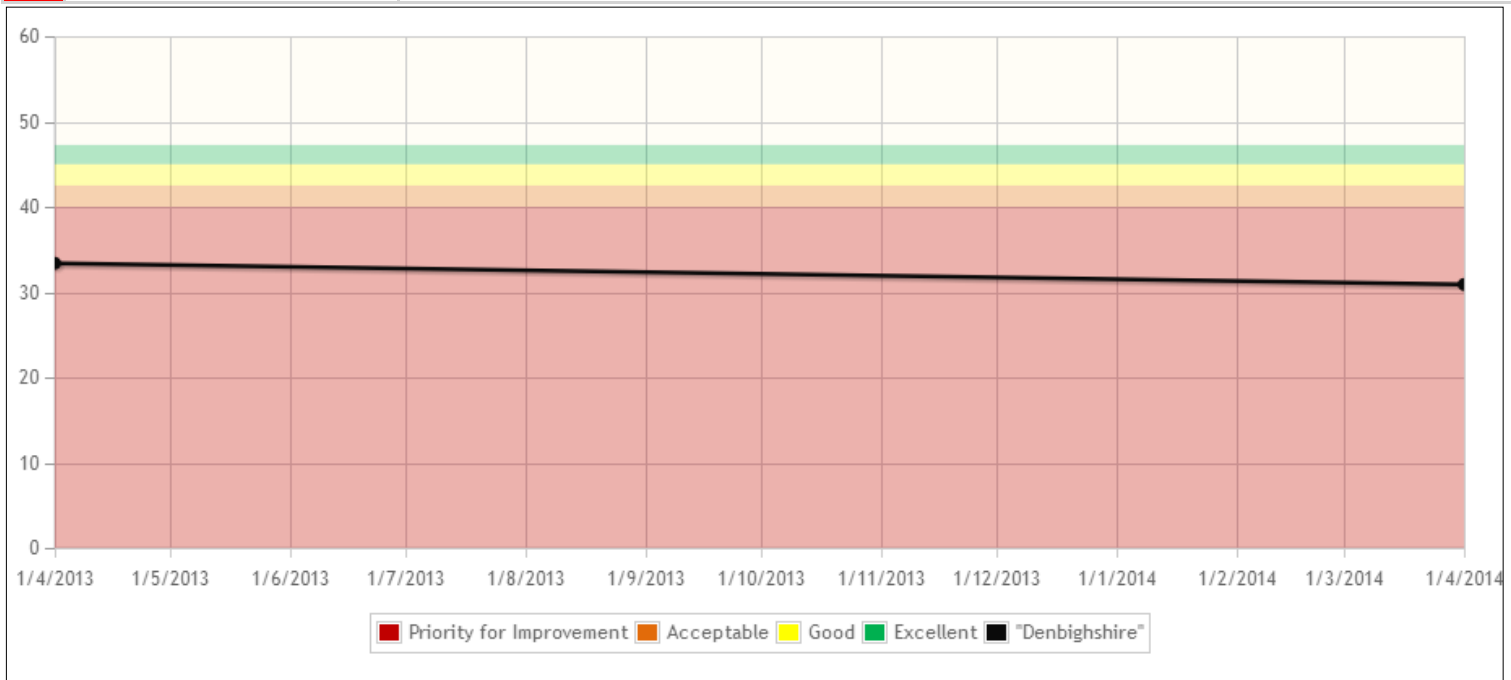
ECA 1.2a	Digital Denbighshire	15/07/13	31/10/15
ECA 1.3b	Priority Strategic Employment Sites	06/05/14	31/03/23

OUTCOME 2 - SUPPORTED AND CONNECTED BUSINESSES

Status	Acceptable
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</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 original Procurement projects have been re-scoped as part of a comprehensive, integrated, and transformative approach to procurement in Denbighshire. A proposal to establish a Procurement Transformation Board was taken to Corporate Governance, and the Board has been established. Their inaugural meeting will take place on 16 September, and six business cases are currently in development for a cluster of procurement-related projects, including: a new strategy and revised Contract Procedure Rules; internal development of e-Procurement; Local supplier development; Upskilling the workforce, and organisation structure. Development of the new strategy, and local supplier development are the two projects that will feature as part of this economy-related outcome. These new business cases may re-scope the benefits, leading to a future revision of thresholds for procurement-related indicators.</p>

Indicators

FAA406m	Local procurement spend as a % of total procurement spend
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Latest Data Comment

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

Q2	Data is not yet available for this indicator. The means of collecting the relative information electronically will be available through the implementation of e-sourcing software from April 2016.
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Activities

BIM314a	Conduct, collate, analyse and publish results from the Business Survey	01/04/14	31/10/15
ECA 2.1a/2.2a/2.2c	Business Advice & Support	12/09/13	31/03/16
ECA 2.1b	Better Business for All (BFC Phase 1 - Planning & Public Protection)	06/05/14	31/03/16
ECA 2.1 bus case	Develop business case for Better Business For All project	01/04/15	30/09/15
ECA 2.3a	Supportive Procurement (Phase 1 - Procurement Strategy)	02/12/13	28/11/14
PR003264/ECA 2.3a	PROCUREMENT: Strategy & revised CPR's	01/06/15	01/04/16
PR003266/ECA 2.3b	PROCUREMENT: Local Supplier Development	01/06/15	01/04/16

OUTCOME 3 - OPPORTUNITIES FOR GROWTH

Status	Acceptable
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>There are two indicators * for which we still do not 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> <p>An Economic & Business Development department was created in quarter 1, 2015. Formerly, this team was part of the Housing & Community Development service, so the creation of a dedicated department should see improved focus</p>

on the projects that were planned as part of the programme. Already there is evidence of progress, as a business case for the New Growth Sector project is now close to completion.

Indicators

CMLi10	STEAM - Total Economic Impact of Tourism (£ million)
CMLi11	STEAM - Number of Full Time Jobs Supported by Tourism
ECA3.1i	No. of businesses in the tourism sector
ECA3.2i *	No. of new businesses in Growth Sectors
ECA3.3i *	No. of Denbighshire residents employed in Growth Sectors

Activities

ECA 3.1Aa-c	Tourism Growth Plan	05/06/14	31/07/15
ECA 3.2a	New Growth Sectors	01/01/15	01/03/17
ECA 3.2b/d	Regional Growth Opportunities	11/06/14	30/04/18
PPP311a	Take a pro-active approach to encourage the private sector to develop economic development, by producing master plans, planning briefs and SPGs	01/04/15	31/03/16

OUTCOME 4 - HIGH QUALITY SKILLED WORKFORCE

Status	Good
Outcome Summary	The overall status for this Outcome is Yellow: Good. Much of this data is annual, and will be updated once academic results are published in December.

Indicators

Ed004i	The percentage of children aged 16 - 18 Not in Education, Employment or Training, at the preceding 31 August in Denbighshire
QECA4.6i	% 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
eca4.10i	% of people of working age in Denbighshire who are self employed

Activities				
	ECA 4.1b,4.2a- c,4.3a	Pathways +	01/04/15	31/07/16

OUTCOME 5 - VIBRANT TOWNS AND COMMUNITIES

Status	Acceptable
Outcome Summary	The overall status for this Outcome is Orange: Acceptable. Not all of the data is updated on an annual basis - WiMD data is only updated once every three years, and was last updated in 2014.

Indicators

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
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
ECA5.5i	% of the rural working age population claiming Job Seekers Allowance

Activities				
	ECA 5.1c	Town Centre Growth & Diversification Plan	15/07/14	31/03/17
	ECA 5.3a RGF	Rhyl Regeneration		
	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	Green, Excellent
Outcome Summary	The projects are both currently at an Excellent status.

Activities

ECA 6.1 a-c	Locate in Denbighshire- Inward Investment Marketing Campaign
ECA 6.2a	Develop a Destination Management Plan for Denbighshire
ECA 6.2b / 1.3a	Enquiry Handling for Sites & Premises

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

OUTCOME 7 - STUDENTS ACHIEVE THEIR POTENTIAL

Status	Acceptable
Outcome Summary	<p>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 two performance measures. These are detailed below.</p> <p>A new cluster of Measures have been added to this selection. They relate to the conditions of schools, improvement of which is a major driver for the 21st Century Schools programme of work. As they are new and annual, no data is yet available, but will be added as soon as possible.</p>

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)
EDU017	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 Annual	Percentage of pupil attendance in secondary schools

Measures

LMEd20a	The number of deficit places as a percentage of the total school places in Denbighshire (Primary)
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)
LMEd22a	The number of school places provided through mobile classrooms (Primary)
LMEd22b	The number of school places provided through mobile classrooms (Secondary)
CES101i	The percentage of primary places provided in Category A schools
CES102i	The percentage of primary places provided in Category B schools
CES103i	The percentage of secondary places provided in Category A schools
CES104i	The percentage of secondary places provided in Category B schools
This cluster of new indicators relate to the conditions of schools (Category A being the best), improvement of which is a major driver for the 21 st Century Schools programme of work. As they are new and annual, no data is yet available, but will be added as soon as possible.	

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	31/03/19
ECA 4.1b,4.2a-c,4.3a	Pathways +	01/04/15	31/07/16
ECA 4.2a-c	TRAC	07/04/14	31/08/20
EDU117a	Health and Wellbeing Outcomes for Schools	01/04/15	31/03/16
EDU118a	Review of Athrawon Bro Service for schools	01/04/15	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
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
EDUa008	Literacy, Numeracy & ICT Skills development in schools	01/04/14	31/03/16
EDUa009	Soft skills / skills for employment	01/04/14	31/03/16
EDUa011	Careers advice and support	01/04/14	31/03/16
EDUa012	Work experience opportunities	01/04/14	31/03/16
EDUa013	Apprenticeships	01/04/14	31/03/16
EDUa014	Links between schools, colleges and employers	01/04/14	31/03/16
EDUa015	Advanced skills for growth sectors	01/04/14	31/03/16
EDUa018	Challenge Action: Further develop the role of the School Standards Monitoring Group (SSMG), to include focus on headteacher performance and school	22/04/15	31/05/16

		attendance		
	EDUa019	Challenge Action: Continue to develop Denbighshire's own leadership of GwE	22/04/15	31/03/16
	EDUa020	Challenge Action: Service to progress its strategy on improving secondary school attendance, and to circulate a paper to Scrutiny for information	22/04/15	30/06/15
	EDUa021	Challenge Action: Analysis of Yr13 2015 destination data using a sample from our sixth-form schools	01/07/15	31/10/15
	EDUa022	Curriculum Enrichment Programme	01/04/15	31/03/16
	PR000044	Rhyl New School	22/10/12	11/07/16
	PR000055	Bodnant Community School Extension and Refurbishment	20/12/12	31/12/16
	PR000247	Extending Secondary Welsh Medium Provision - Ysgol Glan Clwyd Extension & Refurbishment	06/01/14	31/08/18
	PR000319	Ruthin Area Review: Ruthin Town School Modernisation	21/04/14	01/09/18
	PR000330	Ruthin Area Review: New Area School for Ysgol Carreg Emlyn	01/01/14	30/10/17
	PR000332	Ruthin Review -New Area School for Llanfair DC and Pentrecelyn	01/08/14	03/09/18

PRIORITY - IMPROVING OUR ROADS

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

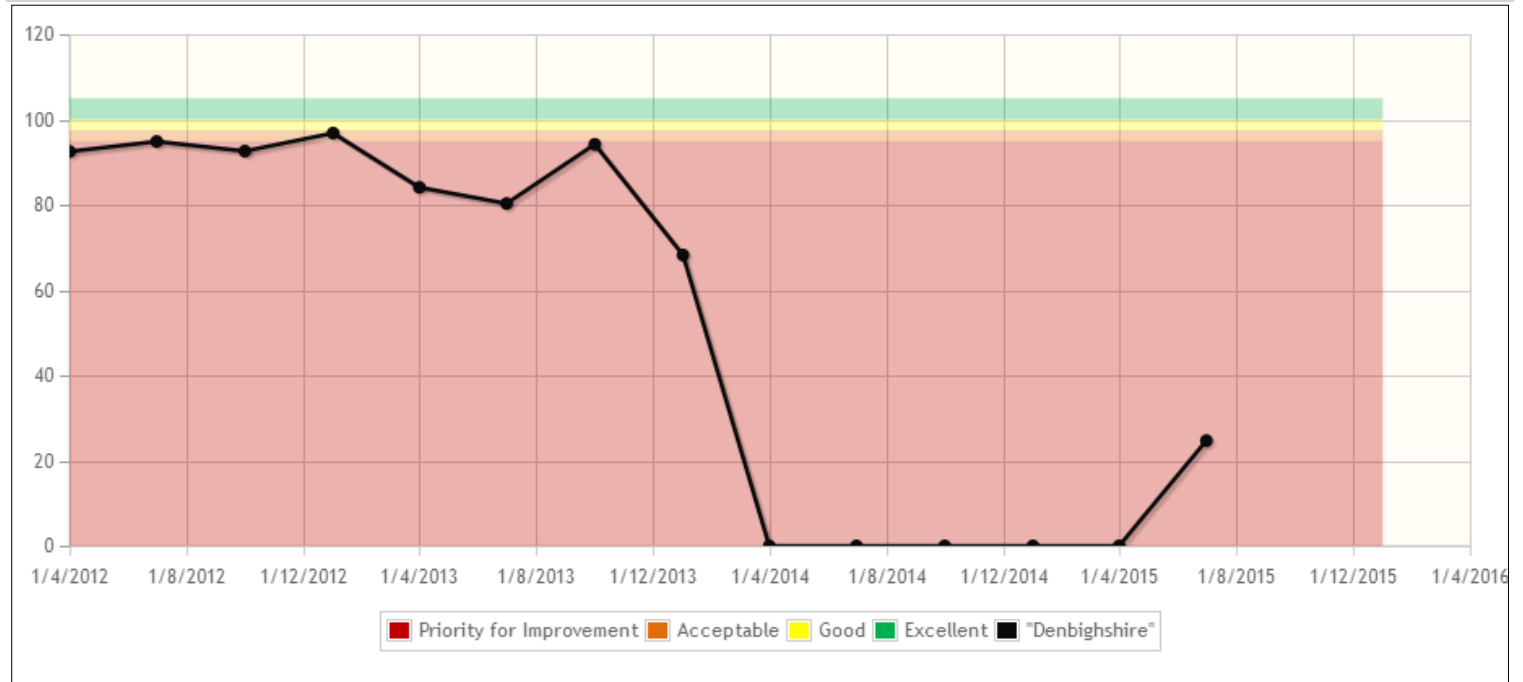
Status	Good
Outcome Summary	The overall position for this outcome is Yellow: Good. We compare our position for the road condition indicators with a group of similar rural local authority areas in Wales on an annual basis. There is one quarterly performance measure which is considered to be a priority for improvement. This is detailed below.

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 Annual	The percentage of principal (A) and non-principal (B) and (C) roads that are in overall poor condition
 THS012a Annual	The percentage of principle A roads that are in overall poor condition
 THS012b Annual	The percentage of non-principal/classified B roads that are in overall poor condition

	THS012c Annual	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
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Latest Data Comment

Q2	24.7% is the percentage figure for the whole of Q2. Since the change over to the sole use of the Symology system during the second week in August, the percentage figure is running at 68% within target time. This improving trend has continued into Q3, with the most recent available percentage figure (1st Oct to 7th Nov) standing at 94.7%.
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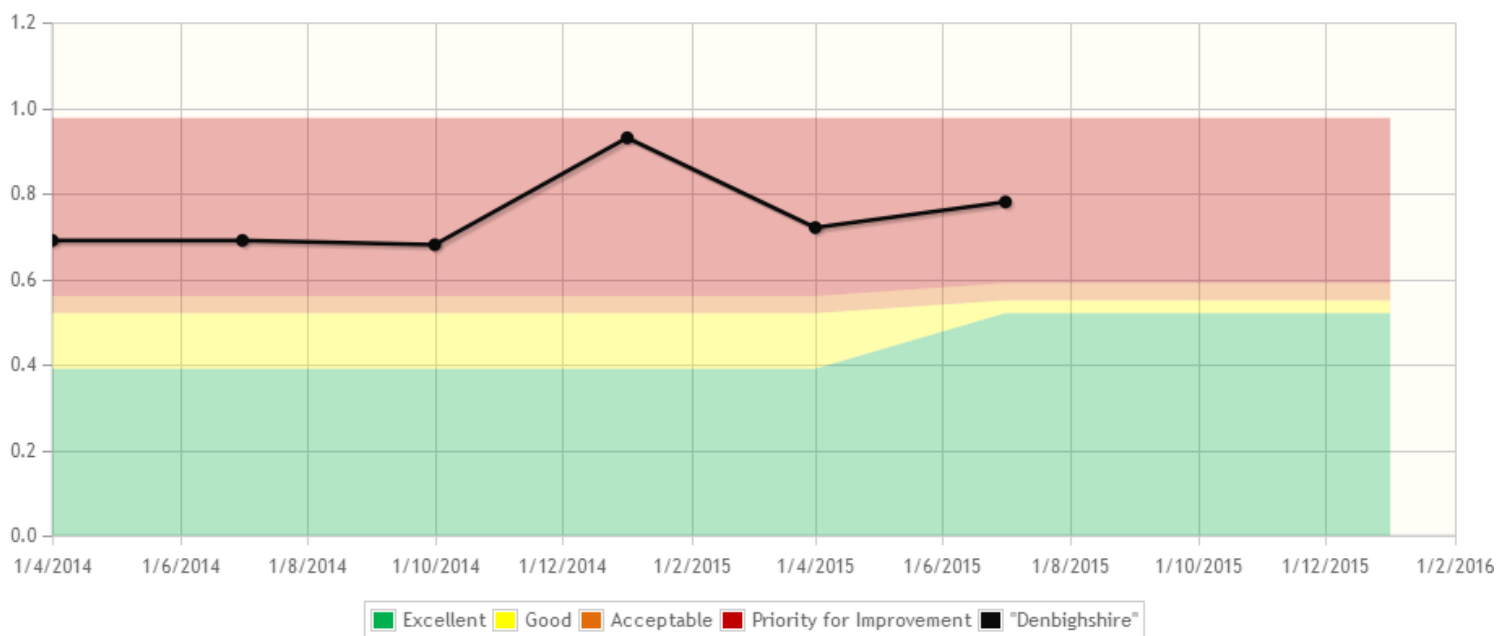
	HES102m	The percentage of planned dropped-kerbs delivered along key routes within the year
	HIM006	The percentage of Category C (Final) Street Works inspections carried out on utility works before their guarantee period ends (legislation states 10%)
	HIM007	The number of successful claims against the 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				
	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	31/03/16
	HES113a	Resurfacing works	01/04/15	31/03/16
	HES114a	Microasphalt laying works	01/04/15	31/03/16
	HES115a	Surface dressing works	01/04/15	31/03/16
	HES116a	Review car park tariffs	01/04/15	31/07/15
	HES117a	Introduce telemetry system for car park pay & display machines	01/04/15	31/03/16
	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	
QIndependent18	The percentage adults who live independent of a formal package of social care provided/arranged by the council (aged 18 or over)
QResidential18	The percentage of the population who cannot live independently (aged 18 or over)



Latest Data Comment

Q2 New thresholds from Q2 as agreed by CSSET.

Measures

ABSm3	The percentage of people no longer needing a social care service following involvement from the reablement and intake service
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)
QPSR002	The average number of calendar days taken to deliver a Disabled Facilities Grant
QSCA001	The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over

QSupported (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)		
QSupported (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		
Activities			
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
CFS206a	The development of a new Care Leavers Service commissioned through engagement and co-production	01/04/15	30/09/15
CFS406a	Improve the approach to inclusive practice of mainstream providers of services to children and young people, so that these services can be easily accessed by children with additional needs	01/04/15	31/03/16
CSS101a	Development and implementation of the Supporting Independence in Denbighshire (SiD) vision, including: engaging with Town & Community Councils and the 3rd Sector to develop supportive communities	01/04/15	31/03/16
CSS102a	Working with providers in the independent sector to enable the council to commission "outcomes" rather than "services" from providers.	01/04/15	31/03/16
CSS302a	Specialist Services Development. We will review the roles & responsibilities within Specialist Service and consider whether it is feasible to develop a whole of life disability service.	01/04/15	31/03/16
CSS304a	Implementation of changes necessary to respond to the Housing Act	01/04/15	31/03/16
CSS305a	Continue to promote and develop integrated partnership working with health (developing formal integrated structures and governance arrangements).	01/04/15	31/03/16
CSS306a	Continue to develop person centred approaches to support and empower citizens to gain independence and achieve the outcomes that are important to them, including working with the Social Services Improvement Agency to test the National Outcomes Framework.	01/04/15	31/03/16
CSS307a	We will test a different way of working with citizens at risk of losing their independence that is community focussed and geared towards promoting independence. This will be part of a national 'Community Led Conversations' programme run by the NDTi	01/04/15	31/03/16
MSSEWB2013/03	Extra Care - Independent living in a safe and supported environment	15/04/13	

PR000173	Single Point of Access		
PR002863	Consultation on future of in-house services	13/01/15	01/04/16

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 for quarter 2, 2015/16.

Indicators	
QSCC010	The percentage of referrals that are re-referrals within 12 months
Measures	
QSCA019	The percentage of adult protection referrals completed where the risk has been managed
QSCC013ai	The percentage of open cases of children on the child protection register who have an allocated social worker

Latest Data Comment

Q2	This indicator is no longer a statutory indicator. Children & Family Management Team (CFMT) accordingly have agreed that this indicator is not meaningful in the measurement of achieving this outcome and that performance can safely be managed in other operational ways. It is, therefore, proposed that this indicator is removed from the Corporate Plan and Service Business Plan 2015-16.
QSCC015	The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference
QSCC034	The percentage of child protection reviews carried out within statutory timescales during the year

Activities			
CFS102a	Implement a coherent service wide approach to the use of risk models and risk management in the direct work with families.	01/04/14	31/03/16
CFS106a	Develop a Strategy to further strengthen impact of early intervention services and an Options Appraisal for strengthening the interface between TAF and Intake Services	01/04/15	30/09/15
CFS107a	Develop the final year plan for delivery of Families First to include preparation to exit from the programme	01/04/15	31/03/16
CFS108a	Develop and deliver an effective training programme for `all staff' around providing stability for vulnerable families	01/04/15	31/03/16

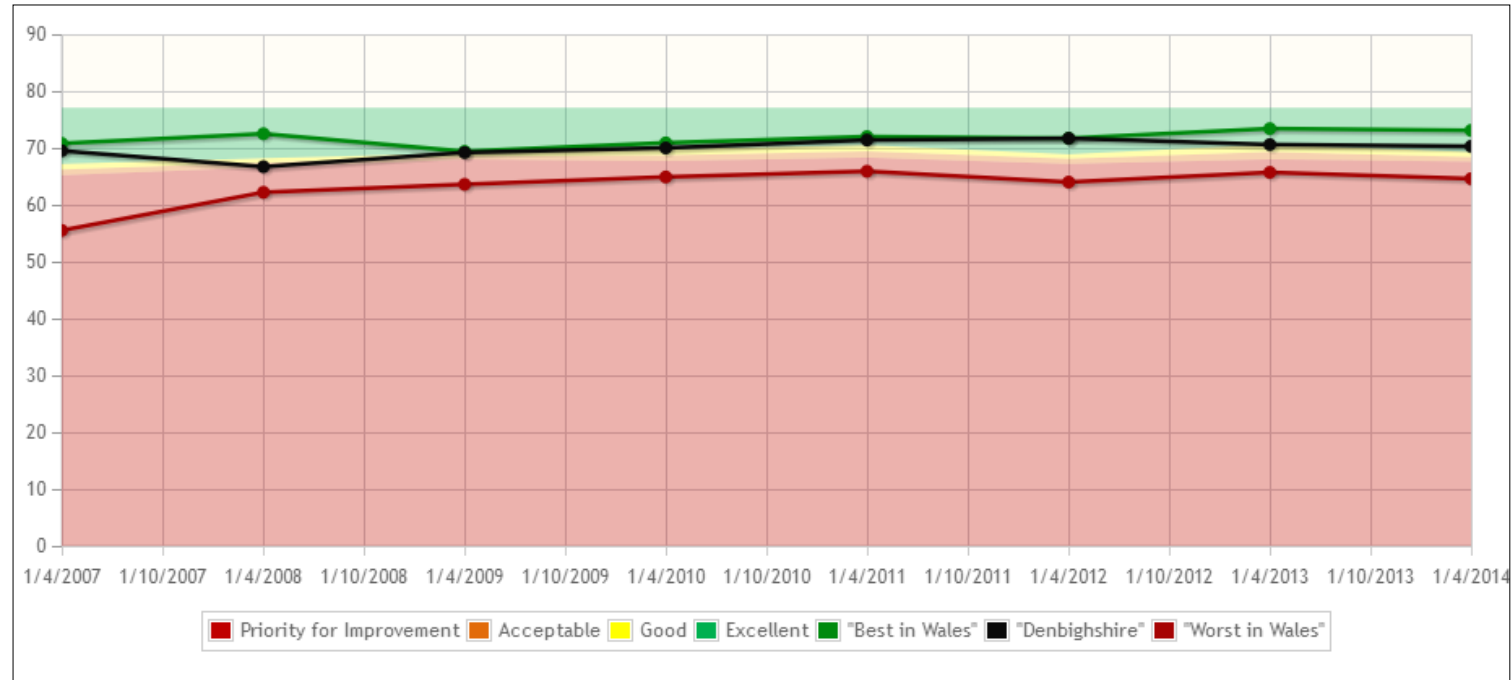
CFS207a	Implement actions from Foster Care Profile exercise undertaken in 2014/15.	01/04/15	30/09/15
CFS208a	National Outcomes Framework Pilot for Looked After Children and children at risk of becoming Looked After	01/04/15	30/09/15
CFS302a	Establish a learning framework for identifying and prioritising safeguarding issues to be addressed	01/02/14	31/03/15
CFS303a	Implement Signs of Safety approach to manage child protection conferences	01/02/15	31/12/15
CFS304a	Aim to ensure every child is subject to an appropriate intervention	01/05/15	31/03/16
CFS305A	Improve basic Skills Set for communicating with children	01/04/15	31/12/15
CFS306a	Implement an effective approach to Core Groups ensuring they adhere to the creation and implementation of a child protection plan	01/05/15	31/03/16
CSS201a	Improve POVA processes to support the role of the Designated Lead Manager	01/07/15	31/03/16
CSS202a	Improve processes to ensure more effective management of the DoLs workload	01/07/15	31/03/16

PRIORITY - CLEAN & TIDY STREETS

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

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. The Cleanliness Index has now been replaced with the Keep Wales Tidy Cleanliness Indicator.

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 - Annual	The rate of fly-tipping incidents reported per 1000 population
KWT001i	Keep Wales Tidy - Cleanliness Indicator



Latest Data Comment

Q2	The Keep Wales Tidy data 2014/15 was received in Q2. Denbighshire’s position remains at one of ‘excellence’ for 2014/15 with a cleanliness score of 70.3.
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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

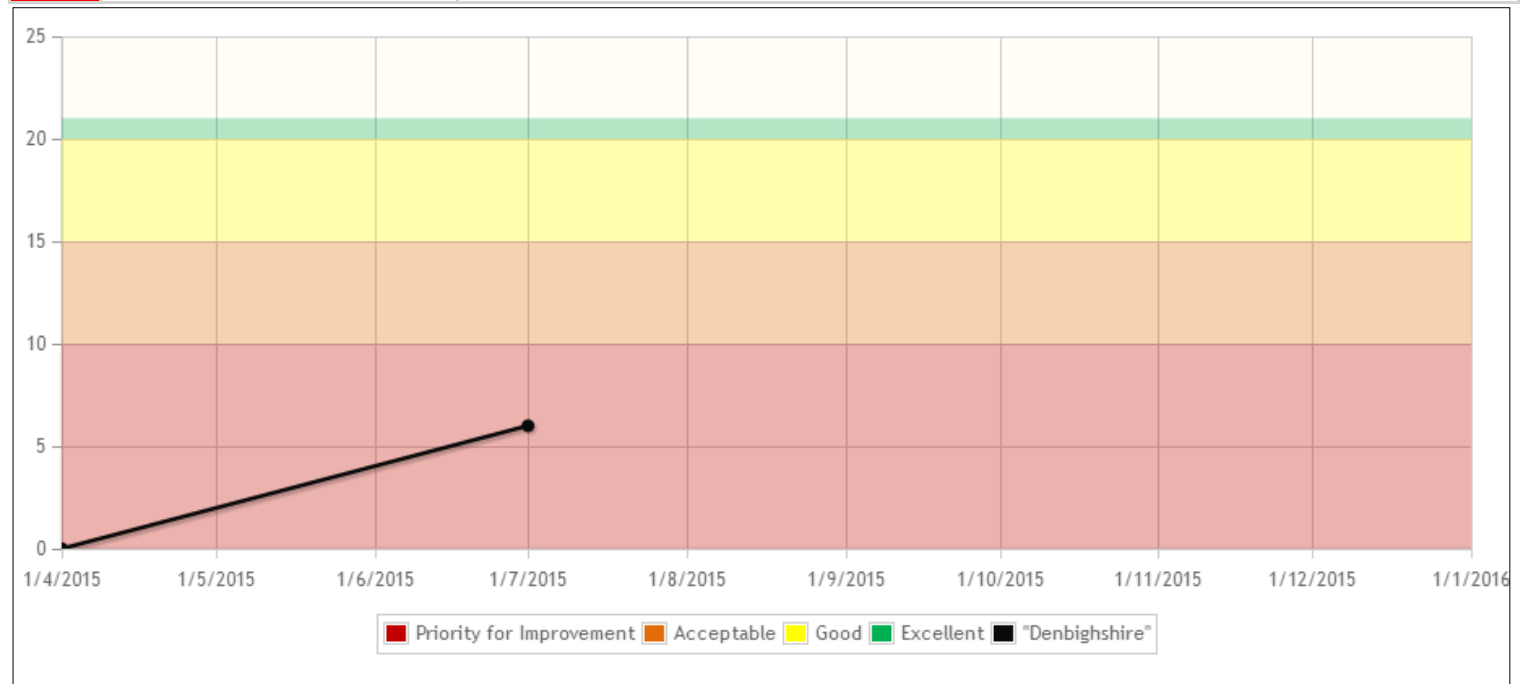
HES204a	Collaboration between Streetscene and Public Protection in relation to dog fouling	01/04/15	31/03/16
HES205a	Streetscene/Countywide engagement with the general public in relation to dog fouling	01/04/15	31/03/16
PPP104a	Develop and implement a coordinated approach to tackling identified eyesore sites across the county		31/03/15
PR000069	Former North Wales Hospital	01/03/10	31/03/16

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 AND QUALITY TO MEET THE NEEDS OF INDIVIDUALS AND FAMILIES

Status	Good
Outcome Summary	<p>The overall position for this outcome is Yellow: Good. There is one indicator and one performance measure that are considered to be a priority for improvement. These are detailed below.</p> <p>Housing managers within the council’s tenanted housing services (now within the Finance & Assets Service) have identified a number of key activities that support this outcome to be taken forward during the next 18 months or so and reporting will commence as at quarter 3.</p>

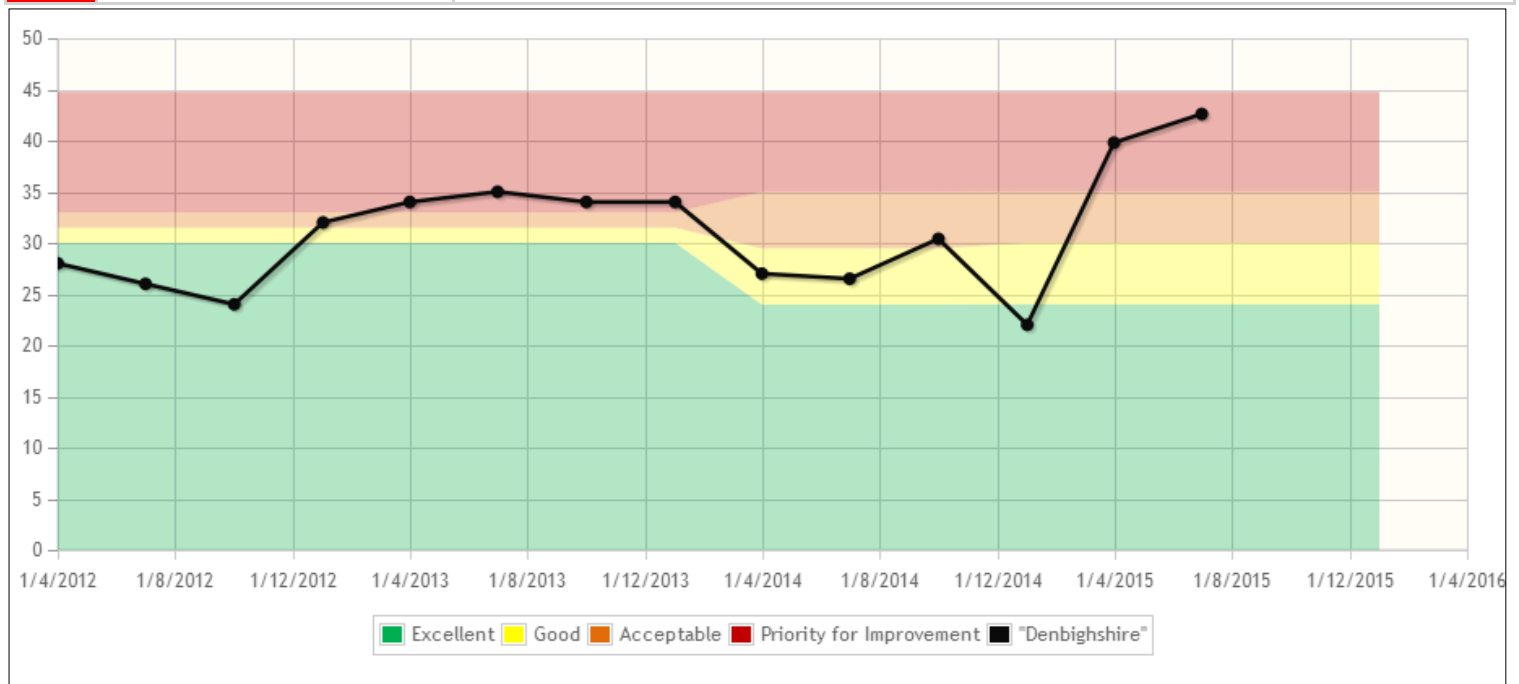
Indicators	
QPSR007a	Of the Houses in Multiple Occupation known to the local authority, the percentage that have a full licence
QLI-PLA006	No. of additional affordable housing units granted planning permission as a % of all housing units granted planning permission.



Latest Data Comment

Q2	There were 14 planning applications for housing units in Q2. Of these applications only 5 triggered the requirement for the provision of on-site affordable dwellings. The remainder of the applications either did not trigger a requirement (1-2 units) or triggered a requirement for a commuted sum payment. 5 out of a total of 91 as at the end of Quarter 2 = 6%
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Measures		
	HHA013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months
	Q-CMPI03	The number of calendar days taken to let empty properties (council stock only) - General Need & Housing for Older People



Latest Data Comment

Q2	Higher volume of tenancy terminations with a large percentage of these being hard to let.
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	Q-HSG406i	The percentage of core KPI's Benchmarked with HouseMark that are in the top quartile
	Q-LI/HS/13	The number of potential homeless people assisted to find a home
	QPLA004c	The percentage of householder planning applications determined during the year within 8 weeks
	QPSR002	The average number of calendar days taken to deliver a Disabled Facilities Grant
	QPSR004	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
	Y-HSG304m - Annual	The percentage of council properties compliant with the Welsh Housing Quality Standard

Activities				
	FAA402a	Develop and embed some county-wide initiatives to enhance tenant engagement and satisfaction	01/04/15	31/03/16
	FAA405a	Publish results from the 2014/15 Council Tenant survey	01/04/15	31/03/16
	FAA406a	Create an action plan based on the results from the Council Tenant survey	01/04/15	31/03/16
	FAA502a	Undertake work to enable identified vacant private sector dwellings to be converted into Council Housing	01/04/15	31/03/16
	FAA503a	Prepare sites to enable new Council House builds	01/04/15	31/03/16
	HCD103a	Develop and deliver a Housing Strategy	01/04/14	31/03/16
	MSSEWB2013/03	Extra Care - Independent living in a safe and supported environment	15/04/13	
	PPP201a	Deliver the Renewal Area projects in Rhyl to improve the conditions of private sector housing and environmental enhancements	01/04/14	31/03/16
	PPP203a	Take a pro-active approach to encourage the private sector to bring forward allocated housing sites, to deliver mixed type and range of housing, by producing master plans, planning briefs and SPGs	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	31/03/16
	PPP207a	Improve the behaviour of private sector landlords	01/04/15	31/03/16
	SCHSG206a	Service Challenge Actions: Housing : Ensure Service Challenge key actions are taken into account regarding the development of the Local Housing Strategy	04/03/15	31/10/15

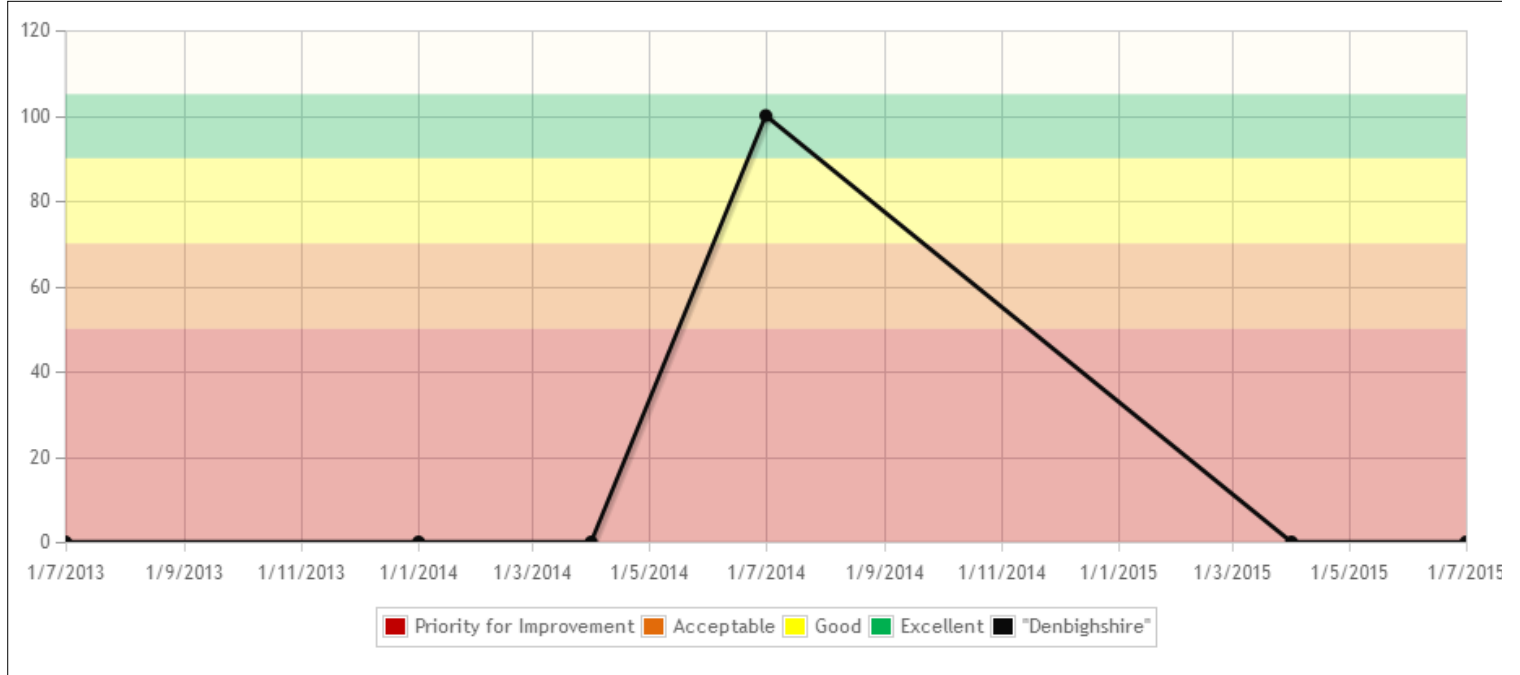
OUTCOME 13 - SERVICES WILL CONTINUE TO DEVELOP AND IMPROVE

Status	Acceptable
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>Two indicators with a Red: Priority for Improvement status are from the Residents' Survey that was conducted in 2013.</p> <p>Two measures have generated a Red: Priority for Improvement status. 94 per cent of all external stage 1 complaints received by the council were responded to within corporate timescales. While performance has improved this still generates a Red: Priority for Improvement status. Three service areas have a red status in quarter 2, which has brought the overall average down to 94 per cent. These services are Education (75 per cent), Highways & Environment (88 per cent) and Finance & Assets (78 per cent). All other services have 100 per cent performance. 3 of 14 complaints received by Finance & Assets exceeded corporate timescales, and all related to housing issues. As a result, the new Head of Service has redefined internal processes and complaints are now coordinated by a single officer and signed off by the Head of Service. Subsequent complaints have all been dealt with within timescale.</p> <p>The rate of complaints received increased very slightly by 2 per 10,000 in quarter 2 2015/16. Although it is acknowledged that the volume of complaints may increase - and that increases may be small - as we improve the channels for complaints for the public, and our departments get more transparent about recording their complaints data, we will take the approach that any increase in this rate will generate a Red status for further investigation. Hence, this measure generates a Red status even though the increase is not significant.</p> <p>The final version of the Welsh Language Standards have been received. The Commissioner has listened to our concerns and have made changes to the small number of standards that we were concerned about. We are satisfied with the final standards. Plans and actions are in place to progress to implementation.</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)

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

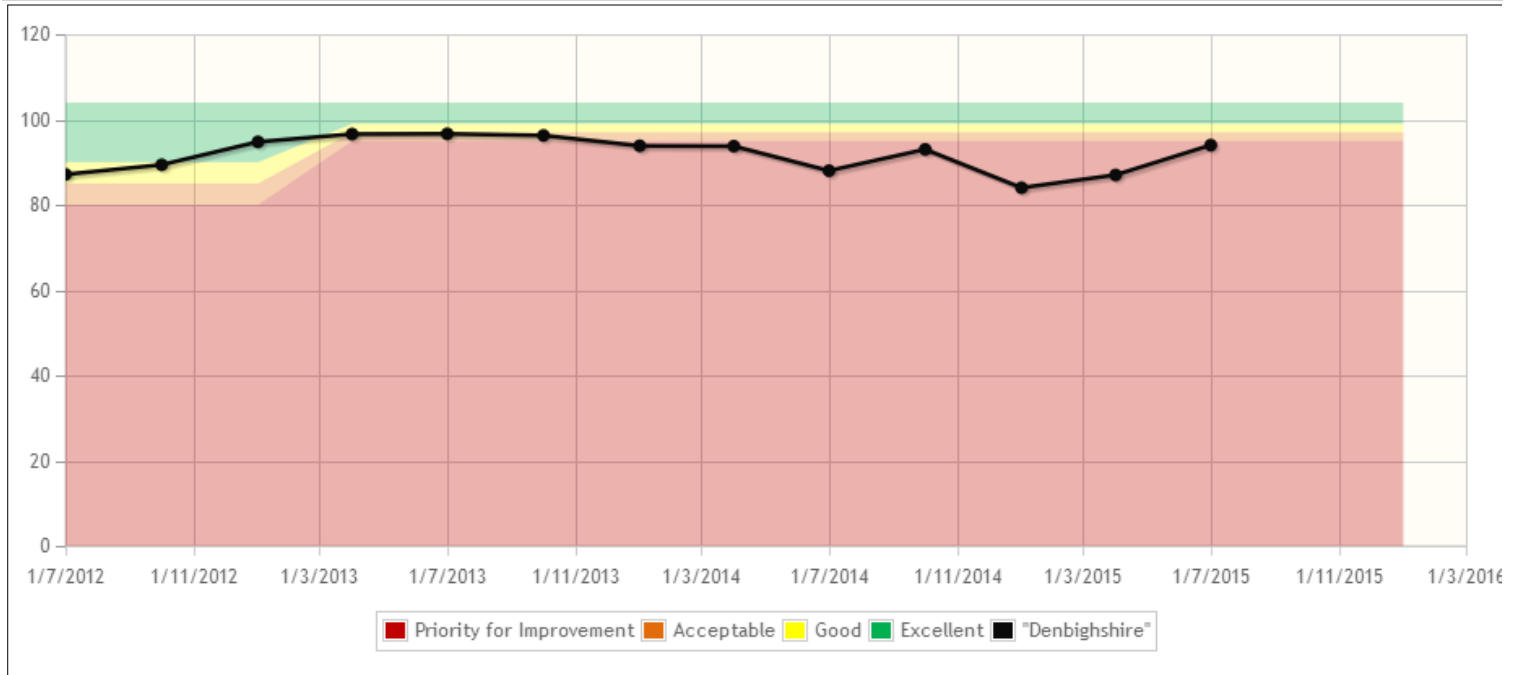


Latest Data Comment

Q2

No Modernisation projects due for review this quarter

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

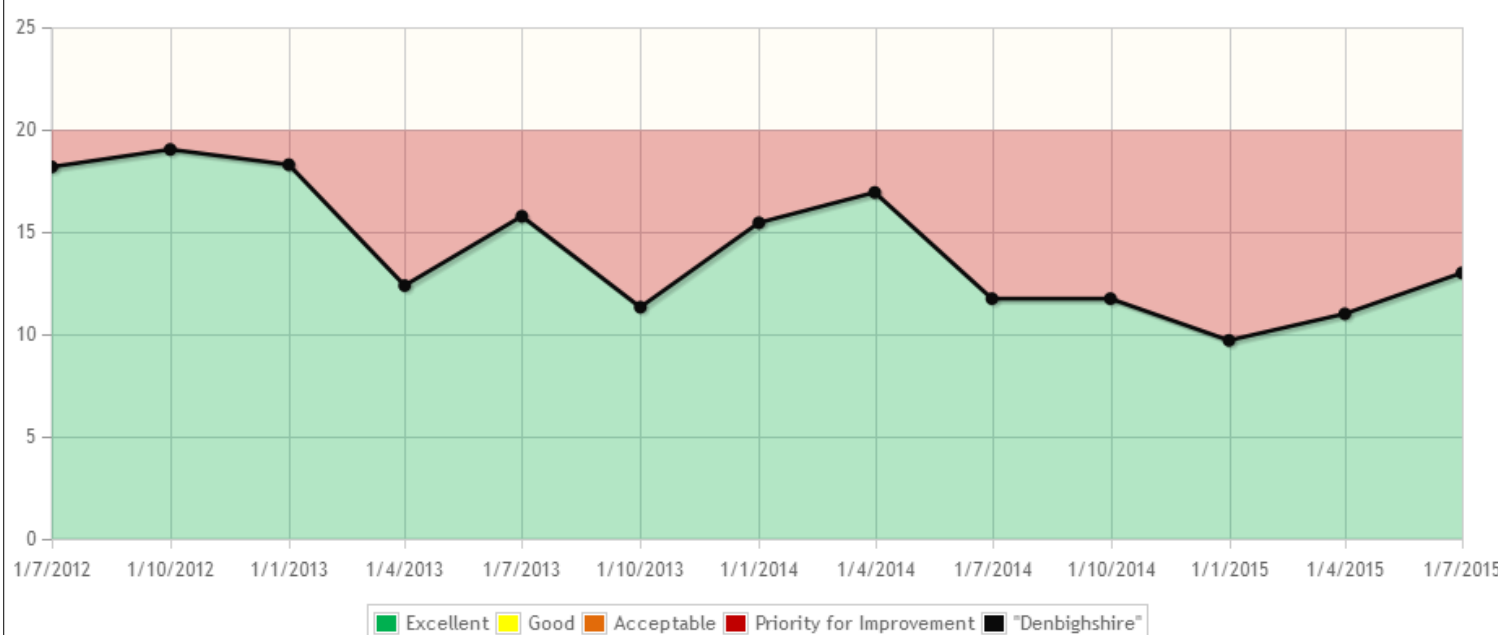
Q2

Three services areas have a red status in Q2 which has brought the overall average down to 94%. These services are Education, Highways & Environment and Finance & Assets. All other areas have 100% performance. F&A: 3 of 14 complaints exceeded timescale and all related to housing issues. As a result,

the new Head of Service has redefined internal processes; complaints are now coordinated by a single officer and signed off by the HoS. Subsequent complaints have all been dealt within timescale.

ROCDCC

The rate of stage 1 complaints received by Denbighshire County Council per 10,000 population



Latest Data Comment

Q2
The rate of complaints received increased slightly by 2 per 10,000 in quarter 2 2015/16. Although it's acknowledged that the volume of complaints may increase as 1) we improve the channels for complaints for the public, and 2) our departments get more transparent about recording their complaints data, we will take the approach that any increase in this rate will generate a Red status for further investigation

Activities

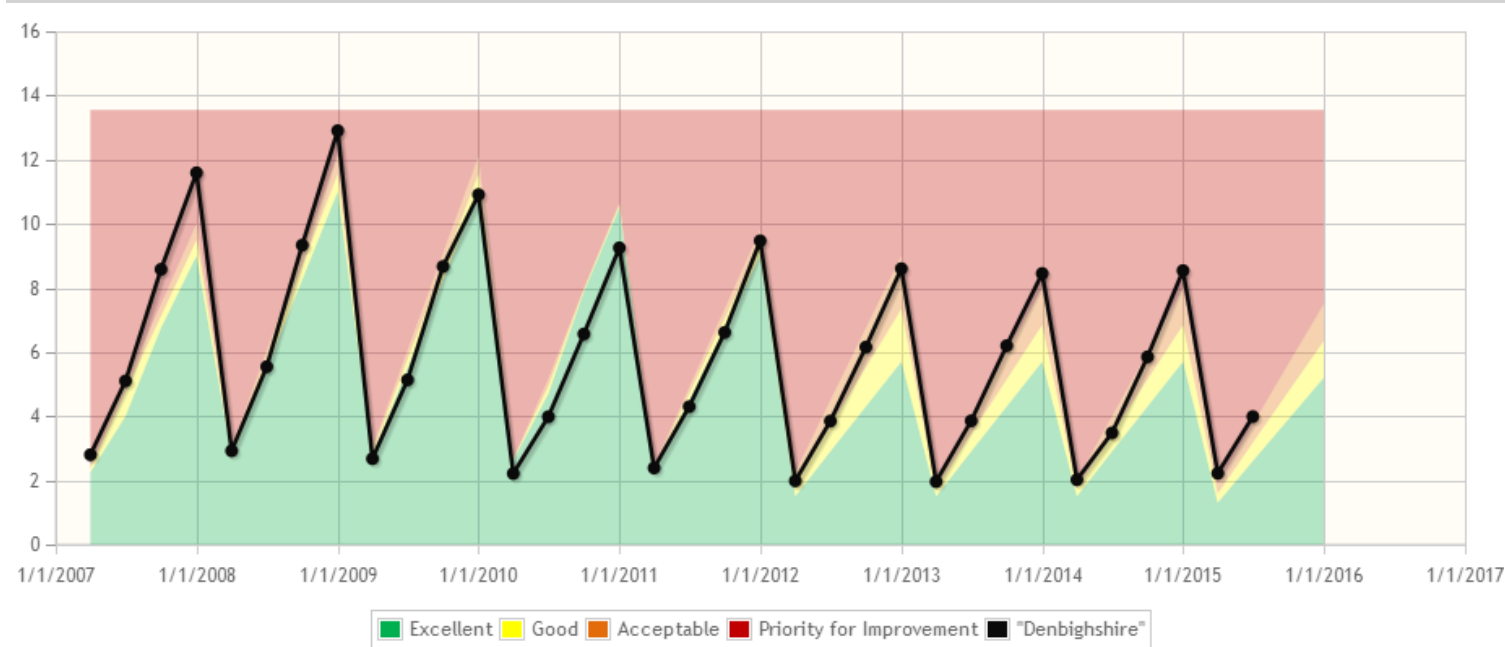
BIM114a	Support Town and Area Champions and Member Area Groups to develop revised Town and Area Plans in collaboration with Partners and Communities in line with the Wellbeing Plan	01/04/15	31/03/16
CML13	Modernisation of the Library Service		
EDU119a	Preparing for merger with Children & Family Services	01/04/15	31/03/16
LDS203a	Establish and operate a Task & Finish sub-scrutiny group to examine the Impact of Budget Cuts on the Corporate Plan and the Council's Performance	01/04/15	31/03/17
PR000317	Digital Choice - Getting the Customers Ready	21/10/14	01/11/15
PR000494	Archives & Records Management Transformation	01/09/14	28/02/18
WLS001	Consider our position in relation to the Welsh Language Standards set by the Welsh Language Commissioner and develop an action plan to deliver them	01/04/15	31/03/17

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>Red indicators include the number of working days/shifts lost due to sickness absence (HR Business Partners are working closely with services to tackle these issues); Carbon emissions in primary schools (reflecting the age of many schools and an increased IT provision within them); the percentage of non-school staff equipped for agile working (which is relatively stable and we want it to increase); and the percentage of staff receiving a performance appraisal when one is due (HR is monitoring this monthly with services).</p> <p>The Electronic Document and Record Management System (EDRMs) project is progressing and 4 teams at Kinmel depot wish to go ahead with the digitisation of timesheets; corporate filing changes predicted to be updated in v19.1 software update (January/February 2016) and we also visited Conwy to see their Disposals Module in action.</p>

Indicators

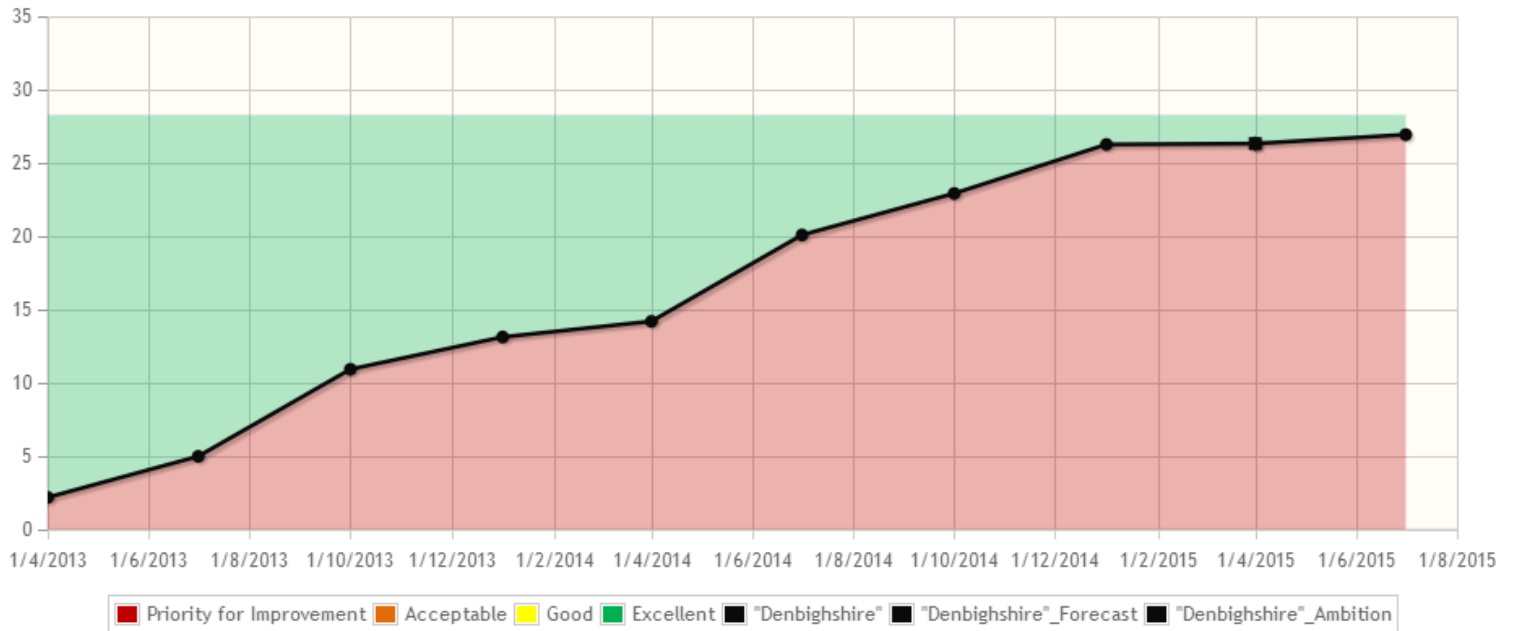
M202a	Staff Survey Q3a - The percentage of staff responding positively to the statement: I have the skills to do my job effectively
QCHR002	(Corporate) The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence



Latest Data Comment	
Q2	HR Business Partners are working closely with services to tackle these issues

SSQ13a	The percentage of staff responding positively to the statement: I have access to the information and IT I need to work efficiently
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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
CES301	The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels



Latest Data Comment

Q2 This measure is just a 'count of transactions'. Performance appears to be levelling-off at 26%.

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
FAA112i	Carbon emissions (carbon kgs) per m2 in Denbighshire's secondary schools

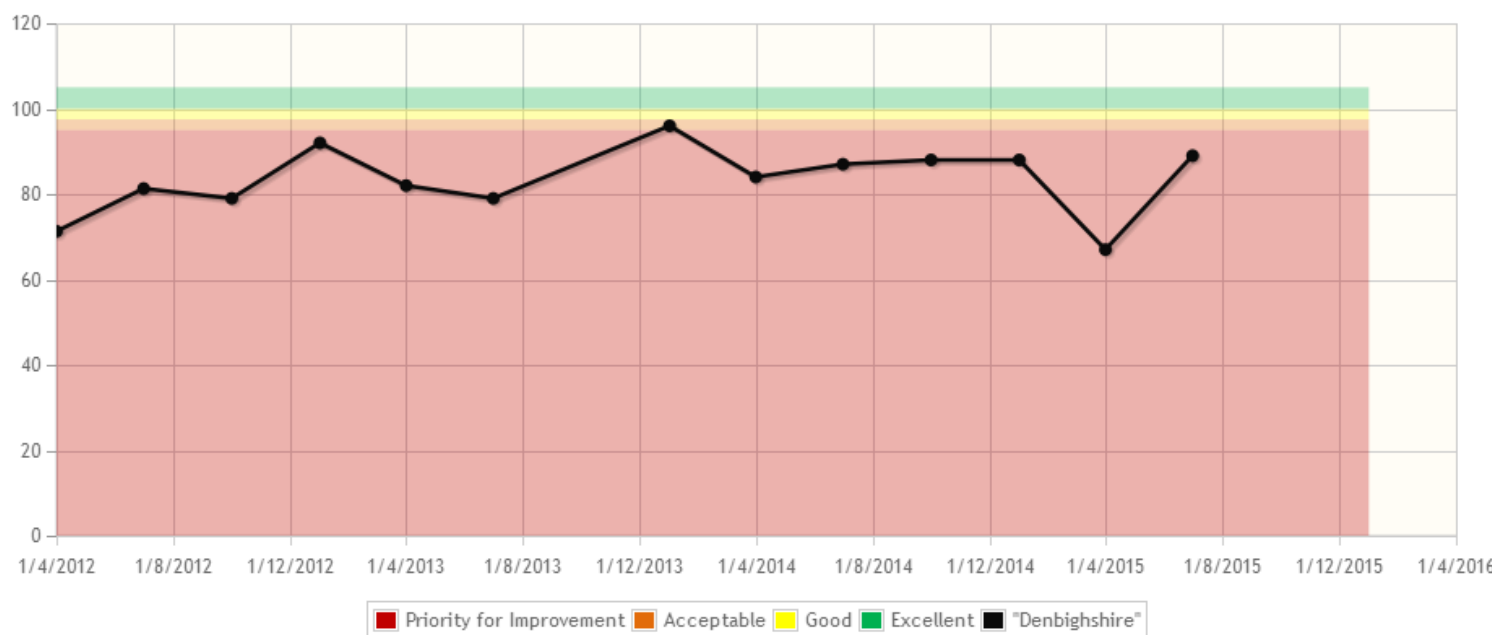
Latest Data Comment

Q2 Carbon emissions data - We are unable to provide information for carbon emissions at present due to a major issue with the new British Gas billing system.

ICT106i	The percentage (based on desk-based staff) who have been equipped for agile working
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SHR104i

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



Latest Data Comment

Q2 Actions to raise completion rates and improve the accuracy of performance appraisal data have been recommended to SLT (November 2015) and will be reviewed in 6 months to see whether the issues raised have been addressed. A manual exercise has been carried out showing a completion rate of 89%.

Activities

FAA302a	Introduce an apprenticeship scheme for the repairs & maintenance section	01/04/15	31/03/16
PMPDCC	Implement the project: Change Management the Denbighshire Way	01/04/14	31/03/16
PR000073	Office Accommodation Review		
PR000157	Electronic Document and Record Management System (EDRMs)	01/04/13	31/03/16
PR000251	Centralised Mailroom Project	01/04/15	30/04/17
PR000304	Outlook Rollout	28/05/14	31/03/16
PR000309	Windows 2003 Migration		31/12/15
PR000318	Digital Choice - Getting the council ready	01/10/14	
PR000344	Flexible Working	01/08/14	31/12/15
PR003096	Central Invoice Registration Phase 2	01/10/14	31/03/18

PROJECT REGISTER

This is the summary position for each project on the Corporate Project Register as at October 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
Business Advice & Support	GREEN
Better Business for All (BFC Phase 1 – Planning & Public Protection)	YELLOW
Tourism Growth Plan	GREEN
New Growth Plan	GREEN
OpTic/St Asaph Business Park Development	YELLOW
Pathways +	GREEN
Enquiry Handling for Sites & Premises	GREEN

CORPORATE PROGRAMME: MODERNISATION

Electronic Document and Record Management System (EDRMs)	YELLOW
Office Accommodation Review	GREEN
Denbighshire Telephony	GREEN
Centralised Mailroom	GREEN
Outlook Rollout	GREEN
Domino Migration	GREEN
Windows 2003 Migration	GREEN
Digital Choice – Getting the customers ready	GREEN
Digital Choice – Getting the council ready	YELLOW
Flexible Working	GREEN

CORPORATE PROGRAMME: MODERNISING EDUCATION

Bodnant Community School Extension and Refurbishment	GREEN
Welsh Medium Primary's North Denbighshire - Ysgol Twm o'r Nant	YELLOW
Ruthin Area Review: New Area School for Ysgol Carreg Emlyn	YELLOW
Extending Secondary Welsh Medium Provision – Ysgol Glan Clwyd – Extension & Refurbishment	YELLOW
Ruthin Area Review: Ruthin Town School Modernisation	GREEN
Ruthin Review -New Area School for Llanfair DC and Pentrecelyn	GREEN
Rhyl New School	GREEN

CORPORATE PROGRAMME: MODERNISING SOCIAL SERVICES & ENHANCING WELLBEING

Single Point of Access	YELLOW
Intelligence Requirement for Children and Family Services	YELLOW
Review of Assessed Services for Children with Disabilities	YELLOW
Vulnerable People Mapping	GREEN
Extra Care – Independent living in a safe and supported environment	GREEN
Service Inclusion Review	YELLOW

RHYL REGENERATION

The Honey Club, Rhyl	GREEN
49-55 Queen Street	GREEN
Denbighshire Coastal Facilities	GREEN
Rhyl Harbour: Pedestrian and cycle bridge, public square, quayside building and extended quay wall	ORANGE
Rhyl Harbour: Harbour Empowerment Order	ORANGE

SERVICE: BUSINESS IMPROVEMENT & MODERNISATION

Denbighshire Caravan Site Strategy for Managing Residential Occupancy	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

Consultation on future of in-house services	GREEN
Cefndy Capital Investment	GREEN
Welfare Advice Modernisation Project	GREEN

SERVICE: CUSTOMERS & EDUCATION SUPPORT

Capita Regional MIS	YELLOW
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SERVICE: EDUCATION & CHILDRENS SERVICES

Joining of Education and Children and Families services	GREEN
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SERVICE: FINANCE & ASSETS

Excellent Housing	YELLOW
PROACTIS eSourcing Rollout	YELLOW

SERVICE: HIGHWAYS & ENVIRONMENTAL SERVICES

Residual Waste (North Wales Collaboration)	GREEN
Loggerheads Traffic Congestion Initiative	YELLOW
Corwen Flood Risk Management Scheme	GREEN
West Rhyl Coastal Defence Scheme Phase 3	ORANGE
Foryd (Blue) Bridge East Abutment Strengthening	YELLOW

SERVICE: PLANNING & PUBLIC PROTECTION

Former North Wales Hospital Denbigh	YELLOW
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Report to: Performance Scrutiny Committee
Date of Meeting: 10 December 2015
Lead Officer: Head of Business Improvement & Modernisation
Report Author: Strategic Planning Team Manager
Title: Corporate Risk Register Review, October 2015

1. What is the report about?

1.1 The October 2015 formal revision to the Corporate Risk Register.

2. What is the reason for making this report?

2.1 A formally updated version of the Corporate Risk Register was agreed at Cabinet Briefing in October, presented for consideration at Corporate Governance on 18 November, and is being presented for consideration at Performance Scrutiny today.

2.2 This session presents the opportunity for Performance Scrutiny to comment on the formal revision.

3. What are the recommendations?

3.1 That Performance Scrutiny notes the updates as listed in Appendix 1, and makes any comment that it feels is relevant.

4. Report details

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

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

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

- Individual meetings are held with the Chief Executive and Directors to discuss the risks for which they are lead. Consideration is given to whether the risk remains, whether the scores are accurate, and whether any new risks under their jurisdiction need to be included.
- 4.3 The Corporate Risk Register is formally reviewed twice yearly by Cabinet and CET. However, any significant new or escalating risks are brought to the attention of CET (via the Strategic Planning Team) as and when they are identified. CET then take a view as to whether that risk should be included in the Corporate Risk Register.
- 4.4 Following each formal review of the Corporate Risk Register (twice per year), the revised document is presented to Performance Scrutiny.
- 4.5 Actions identified to address corporate risks are included in Service Plans (where appropriate), which enables Performance Scrutiny Members to monitor progress. Any performance issues in relation to the delivery of these activities should be highlighted as part of the Service Performance Challenge process.
- 4.6 The council’s Internal Audit function provides independent assurance on the effectiveness of the internal control procedures and mechanisms in place to mitigate risks across the council. It also offers independent challenge to ensure the principles and requirements of managing risk are consistently adopted throughout the council. Internal Audit Services also use information from our service and corporate risk registers to inform its forward work programme.
- 5. How does the decision contribute to the Corporate Priorities?**
- 5.1 The purpose of the Corporate Risk Register is to identify the potential future events that may have a detrimental impact on the council’s ability to deliver its objectives, including its corporate priorities. The identified controls and actions are therefore crucial to the delivery of the corporate priorities.
- 6. What will it cost and how will it affect other services?**
- 6.1 The cost of developing, monitoring and reviewing the Corporate Risk Register is absorbed within existing budgets.
- 7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.**
- 7.1 This Corporate Risk Register documents identified risks, and current and proposed mitigating actions. The process of developing and reviewing the document itself does not impact adversely on any people with protected characteristics. However, any new process, strategy or policy arising as a result of a mitigating action should be equality impact assessed at service delivery level.

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

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

9. Chief Finance Officer Statement

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

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

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

11. Power to make the Decision

11.1 Local Government Act 2000.

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Appendix 1

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

- i. DCC001: *'The risk of a serious safeguarding error where the council has responsibility, resulting in serious injury or death'*. A number of new actions are planned which are in the action plan created following a review by the Internal Audit service
- ii. DCC006: *'The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income'*. This risk continues to be closely monitored and a number of actions are in place this year to help to manage the extra challenge of a delayed notification of our settlement
- iii. DCC007: *'The risk that critical or confidential information is lost or disclosed'*. A significant number of risk reduction actions have been undertaken: the information security policy is in place and the e-learning package is in place and has been rolled out. It is proposed, therefore, that this risk can now be managed at service level.
- iv. DCC011: *'The risk of an ineffective response to a severe weather, contamination, or public health event'*. The major incident handbook is expected to be finalised by the end of this year. Once this has been done it is hoped that the residual risk likelihood can be downgraded to 'rare', but should remain at 'possible' for now
- v. No change to DCC012: *'The risk of a significantly negative report(s) from external regulators'*.
- vi. DCC013 has been reworded as follows *'The risk of significant liabilities resulting from alternative models of service delivery'*. This wording encompasses the variety of service delivery models that are currently in place or being explored. The framework for governance arrangements is currently being implemented and until it is fully embedded the residual risk score should be maintained.
- vii. No change to DCC014: *'The risk of a health & safety incident resulting in serious injury or the loss of life'*.
- viii. DCC016: *'The risk that the impact of welfare reforms is more significant than anticipated by the council'*. While this remains an area of uncertainty and, therefore, a risk for the Council, we have some confidence, based on monitoring impacts in pilot areas, that we are well prepared. The establishment of the Tackling Poverty Group will give us greater understanding and assurance in this area.

- ix. DCC017: *'The risk that the ICT framework does not meet the organisation's needs'*. Several new control measures are in place, but Phase 2 of the ICT strategy is to be completed. Successful delivery of the strategy will increase our confidence still further.
- x. No change to DCC018: *'The risk that programme and project benefits are not fully realised'*.
- xi. No change to DCC019: *'The risk that the availability of the Welsh Government's match-funding contribution towards Band A of the 21st Century Schools programme is not in line with the timescales for Denbighshire's work programme'*.
- xii. DCC021: *'The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCUHB and DCC'*. We remain very concerned about developments in this area despite a number of control measures in place and feel that the residual risk score should be increased to 'almost certain' with a 'very high' impact.
- xiii. DCC027: *'The risk that the decisions that are necessary to enable the delivery of a balanced budget are not taken or implemented quickly enough'*. This continues to be a challenge and despite the ongoing progress of the Freedom & Flexibilities program, with Member involvement in its operation, a more sensitive political environment suggests that the residual risk score remains as 'possible' with a 'very high' impact.
- xiv. No change to DCC028: *'The risk that the services that we scale back have a greater positive or negative impact than we anticipated'*. We believe that it is still too early to revise the residual risk.
- xv. No change to DCC029: *'Risk of successful challenge that we are illegally depriving people of their liberty'*. We continue to keep a watching brief on legal challenges to the case law.
- xvi. New Risk: DCC030: *'The risk that appropriate capacity and skills to sustain service and corporate performance is not available'*. This concerns the succession planning work that the Chief Executive is undertaking, and the associated risk of being able to effectively respond to policy and legislation. Control measures are in place and actions are being planned to manage the risk and the proposed residual risk is 'possible' with a 'medium' impact.
- xvii. Emerging Risk: There is a new risk concerning Protection of Vulnerable Adults (POVA) arrangements which has been raised by CSSIW. The risk is currently being scoped through consultation and advice and further details will be made available to Cabinet Briefing.

Risks

Risks

00001 The risk of a serious safeguarding error where the council has responsibility, resulting in serious harm or death

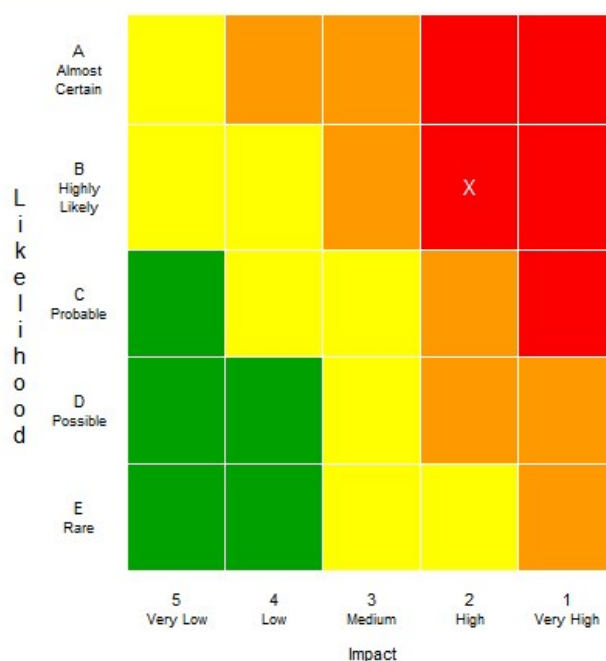
Description

This risk - concerning children and vulnerable adults - is increasing as the environment is changing, with growing expectations around our duties in relation to 3rd party provision. The cumulative impact of reducing resources across the public sector may impact agencies' ability to appropriately recognise safeguarding risks which may also create extra pressures for the Local Authority.

Impact / Consequences

1. Significant reputational loss.
2. Possible intervention by Welsh Government.
3. Legal/compensation costs.

Inherent Risk



Controls to Manage Risk (in place)

1. Safeguarding policy & procedures are in place
2. Corporate Safeguarding Training Programme.
3. Wales Interim Policy & Procedures for the Protection of Vulnerable Adults from Abuse.
4. Framework of self-assessment for schools in relation to safeguarding has been established.
5. Section 28 Audits, and annual reporting requirement for services to demonstrate how they are discharging their duties in relation to safeguarding.
6. Section 28 audit tool in place for voluntary sector to ensure safeguarding practices are in place.
7. Compliance with safeguarding practises is part of the annual HR audit of schools.
8. Regional arrangements for safeguarding a) children and b) vulnerable adults are in place. The regional safeguarding boards set priorities and actions regionally, eg training and policies & procedures.
9. Middle Managers Conference focussing on Safeguarding, November 2014
10. Risk assessments in place for recruiting staff who require a DBS check and/or references
11. Safeguarding policy review has taken place with Schools and new guidance has been developed

Residual Risk



Further Actions

00050 Task and Finish Group to be established to consider local risks associated with Child Sexual Exploitation, and lessons learned from Rotherham and elsewhere

Action Due Date

31/12/2015

Person Responsible

Nicola Stubbins

00058 Review of the Corporate Safeguarding Panel

Description

The Panel's terms of reference will be circulated and reviewed to confirm that the roles and responsibilities detailed are still relevant.

Where services are not represented currently on the Panel, Heads of Service have been contacted to identify officers who can attend. We will also establish whether services can provide a deputy if the service representative is unable to attend.

Service representatives will ensure that their service is aware of the existence of the Panel and that they are aware to use them as a point of contact.

The Panel will develop a forward work programme.

Action Due Date

30/11/2015

Person Responsible

Nicola Stubbins

00059 Heads of Service Communication

Description

A communication will be sent to ensure that Heads of Service consider safeguarding when reviewing their risk registers. A question on safeguarding will also be included in the service challenge.

Action Due Date

31/10/2015

Person Responsible

Nicola Stubbins

00060 Review Safeguarding Policy

Description

The Corporate Safeguarding Policy will be reviewed to ensure that it is up-to-date. The intention is to re-launch the Policy in April 2016 to take account of new legislation and guidance.

Action Due Date

30/04/2016

Person Responsible

Nicola Stubbins

00061 Develop a formal mechanism for recording and sharing safeguarding incidents and near misses

Description	<p>This is a standing item on the Corporate Safeguarding Panel agenda. We will also share case reviews where there is a corporate perspective for lessons learned.</p> <p>As part of the development of the CRM system, we will look at the feasibility of having a corporate system for recording safeguarding incidents.</p> <p>Service representatives will report any key messages from Panel meetings to members of staff within their services.</p>
Action Due Date	31/12/2015
Person Responsible	Nicola Stubbins

00062 Review recruitment procedures for key posts

Description	Determine the key posts within the Council that could have an impact on safeguarding. Then the Corporate Safeguarding Panel will review the process for these posts to ensure that there are adequate checks done, either by the Council or through an external body. Every new employee contract issued makes reference to safeguarding.
Action Due Date	31/10/2015
Person Responsible	Nicola Stubbins

00063 Corporate Safeguarding Training Package

Description	A corporate safeguarding training package is currently being developed by the Learning & Development Specialist (HR). It is hoped that this package will be piloted in October 2015.
Action Due Date	31/10/2015
Person Responsible	Catrin Roberts

00064 Highlighting Roles & Responsibilities of Elected Members

Description	There are planned briefing sessions on safeguarding and Child Sexual Exploitation to County Council starting in November 2015. The Leader has agreed to include corporate safeguarding into his portfolio.
Action Due Date	31/03/2016
Person Responsible	Nicola Stubbins

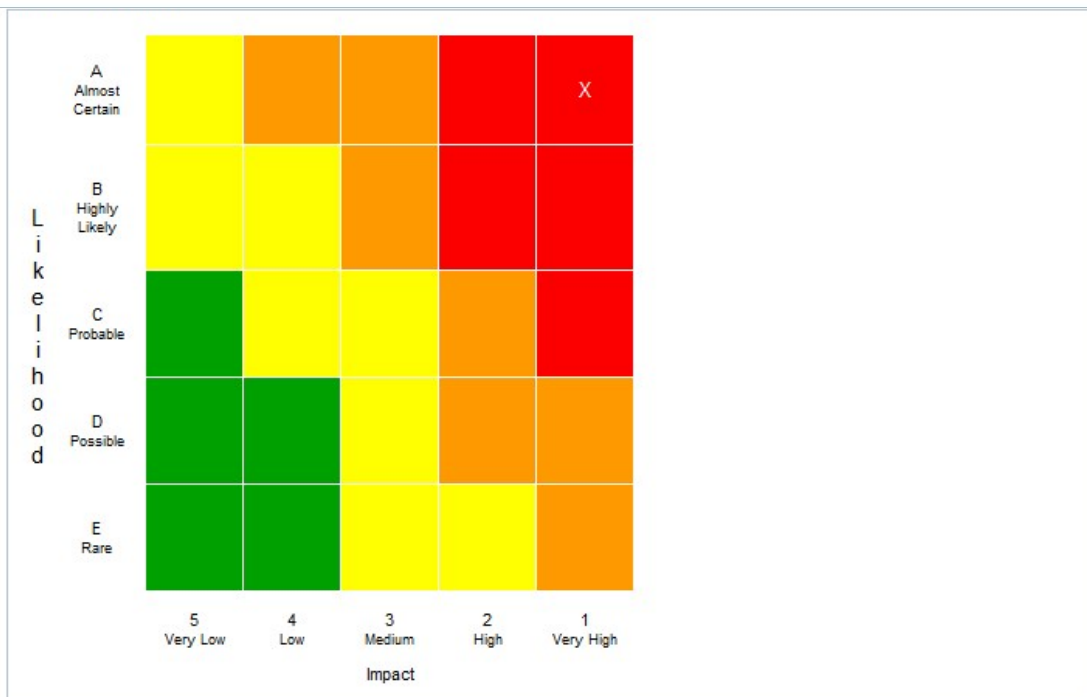
00065 Improve safeguarding arrangements with contractors

Description	<p>Key points to be addressed include:</p> <ul style="list-style-type: none"> • Contractor DBS checks • Ensuring that Council staff responsible on site for the contractor and managing the tendering/contract process are clear of their responsibilities in respect of safeguarding • Ensure contracts terms and conditions (including JCT) in relation to DBS checks are appropriate • Ensure that self-assessment arrangements as part of contract management are appropriate
Action Due Date	31/12/2015
Person Responsible	Nicola Stubbins
Lead Member(s)	Councillor Bobby Feeley
Active	Yes
Risk Owner	Nicola Stubbins

00006 The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income.

Description	The latest settlement was equal to the lowest anticipated, and the next one will probably also be very low, affecting our ability to effectively plan for the medium term. An added complication this year is the UK Government's Spending Review which is due in November, which means that our settlement will not be known in draft until January (usually November).
Impact / Consequences	The council suffers from a significant reduction in income, leading to an inability to deliver current levels of service provision.

Inherent Risk



Controls to Manage Risk (in place)

1. The council has no control over the global economy or the WG settlement. Therefore the inherent risk score likely to remain high.
2. Annual, detailed budget setting process that considers economic environment
3. The Medium Term Financial Plan (MTFP) contains different scenarios to ensure it can deal with changes in the external environment, and is considered on a quarterly basis: it has revised its expectations further downwards.
4. Budget-setting process and Modernisation Board's activities raise awareness of implications of significantly reduced income due to the economic environment.
5. Quarterly financial planning meetings between services and management accountants are in place
6. Service's budgets are scrutinised by the Lead Member for Finance and the Head of Service during budget-setting talks.

Residual Risk



Further Actions

00026 Freedom & Flexibilities

Description

The Freedoms and Flexibilities process is in its second year and is being refined to take into account the timescales for budget settlement this year. Through the process so far we have identified and approved approximately half of the expected budget gap for 2016-17. Decisions on further savings will be tabled for January when the settlement figure is known.

Action Due Date

30/04/2016

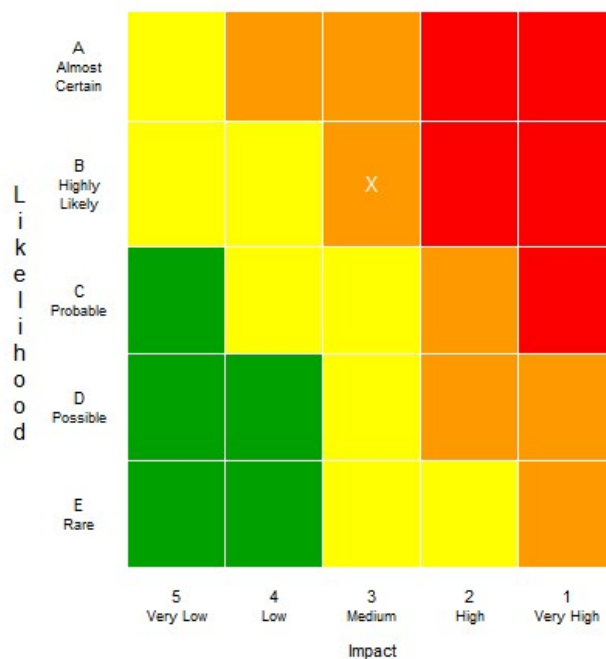
Person Responsible	Richard Weigh
Lead Member(s)	Councillor Julian Thompson-Hill
Active	Yes
Risk Owner	Mohammed Mehmet

00007 The risk that critical or confidential information is lost or disclosed.

Impact / Consequences

1. Reputational damage.
2. Criticism from external regulators (e.g. WAO conducting a review of information management across Welsh Authorities in 2012).
3. Fines from the Information Commissioner's Office (precedent of fines of up to £130k for single breach of Data Protection Act).

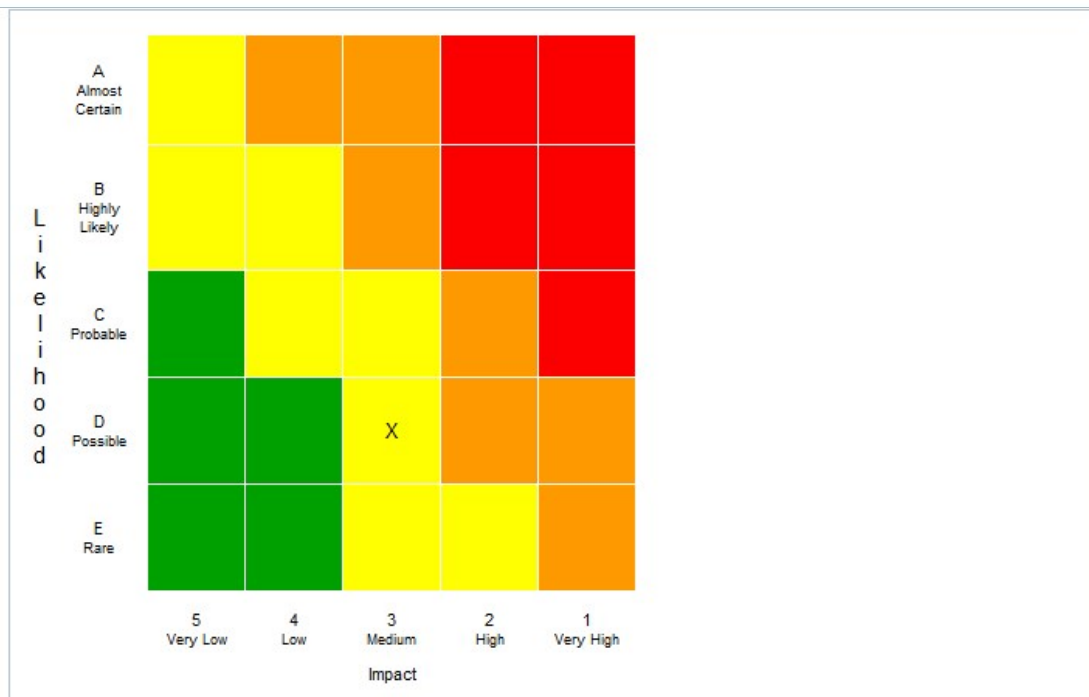
Inherent Risk



Controls to Manage Risk (in place)

1. The council has PSN accreditation
2. Retention schedules and file plans are incorporated into all EDRMS implementations.
3. Staff workshops delivered on good archiving practices.
4. Printer process now supports staff to collect printing when visiting the printer.
5. EDRMS project being rolled out.
6. Addresses are double-checked by a second member of staff when sending out sensitive information.
7. Information strategy in place.
8. Strategic Information Risk Officer in place who investigates breaches and creates and action plan for prevention after each one.
9. Enforcing the encryption of any removal media used to download information from our network.
10. Introduction of secure e-mail: Egress
11. Data Protection elearning completed by all office-based staff across the Council (currently at 91% completion rate)
12. Refresh of intranet pages
13. Privacy Impact Assessments introduced for council projects that involve processing of personal data
14. File amnesty day introduced
15. E-learning package is in place and is being rolled out

Residual Risk



Further Actions

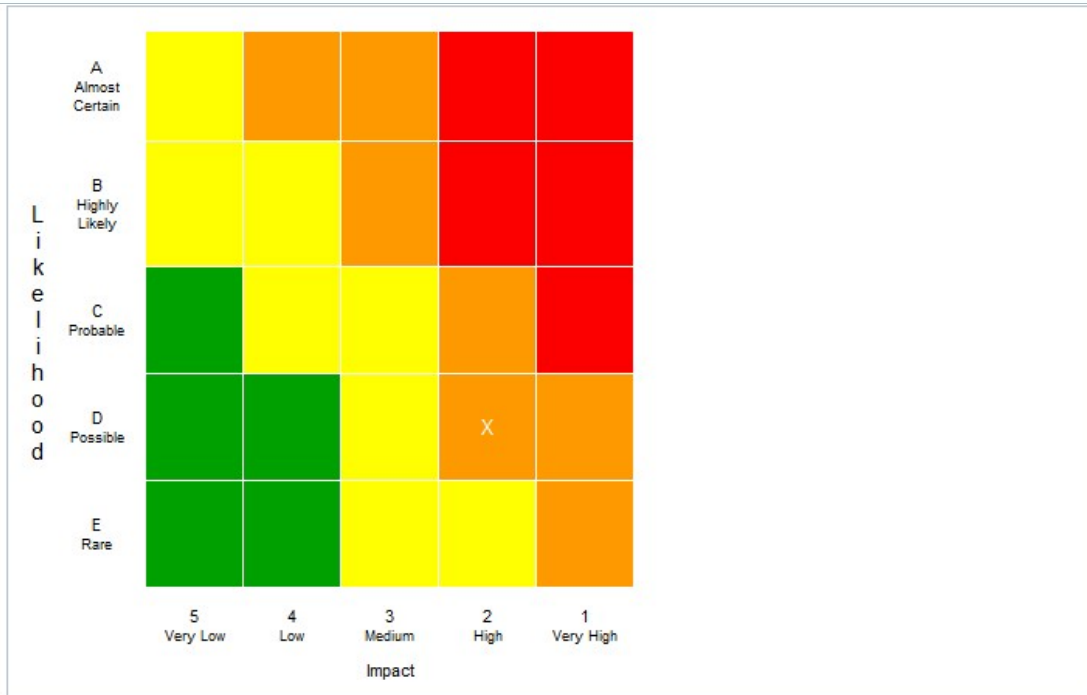
00027 Information security policy in place

Description	New information security policy
Action Due Date	30/04/2016
Person Responsible	Alan Smith
Lead Member(s)	Councillor Barbara Smith
Active	No
Risk Owner	Rebecca Maxwell

00011 The risk of an ineffective response to a severe weather, contamination, or public health event.

Description	Services plan for the impact of expected seasonal variations in weather, but severe weather events can impact on service delivery. Similarly, we put plans in place to monitor food, water and air quality, but any contaminations can impact on service delivery, as would any viral pandemics.
Impact / Consequences	<ol style="list-style-type: none"> 1. Significant disruption to core services. 2. Serious injury or fatality due to road network closure, poisoning or infection. 3. Reputational risk to the council if unable to deal with issues.

Inherent Risk



Controls to Manage Risk (in place)

1. The control environment in this area is the Regional Emergency Planning Service (Wrexham, Flintshire, Denbighshire, Conwy, Gwynedd and Anglesey), and local emergency management response groups have been established.
2. We also continually review our procedures for winter highways maintenance and flood response. Secondary rota established and operational.
3. Service disruption is minimised through our arrangements for business continuity and emergency planning, with separate Directors responsible for Response and Recovery.
4. There's an on-call rota in place for CET.
5. Emergency Planning Response report taken to Partnerships Scrutiny in June 2015

Residual Risk



Further Actions

00031 Vulnerable People mapping project

Description	Phase 1 is complete, moving to Phase 2
Action Due Date	31/03/2016
Person Responsible	Phil Gilroy

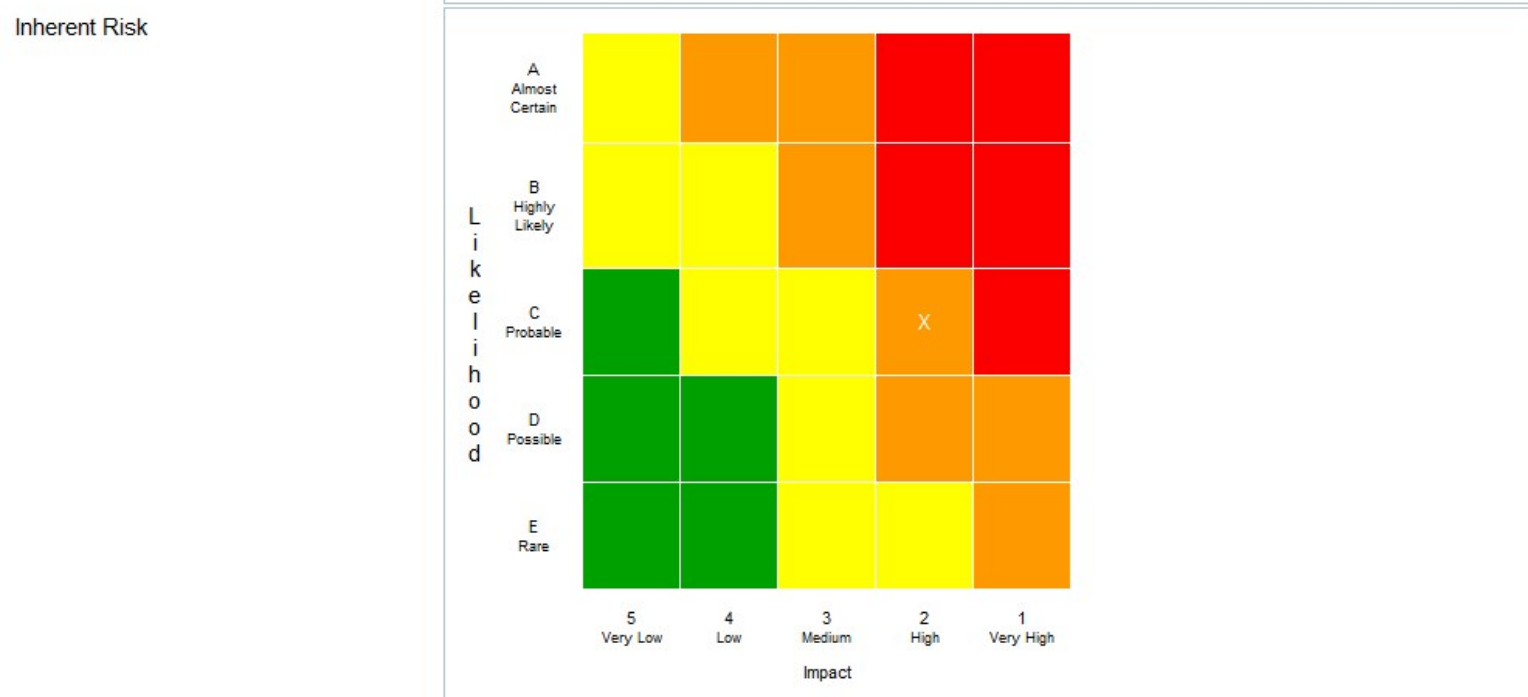
00032 Major incident handbook to be finalised

Action Due Date	31/12/2015
Person Responsible	Rebecca Maxwell
Lead Member(s)	Councillor David Smith
Active	Yes
Risk Owner	Rebecca Maxwell

00012 The risk of a significantly negative report(s) from external regulators.

Impact / Consequences

1. Reputational damage.
2. Potential intervention by the WG.
3. Significant resources may be required to be diverted to deliver immediate and substantial change.
4. Regulation we're subject to includes: CSSIW (Care and Social services Inspectorate Wales); WAO Office; Estyn; HSE (Health & Safety Executive); ICO (Information Commissioner's Office)



Controls to Manage Risk (in place)

1. The corporate performance management framework (PMF) is the main control in this area.
2. Head of Business Improvement & Modernisation, Strategic Planning Team Manager and Head of Audit meet monthly with Wales Audit Office to understand and respond to their concerns.
3. Regulators sit on Service Performance Challenges.
4. Reserch & Intelligence team creates Needs & Demands, and Comparative reports to support service self assessment and Service Performance Challenges.
5. Annual Governance Statement and Performance Self Assessment now combined.
6. In response to the most recent Annual Improvement Report from WAO we have developed a protocol for addressing recommendations from WAO national studies: services' response will be the subject of performance scrutiny and service challenge.

Residual Risk



Further Actions

00066 Review of Performance Management Framework

Description	The Performance Management Framework will be reviewed in line with the Wellbeing of Future Generations (Wales) Act.
Action Due Date	31/12/2015
Person Responsible	Alan Smith
Lead Member(s)	Councillor Hugh Evans
Active	Yes
Risk Owner	Rebecca Maxwell

00013 The risk of significant liabilities resulting from alternative models of service delivery

Description	Liabilities could arise due to financial, HR, safeguarding, or general management problems and could impact on the sustainability of service provision
Impact / Consequences	<ol style="list-style-type: none"> 1. Capital liabilities. 2. Property Liabilities. 3. Reduction in levels of service provided to the community, or increased revenue costs to continue delivery. 4. Reputation damage to the council

Inherent Risk



Controls to Manage Risk (in place)

1. Council is entitled to representation on Boards, and Heads of Service providing strategic advice to facilities.
2. Heads of Service advise DCC on any emerging issues and risks.
3. Financial support and/or subsidies being provided.
4. Processes are in place to manage relationships between DCC and Arm's Length organisations.
5. Intervention measures are exercised by DCC if relationships with Arm's Length organisations are difficult to manage.
6. Resources have been committed to improve financial monitoring of facilities and services

Residual Risk



Further Actions

00042 Develop a robust framework to monitor governance arrangements for Council Funded Service Providers

Description

A draft framework (incorporating recommendations from the Clwyd Leisure Lessons Learned report) has been accepted by CET with a couple of minor amendments: Corporate Governance Committee has also been consulted. Following meetings with Heads of Services and Middle Managers it will be officially adopted and launched.

Action Due Date

31/01/2016

Person Responsible

Ivan Butler

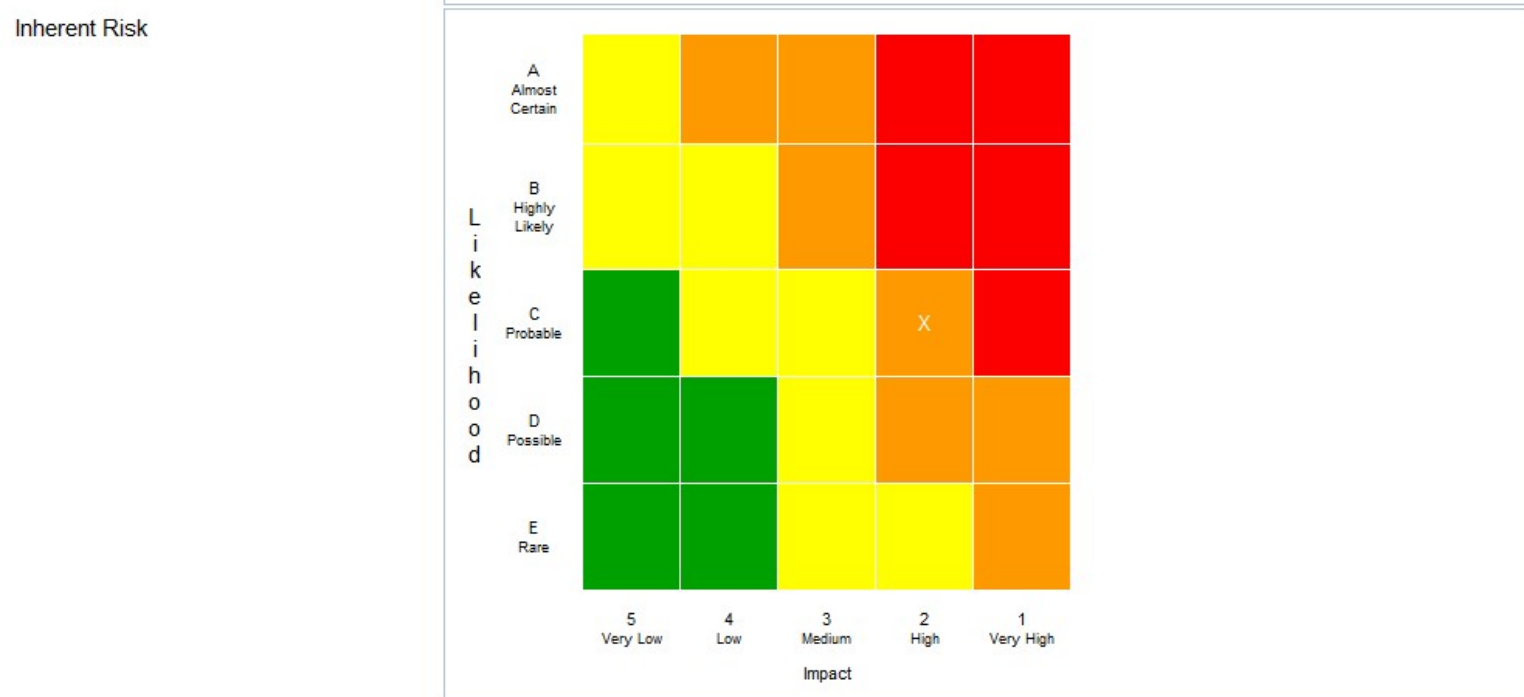
Lead Member(s)	Councillor Huw Jones
Active	Yes
Risk Owner	Mohammed Mehmet

00014 The risk of a health & safety incident resulting in serious injury or the loss of life.

Description This could be as a result of an ineffective H&S management system; inadequate fire control systems (infrastructure); or inadequate fire management planning.

Impact / Consequences

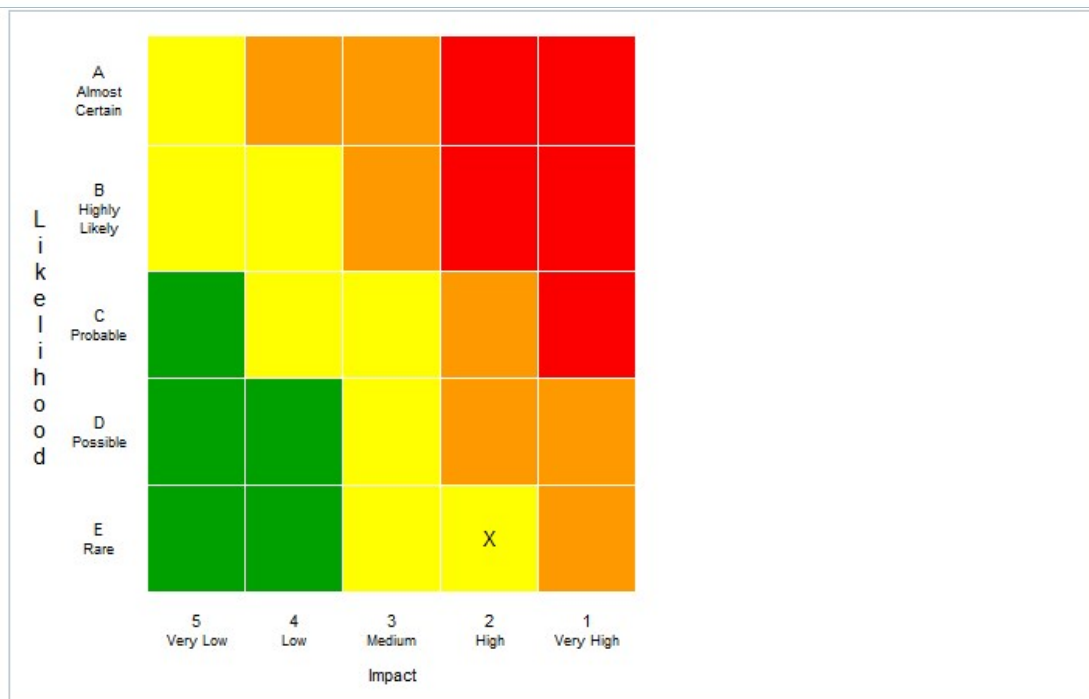
1. Serious injury or death of an employee and/or member of public.
2. Significant reputational damage
3. Substantial legal/compensation costs.
4. Criminal prosecution of senior staff.



Controls to Manage Risk (in place)

1. New H&S Committee established with representation from each service, plus meetings established with groups of services.
2. Strategic leadership provided by Corporate Director with responsibility for health and safety.
3. Improved efficiency through on-line & phone line incident reporting.
4. Council has existing Health and Safety Management System(s).
5. All DCC teams to identify their activities, consider the hazards associated with the work, describe how the risks are managed and then analyse any gaps in how they are managing the risks. These self analyses are now being monitored by the CH&S team who are going out into the workplaces and providing support, guidance and feedback where it is needed.
6. The H&S training program focuses on in-house provision that is targeted at DCC activities.
7. Strong Leadership process developed and in place across the organisation.
8. Links developed with Property Services to manage property-related fire risks
9. Middle managers have developed robust fire management system controls.
10. In-house training and meetings established to embed good practise.
11. Guidance and assistance provided to managers responsible for developing fire management systems.

Residual Risk



Further Actions

Lead Member(s)

Councillor Julian Thompson-Hill

Active

Yes

Risk Owner

Rebecca Maxwell

00016 The risk that the impact of welfare reforms is more significant than anticipated by the council.

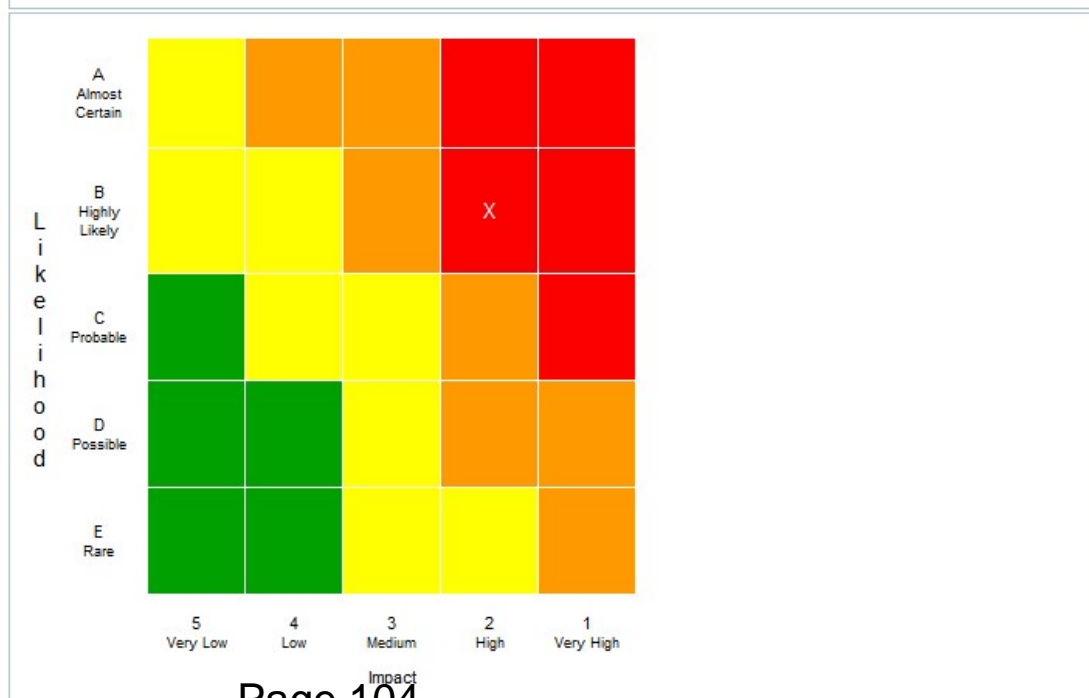
Description

Welfare reform has potentially significant implications for a large proportion of residents, and also on the council in terms of increased demand for services and reduced income. The actual impact is difficult to predict, although evidence from pilot sites elsewhere suggests that we are appropriately prepared.

Impact / Consequences

1. Potential increase in demand for services: e.g. homelessness and homelessness prevention services; housing (especially for stock which is currently scarce); benefits support / advice, etc.
2. Reduced income from rents and council tax payments with reduced cash flow and an increase in bad debt for the authority.
3. Increased recovery action and administrative costs.
4. Increase in tenants' rents.
5. Also an impact to Social Services due to Disability Living Allowance changes.
6. This could also impact on our ability to deliver our Corporate Priorities

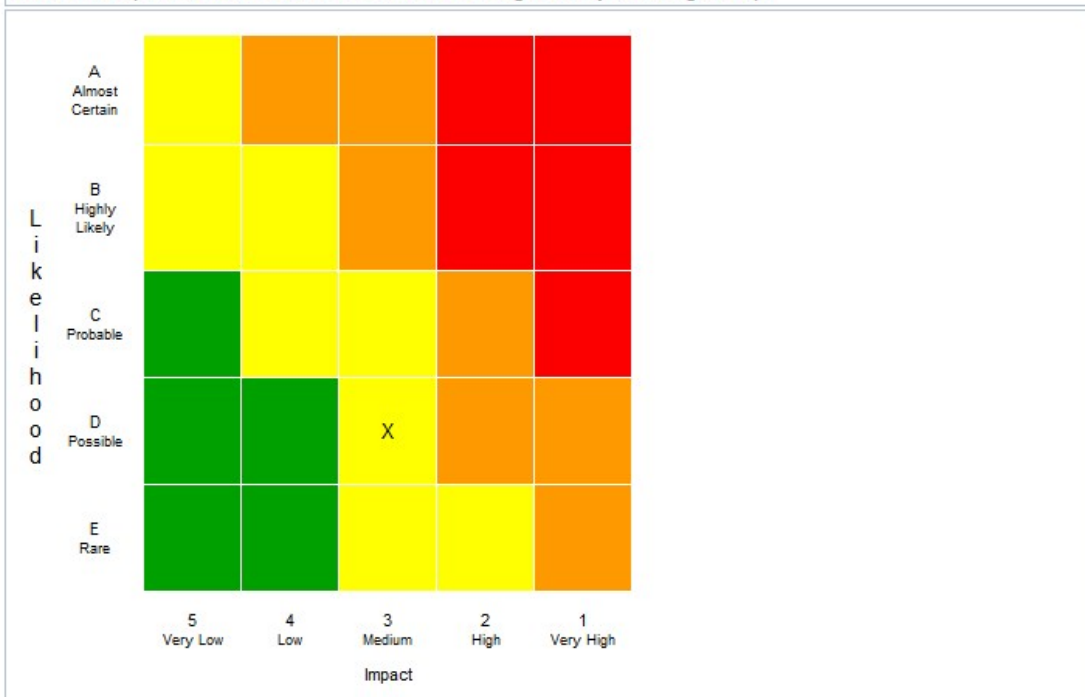
Inherent Risk



Controls to Manage Risk (in place)

DCC Welfare Reform Group met from April 2012. This group is cross service (including Registered Social Landlords) to ensure that information is shared and pressures identified to support our customers. The recently formed Tackling Poverty Working Group is picking up on the agenda. Chair of Corporate Governance sits on the Tackling Poverty Working Group.

Residual Risk



Further Actions

Lead Member(s)

Councillor Hugh Irving

Active

Yes

Risk Owner

Nicola Stubbins

00017 The risk that the ICT framework does not meet the organisation's needs

Description

If we do not invest in appropriate technology at the right price, this will hinder our capability to deliver the efficiencies and savings required for the Modernisation priority. The main risk here is around the organisation taking decisions to invest in IT infrastructure that is not effective in reducing overheads. This can happen for two reasons: 1) we don't understand the current and necessary ICT requirements, and 2) we don't accurately predict the anticipated benefits. This risk might also occur as a missed opportunity to capitalise on effective technology, if we unaware of the capability that some technology can bring.

Impact / Consequences

If we decide to invest in technology that does not sufficiently contribute to our Modernisation agenda, not only are we likely to miss our targets, but we're also going to waste money

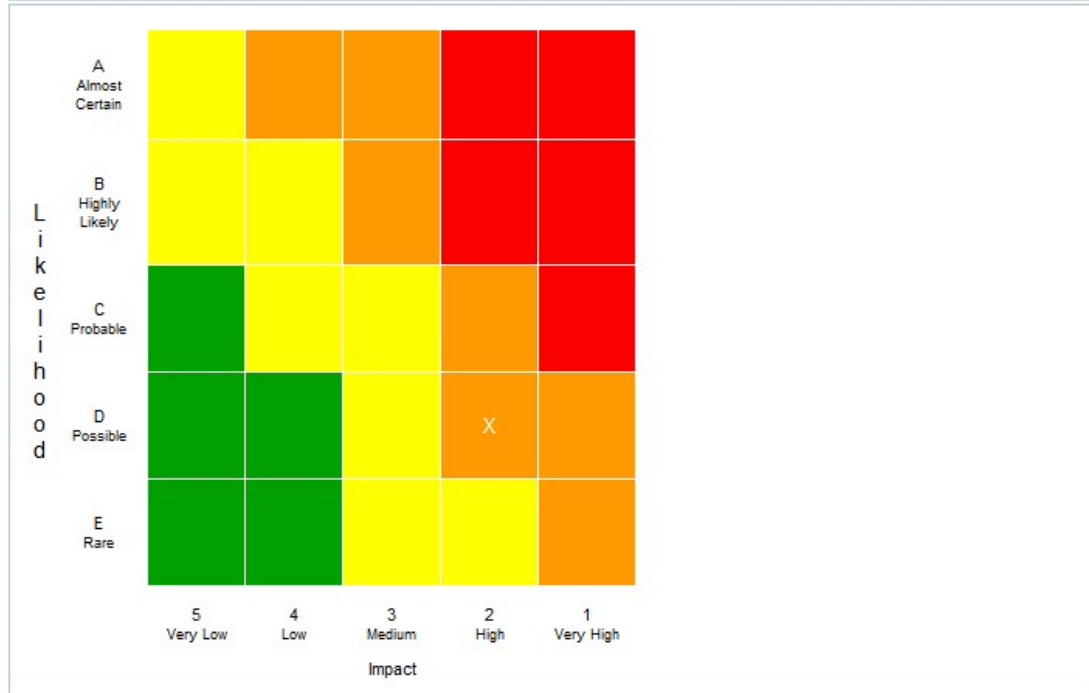
Inherent Risk



Controls to Manage Risk (in place)

1. All decisions for investment taken at Capital Investment Strategy group.
2. ICT now part of the Business Improvement & Modernisation service, and structures have been realigned to provide a more customer-focussed service.
3. ICT Business Partners work with services to forecast their ICT needs.
4. Hardware rollout complete.
5. Migration to MS Enterprise complete
6. Business Support Review phase 1 bringing PARIS and Open Housing into ICT Structure complete
7. Telephony strategy rollout in progress.

Residual Risk



Further Actions

00035 New telephony system to be rolled out

Action Due Date	31/12/2016
Person Responsible	Alan Smith

00055 Business Support Review Phase 2: Review all service-based ICT systems and maintenance agreements

Action Due Date	31/12/2016
Person Responsible	Alan Smith

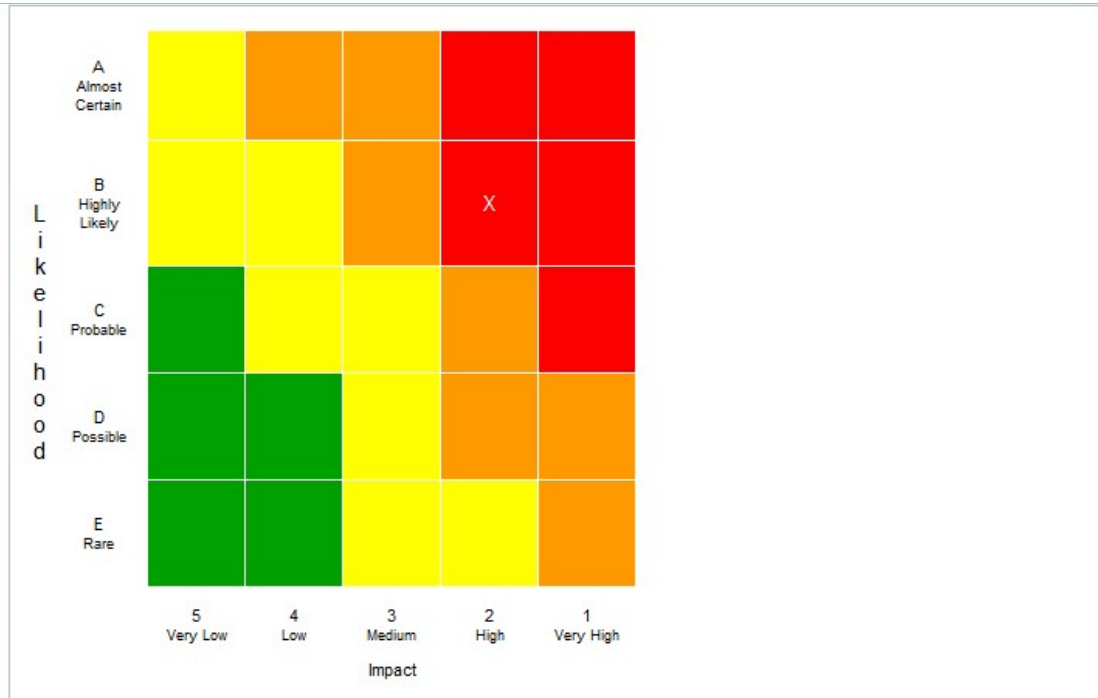
00056 Phase 2 of the ICT Strategy to be completed

Action Due Date	31/10/2015
Person Responsible	Alan Smith
Lead Member(s)	Councillor Barbara Smith
Active	Yes
Risk Owner	Mohammed Mehmet

00018 The risk that programme and project benefits are not fully realised.

Description	The council currently does not consistently deliver all benefits from projects. Some of the issues include: inconsistent management; resistance to change; staff behaviour and processes not changing as planned. Programmes to be mindful of include: Economic & Community Ambition; Modernisation; Social Services Modernisation; Modernising Education; Coastal Facilities, and Rhyl Going Forward.
Impact / Consequences	The forecast changes that were alluded to in business cases do not materialise and, hence, neither do their benefits

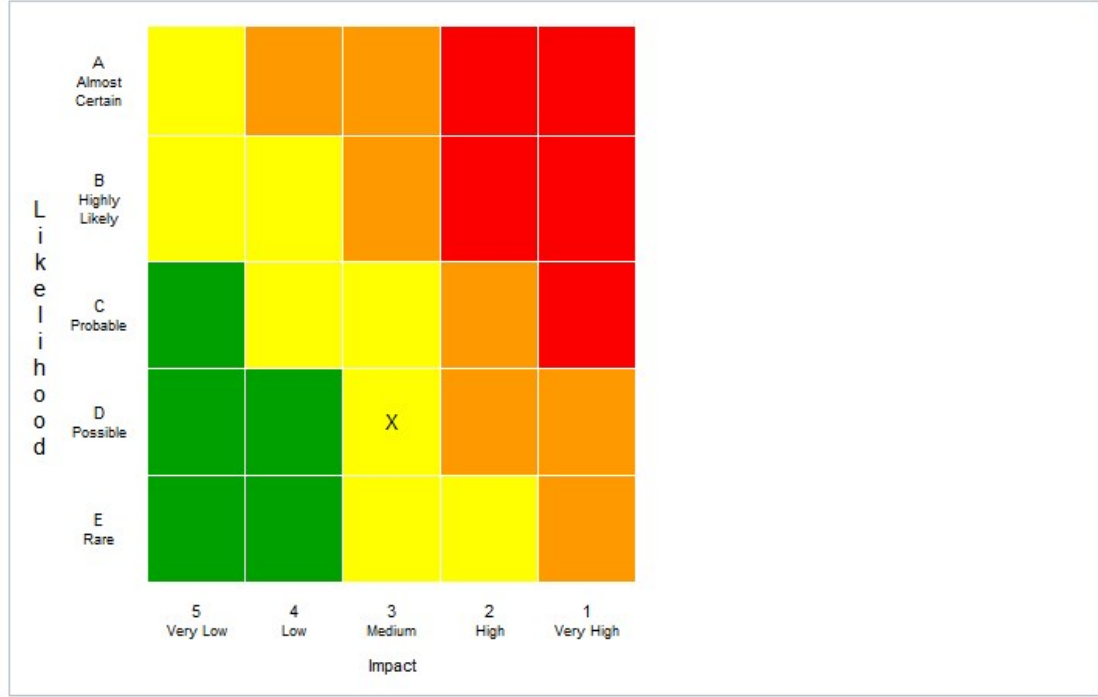
Inherent Risk



Controls to Manage Risk (in place)

1. Corporate Programme Office established.
2. Leadership Strategy in place
3. Programme Manager in place for the Modernisation priority (to co-ordinate projects).
4. Modernisation Board can track projects and their benefits.
5. Introduction of Verto to record benefit tracking.
6. Change toolkits, together with factsheets, are on the intranet to support managers.
7. Finance remove savings from budgets to ensure financial savings are delivered.
8. Denbighshire Way Change Management Guidance has been developed
9. CET reviews key projects every three months

Residual Risk



Further Actions

Lead Member(s)	Councillor Barbara Smith
Active	Yes
Risk Owner	Mohammed Mehmet

00019 The risk that the availability of the Welsh Government's match-funding contribution towards Band A of the 21st Century Schools programme is not in line with the timescales for Denbighshire's work programme.

Description

Projects within the 21st Century Schools Programme are planned throughout the financial year, but rely on match-funding being available from the Welsh Government.
If the WG's financial contribution is not received as anticipated, it can affect the timing of each project, which can impact on the overall programme.

Impact / Consequences

Delays in delivering the 21st Century Schools Programme.

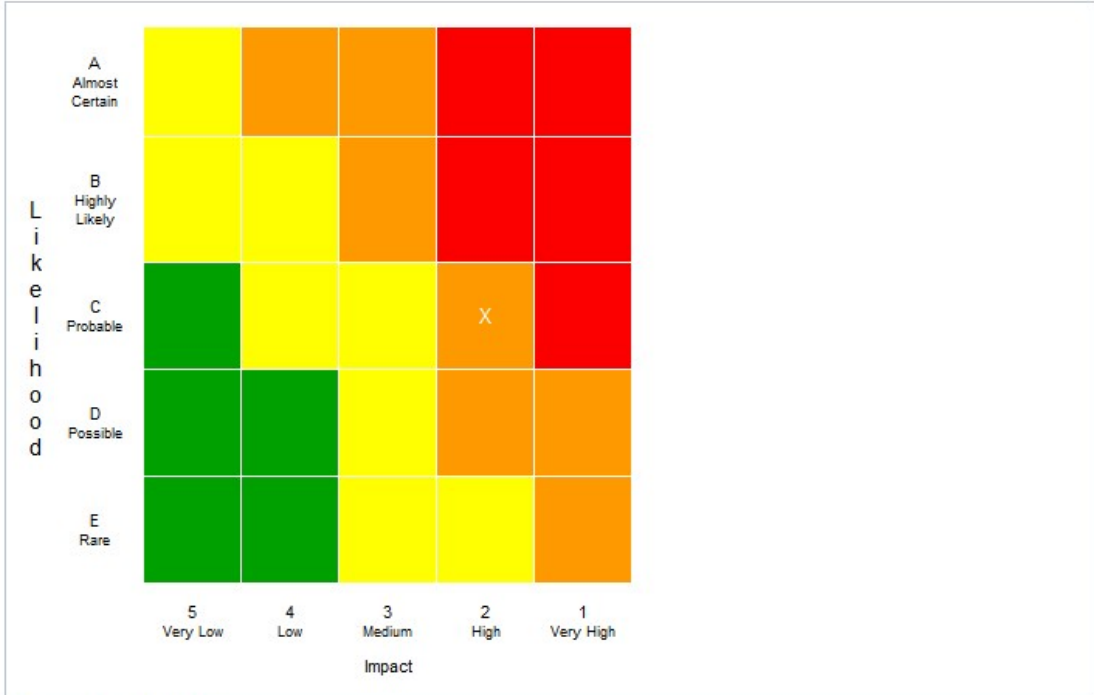
Inherent Risk



Controls to Manage Risk (in place)

1. Regular liaison with WG and Strategic Investment Group to review progress of individual projects and the overall financial management of the longterm programme to identify potential risks in funding profiles.
2. Establishment of a formal programme approach to manage the delivery of the 21st Century Schools programme.
3. Projects over £5m in value are scoped out according to the Welsh Government's five case business model at development stage.
4. Project at £5m or less are scoped out inline with the Welsh Government's business justification case documentation.
5. Modernising Education Programme Board established, to meet monthly in the short term.
6. SRO, Head of Service and Programme Manager have arranged for regular gateway review support from WG's Programme and Projects department (independent from WG's 21st Century Schools team)

Residual Risk



Lead Member(s)

Councillor Eryl Williams

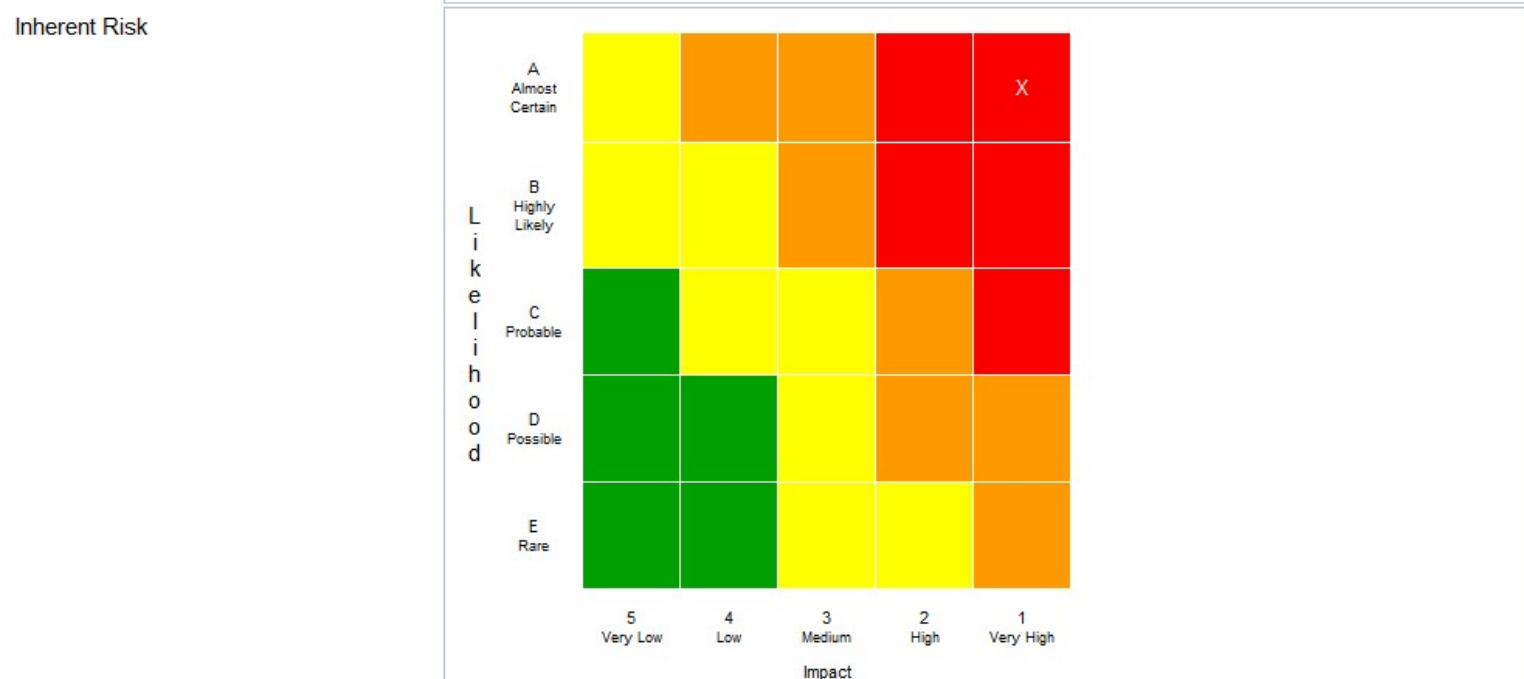
Active	Yes
Risk Owner	Nicola Stubbins

00021 The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCU and DCC

Description
Now that BCUHB has been placed in special measures there is increased political and regulatory scrutiny. This is resource intensive and further detracts from effective partnership working.

Impact / Consequences

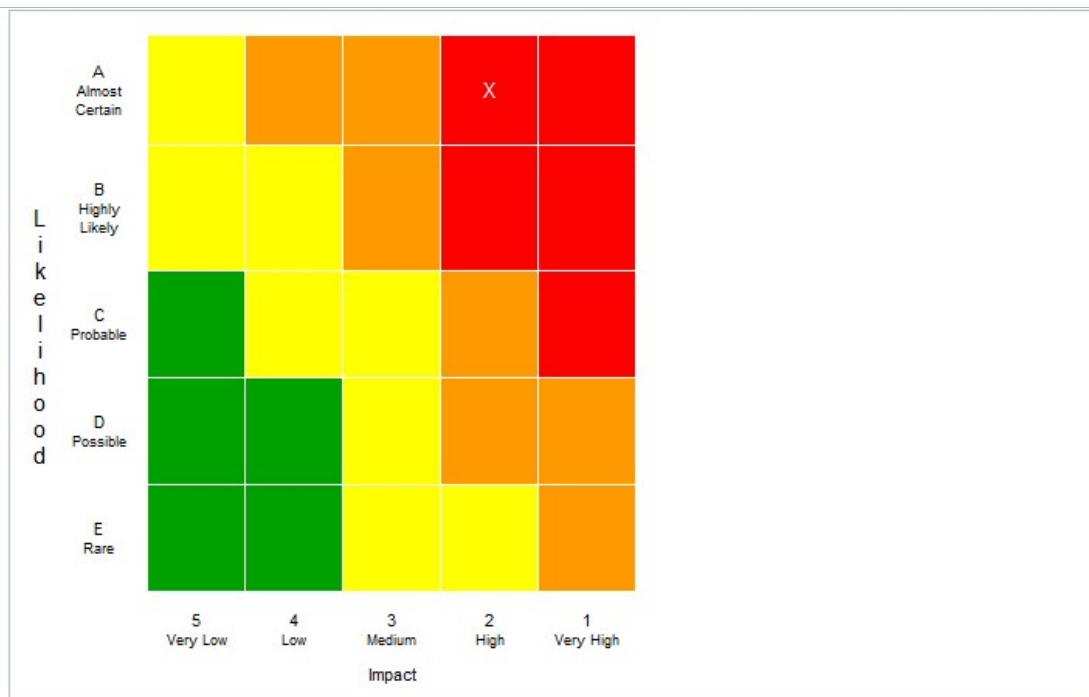
1. Inefficient services
2. Gaps in service provision
3. Delays/failure to deliver joint projects
4. Reputational damage
5. Ability to meet new statutory duties - Wellbeing of Future Generations Bill, Social Services and Wellbeing Act



Controls to Manage Risk (in place)

1. Establishment of a Denbighshire Health and Social Care Board, of which BCU is a member.
2. DCC presence in Key meetings and Boards looking at implementing integrated new approaches although there is a notable lack of progress on the integration agenda
3. Denbighshire Joint Locality Forum established.
4. Nicola Stubbins appointed Associate Member of BCUHB Board
5. Cllr Bobby Feeley appointed Independent Member (Local Authority) of BCUHB Board
6. NWWISIC has reviewed its governance arrangements in partnership with BCUHB. Establishment of a 'Leadership Forum', chaired by Wrexham LA Chief Executive, attended by senior management of BCUHB and Directors of Social Services
7. BCUHB Area Director has been appointed
8. Locality Structure is bedding in
9. Regional work is underway to support the six local authorities and their partners prepare effectively for the implementation of the Social Services and Well being act.

Residual Risk



Further Actions

Lead Member(s)

Councillor Bobby Feeley

Active

Yes

Risk Owner

Nicola Stubbins

00027 The risk that the decisions that are necessary to enable the delivery of a balanced budget are not taken or implemented quickly enough

Description

As our settlement reduces, we need to develop and gain approval for plans as to where to stop spending in our budget. Any plans require the approval of Council, and must be implemented in a timely manner that complies with legislation. While the Freedoms and Flexibilities process has been successful to date there is still a substantial saving to be made by the Local Authority in 2016-2017 and the political environment is becoming increasingly sensitive.

Impact / Consequences

Denbighshire overspends on its budget

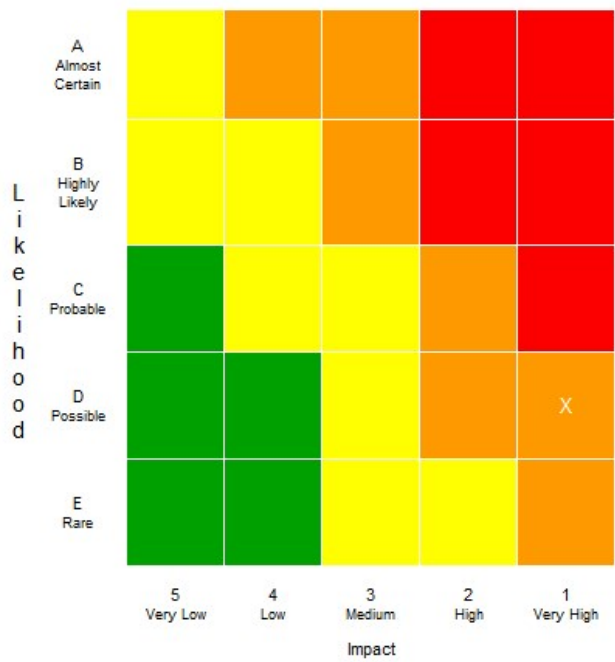
Inherent Risk



Controls to Manage Risk (in place)

1. Freedom & Flexibilities programme involves Members, so they understand that difficult decisions are necessary, and they are involved with developing the proposals. This should make them more likely to support the recommendations made.
2. As decisions are becoming harder then lead in times are becoming longer.
3. Services have delivered savings earlier than budgeted which has created a short-term financial cushion.

Residual Risk



Further Actions

Lead Member(s)
Active
Risk Owner

Cllr Hugh Evans
Yes
Mohammed Mehmet

00028 The risk that the services that we scale back have a greater negative impact than we anticipated

Description
Impact / Consequences

When deciding where to make budget cuts, we endeavour to ensure the quality of key services. There is a risk that we haven't identified the correct services as being 'key', and/or that the changes we make are more disruptive than we anticipated

1. Services that are important for our residents are no longer available
2. Performance in important areas of our business (for our residents) deteriorates
3. Reinstatement/correction in performance is difficult and slow to achieve
4. Reputation can suffer if performance deteriorates
5. Reputation can suffer if messages are not managed

Inherent Risk



Controls to Manage Risk (in place)

1. Impact Assessments are undertaken
2. Cover reports for all decisions ask for risks and benefits to be articulated

Residual Risk



Further Actions

00057 A Scrutiny Task and Finish Group to be established to monitor impacts

Action Due Date	30/09/2015
Person Responsible	Gary Williams
Lead Member(s)	Cllr Hugh Evans
Active	Yes
Risk Owner	Mohammed Mehmet

00029 Risk of successful challenge that we are illegally depriving people of their liberty

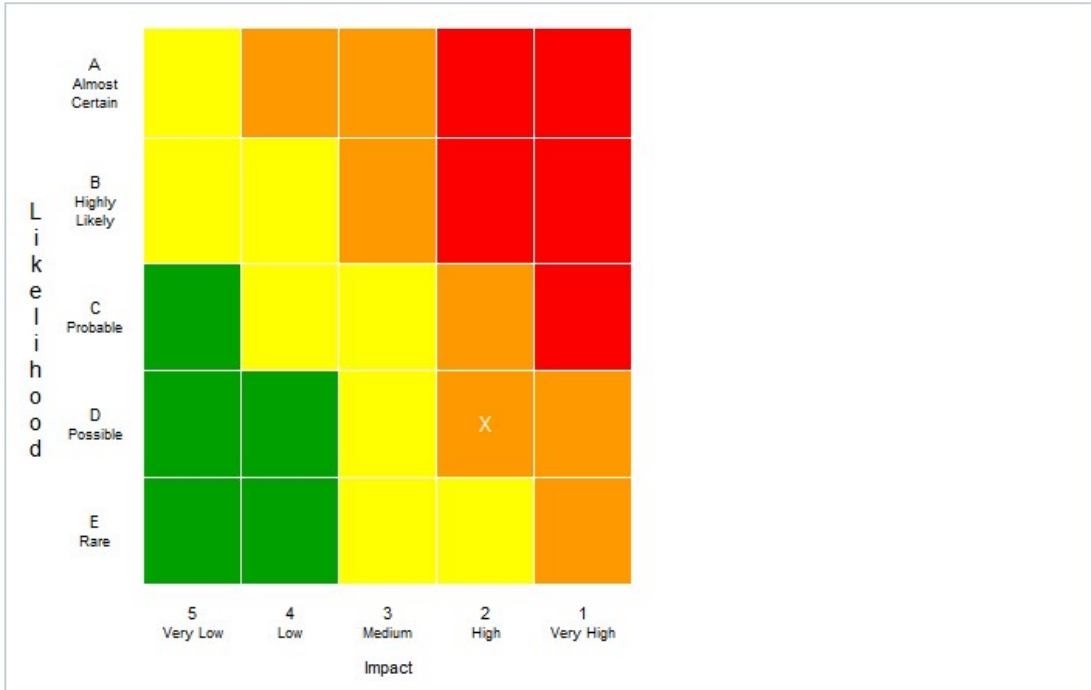
Description

There is the potential for future legal challenges following the recent Supreme Court ruling on deprivation of liberty. The court ruled that all people who lack the capacity to make decisions about their care and residence and, under the responsibility of the state, are subject to continuous supervision and control and lack the option to leave their care setting are deprived of their liberty. The ruling overturned previous judgements that had defined deprivation of liberty more restrictively. This means that many people are likely to have been deprived of their liberty unlawfully and without safeguards in settings including care homes and supported living placements. This is likely to result in a significant increase in DOLS case numbers regarding care home placements, and also applications to the Court of Protection to authorise deprivations of liberty in supported living. We are already beginning to see the impact of the ruling in Denbighshire.

Impact / Consequences

Legal challenge, reputational damage, financial costs

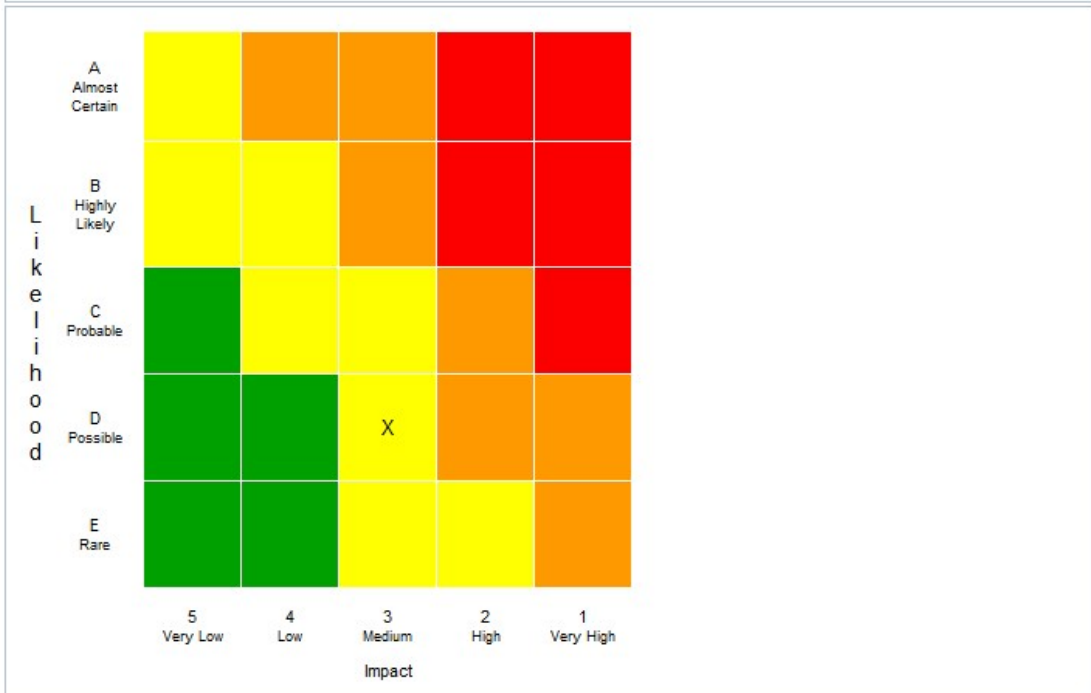
Inherent Risk



Controls to Manage Risk (in place)

- 1 Every provider has received a letter describing our pragmatic approach
- 2 Five more staff members have been trained as Best Interest Assessors
- 3 Increased signatory capacity
- 4 The 'Cheshire West ruling' is being challenged and we are keeping a watching brief
- 2 Five more staff members have been trained as Best Interest Assessors; a further group is about to start training
- 3 Increased signatory capacity

Residual Risk



00044 Reviewing

Description	Continue to assess everyone in residential care that we need to
Action Due Date	31/03/2016
Person Responsible	Phil Gilroy

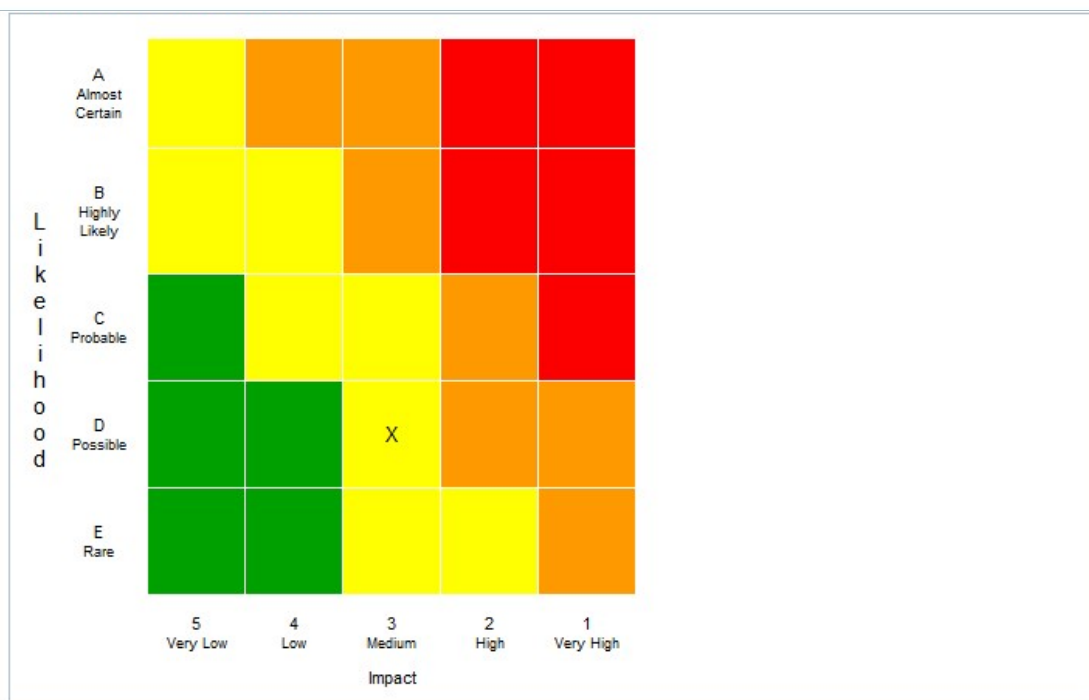
00045 Training

Description	Further Best Interest Assessor Training to be delivered.
Action Due Date	31/12/2015
Person Responsible	Nicola Stubbins & Phil Gilroy
Lead Member(s)	Bobby Feeley
Active	Yes
Risk Owner	Nicola Stubbins

00030 The risk that appropriate capacity and skills to sustain service and corporate performance is not available

Description	The current structure of the Senior Leadership Team has been built on the strength and experience of current postholders. As the number of posts at CET and SLT has reduced there is a concentration of key roles that are critical to the successful delivery of services. There is a risk that individuals with particular skill sets would be difficult to replace, and the threat of local government reorganisation contributes to difficulties in recruitment due to the uncertainty it creates.																																																				
Impact / Consequences	Reputational damage Declining performance																																																				
Inherent Risk	<table border="1"> <tr> <td rowspan="5">L i k e l i h o o d</td> <td>A Almost Certain</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>B Highly Likely</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>C Probable</td> <td>5</td> <td>4</td> <td>3 (X)</td> <td>2</td> <td>1</td> </tr> <tr> <td>D Possible</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>E Rare</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td colspan="2"></td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td colspan="2"></td> <td>Very Low</td> <td>Low</td> <td>Medium</td> <td>High</td> <td>Very High</td> </tr> <tr> <td colspan="2"></td> <td colspan="5">Impact</td> </tr> </table>	L i k e l i h o o d	A Almost Certain	5	4	3	2	1	B Highly Likely	5	4	3	2	1	C Probable	5	4	3 (X)	2	1	D Possible	5	4	3	2	1	E Rare	5	4	3	2	1			5	4	3	2	1			Very Low	Low	Medium	High	Very High			Impact				
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Controls to Manage Risk (in place)	Greater opportunities for Middle Managers to 'act up' to key posts in order to gain experience at a more senior level Appointment of more senior Middle Managers Leadership Strategy is in place																																																				

Residual Risk



Further Actions

00067 Planned retirements at SLT level

Description	Planning is in place for the retirement of two heads of service and risks are being monitored at service level
Action Due Date	30/04/2017
Person Responsible	Rebecca Maxwell & Nicola Stubbins

00068 Succession Planning Challenge at Service Challenge

Description	Heads of Service are being tested on their succession plans through Service Challenge
Action Due Date	31/03/2016
Person Responsible	Rebecca Maxwell
Lead Member(s)	Hugh Evans
Active	Yes
Risk Owner	Mohammed Mehmet

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Report to:	Performance Scrutiny Committee
Date of Meeting:	10 December 2015
Lead Member/Officer:	Lead Member for Customers and Communities / Head of Customers and Education Support
Report Author:	Principal Librarian/Customer Service Business Partner
Title:	Welsh Government's Assessment of the Library Service's performance for 2014/15, and progress to date in developing libraries into community hubs

1. What is the report about?

The report outlines the Library Service's performance against Welsh Government's Framework of Public Library Standards 2014-17, and considers this in the context of Denbighshire's new Face to Face Customer Service Delivery Framework.

2. What is the reason for making this report?

This report was requested by committee at its meeting on 15 January 2015.

3. What are the Recommendations?

That the committee considers Welsh Government's Assessment of the Library Service's 2014/15 performance and Denbighshire's response, particularly in the context of the new Customer Service Delivery Framework.

4. Report details

- 4.1 Library authorities in Wales have a statutory duty under the Public Libraries and Museums Act 1964 to deliver a 'comprehensive and efficient' service to its residents. The Frameworks of Welsh Public Library Standards enables MALD (Museums Archives and Libraries Division of Welsh Government, previously CyMAL) to measure and assess how authorities are fulfilling their statutory duties. The Fifth Framework was launched by the Minister for Culture and Sport at Prestatyn on May 1st 2014
- 4.2 Library Services submit an Annual Report each July, noting performance against 18 Core Entitlements and 16 Quality Indicators for the previous financial year, following which MALD responds with a formal assessment in September/October.
- 4.3 The **18 Core Entitlements** (full list in Appendix A) outlines what local residents can expect from their Library Service. 17 of the 18 Core Entitlements were met in full in 14/15. As the service was subject to a restructure during 14/15 the "Online and print access entitlement to the Service's Strategy and Vision" was not met on this occasion: this will be available by March 2016.

4.4 The Standards Framework also consists of **16 Quality Indicators** of which only 7 have been given a specific target by Welsh Government. Denbighshire met 3 of the 7, and partially met the remaining 4:

No.	Quality Indicator	Denbighshire's performance
3	Support for individual development: <ul style="list-style-type: none"> - Basic support in the use of ICT - Training to improve literacy, numeracy and digital skills - Access to local and national e-government resources - Reader development programmes for adults and children 	Fully met. All staff provide support to users across the required areas of service.
5	Access: <ul style="list-style-type: none"> - At least 75% of households to be within 2.5 miles of a static library 	Fully Met <ul style="list-style-type: none"> - 88% within 2.5 miles
8	Access to up-to-date reading material: <ul style="list-style-type: none"> - Min. £2,140 spend per 1,000 pop. - 11% of lending stock replenished 	Partially met: <ul style="list-style-type: none"> - £1,836 spend per 1,000 pop. - 12.6% of stock replenished The target will not be met in 15/16
9	Appropriate spend on reading materials: <ul style="list-style-type: none"> - for Welsh speakers to be minimum 4% of overall bookfund - for children to be within 2% of the authority's child population. (DCC's child population is 18%) 	Partially met: <ul style="list-style-type: none"> - 7.6% spent on Welsh language reading materials With DCC's child population at 18%, target expenditure on children's books was set by Welsh Gov at 16%-20% of the bookfund. Having spent above this amount to support children's reading and literacy skills (a priority area for the service), DCC was considered to have failed to meet its target. This prohibitive approach has now been raised with the Deputy Minister and with MALD. The service will not be reducing its support for children's reading to tick a box.
10	Free online access <ul style="list-style-type: none"> - Minimum 9 PCs per 10,000 pop. - Free Wifi at all libraries 	Partially met. <ul style="list-style-type: none"> - 10 Pcs per 10,000 pop. Wifi at 6 of 8 locations and to be installed at Rhuddlan & St.Asaph by 3/16.
13	Staffing levels and qualifications: <ul style="list-style-type: none"> - 3.6 FTE per 10,000 pop. - Min. 0.65 qualified staff per 10,000 	Partially met. <ul style="list-style-type: none"> - 3.3FTE per 10,000 pop.

	pop.	- 0.68 qualified staff Following the merger/restructure of Library Services and Customer Services, we will reconsider how to report this indicator in the future.
16	Opening hours - Min. 120 aggregate hrs per 1,000 pop.	Fully met. - 149 aggregate opening hrs New opening hours introduced on Nov 16 th 2015 provides 139 aggregate opening hrs per 1,000 pop.

4.5 The remaining Quality Indicators have no set targets, but are a combination of comparative indicators (where comparisons can be made against other authorities and against the authorities' own performance over time) and an analysis of separate adult and children's customer surveys, to be conducted once every three years.

4.6 The list of comparative Quality Indicators can be seen on pages 3 & 4 of MALD's full Annual Assessment Report (Appendix B). The table shows Denbighshire's performance and ranking compared to the lowest, median and highest performance levels across Wales. Following the transfer from CML to CES, and the focus on modernising and restructuring the Library Service, there was insufficient capacity to respond to some of the data and self-assessments required by MALD when completing the return. As a result, Denbighshire's performance against some of the comparative indicators are incomplete for 2014-15, but will be remedied in the 2015-16 return. The tri-annual adult customer survey will be conducted in 15/16 and the children's in 16/17.

4.7 Of the comparative indicators submitted, Denbighshire:

- is one of the highest for attendances at events, and for supply times in response to customer requests
- Is in the median for library visits, cost per visits and expenditure per capita
- Is one of the lowest for visits to library service web pages and customer take up of ICT services

Full details can be seen in Appendix B.

4.9 Denbighshire's Digital Transformation Programme includes the delivery of a modern digital face to face customer service framework, and resourcing structure across multiple locations. In November, the first to be completed was the Rhyl Library building at Church Street, and the town's brand new One Stop Shop was opened to the public, offering a wide range of services in one building. Customers are now able to:

- Pay for council goods and services using new modern facilities
- Request/apply for services and find information using the new Council online computer suite
- Hire the use of a new modern meeting room
- And from 7th December – meet with Benefits, Council Tax and Business Rates advisors for specialist advice

4.10 Existing library services will continue to be available allowing customers to borrow and return library books, make copies and print documents, attend training sessions/events, visit the Museum, and buy refreshments from the Cook Book Café. All services will continue to be supported by experienced and highly skilled Customer Service Assistants.

4.11 The model at Rhyl brings a number of council services together under one roof, and is an example of services working together for the benefit of the community. The model will be rolled out to other locations in line with the Face to Face Customer Services Framework (Appendix C). The Deputy Minister visited the new One Stop Shop in early November, and subsequently released the following Written Statement

“I am committed to our public libraries being welcoming community hubs which deliver a range of digital, literacy and cultural services, as well as providing access to other services.”

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

The Library Service is a statutory responsibility of the Authority, and the transformation of the service contributes to the modernising agenda.

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

The Face to Face Customer Services Framework will enable a range of other council services and partners to reach out to and deliver services at local community level at no additional cost.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision?

Not applicable

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

A report on the new Framework of Welsh Public Library Standards was presented to Performance Scrutiny in January 2015.

9. Chief Finance Officer Statement

Not applicable

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

Not applicable

11. Power to make the Decision

Article 6.3.4(b) of the Council’s Constitution outlines scrutiny’s powers in relation to policy objectives, performance targets and specific service areas.

Libraries making a difference:

The fifth quality framework of Welsh Public Library Standards

Core entitlements (CE)

CE	Libraries in Wales will:	Comments
CE 1	Ensure friendly, knowledgeable and qualified staff are on hand to help	This reflects current practice.
CE 2	Provide a range of activities to support learning, enjoyment and enable users to obtain the maximum benefit from the available resources	This reflects current practice.
CE 3	Provide access to a range of services and resources to support lifelong learning, personal wellbeing and development, and community participation	This reflects current practice.
CE 4	Be open to all members of their communities	This reflects current practice.
CE 5	Be free to join	This is a legal requirement of the 1964 Public Libraries Act.
CE 6	Provide a safe, attractive and accessible physical space with suitable opening hours	This reflects current practice.
CE 7	Provide appropriate services, facilities and information resources for individuals and groups with special needs.	Facilities / resources provided include large print books, audiobooks, e-books, e-zines, housebound library service, hearing loops, Boardmaker, disabled access & toilets.
CE 8	Lend books for free	This is a legal requirement of the 1964 Public Libraries Act.
CE 9	Deliver free access to information	This is a legal requirement of the 1964 Public Libraries Act.
CE 10	Provide free use of the internet and computers, including Wifi	Free access to the internet is provided at all libraries. Free Wifi is available at 6 of the 8 libraries.
CE 11	Deliver free use of online information resources	This reflects current practice.

	24 hours a day	
CE 12	Provide access to high quality resources in a range of formats, including Welsh Language, reflecting changing forms of publication	This reflects current practice.
CE 13	Share their catalogues, to enable a single search of all library resources	The Denbighshire/ Flintshire joint Library Catalogue is available via Cat Cymru for an all Wales search.
CE 14	Promote libraries to attract more people to benefit from their services	This is a legal requirement of the 1964 Public Libraries Act.
CE 15	Regularly consult users to gather their views on the service and information about their changing needs.	This reflects current practice.
CE 16	Work in partnership to open up access to the resources of all Welsh libraries	This reflects current practice through: <ul style="list-style-type: none"> - the Denbighshire and Flintshire joint catalogue - Linc y Gogledd, the North Wales resource sharing partnership - National Inter Lending Library scheme (ILL)
CE 17	Provide access to the library service's strategy, policies, objectives and vision, in print and online, in a range of languages appropriate for the community	New strategy, vision and policies in development: not yet available in print and online.
CE 18	Will provide a clear, timely and transparent complaints process if things go wrong	The Library Service complies with the Corporate Complaints process.

Welsh Public Library Standards 2014-17

Denbighshire County Council

Annual Assessment Report 2014-15

This report has been prepared based on information provided in Denbighshire's annual return submitted to Museums, Archives and Libraries Division of the Welsh Government. Denbighshire did not submit any case studies or narrative report with its statistical return.

The return was not approved by the authority prior to submission.

1) Executive summary

Denbighshire met 17 of the 18 core entitlements in full, and partially met 1.

Of the 7 quality indicators which have targets, Denbighshire achieved 3 in full, and 4 in part.

The strong commitment to children's provision is praised, alongside excellent engagement with communities, evidenced by with the highest attendance at events per capita in Wales. The investment in ICT is also commended. The service is well used, but cuts to the book fund may impact on this in the future. It will be interesting to see the implications of the future restructuring.

The assessors note the difficulties the authority has had in fully completing the return, given conflicting pressures on resources this year, which has made it harder to complete the assessment. MALD officials will be seeking reassurance that this will be addressed in future years.

- Denbighshire did not conduct an impact survey during 2014-15, and did not provide any impact case studies. The lack of evidence in the return of the impact of the service is unfortunate.
- Attendance at pre-arranged training sessions is below the median for Wales, but informal training levels are above the median for Wales as a whole.
- Visits per capita are above the median for Wales, and attendance at events per capita is the highest in Wales. 17.9% of the population were active borrowers during the year. Children's services are a priority, and Denbighshire reported an increase in children's issues of 2.7% in 2014-15.
- Denbighshire fails to meet the targets for overall levels of acquisitions, but meets the targets for the replenishment rate and material in the Welsh Language. ICT provision meets the targets set, and is used for around one third of the available time. Denbighshire has the best performance in Wales for the supply of requests within 7 days.
- Denbighshire falls just short of the target level for staffing overall, but meets the target for professional staff. Figures for staff training are not recorded, and the authority does not use volunteers. Average cost per visit was £2.90, slightly above the median for Wales.
- Compared to the rest of Wales, Denbighshire generally performs well in the area of

Access for all. Performance is rather more mixed in the area of *Learning for life*, with some indicators showing relatively good performance, and others being relatively poor.

- The continued reduction in investment, highlighted in previous returns, remains a cause for concern, and is leading to declining usage. Unfortunately due to pressures on resources, Denbighshire was unable to provide supporting evidence and analysis with its return. This has not helped consider the context of the library service and makes a full assessment harder.

2) Performance against the standards

The standards framework comprises of core entitlements, quality indicators with targets, quality indicators with benchmarks and impact measures. Section 2 summarises achievements against the core entitlements, the quality indicators which have targets, the quality indicators showing performance against others, and impact measures. A narrative assessment of the authority's performance is made in Section 3.

a) Core entitlements

Denbighshire is meeting 17 of the 18 core entitlements in full, and partially meeting 1. The area in which it is not fully meeting all the core entitlements is *Leadership and development*, where committee reports are available, but other service-related policy documents are not, pending a restructure of the service.

b) Quality indicators with targets

There are 16 quality indicators (QI) within the framework. Of the 7 which have targets, Denbighshire is achieving 3 in full, and 4 in part:

Quality Indicator	Met?	
QI 3 Individual development:		Met in full
a) ICT support	✓	
b) Skills training	✓	
c) Information literacy	✓	
d) E-government support	✓	
e) Reader development	✓	
QI 5 Location of service points	✓	Met in full
QI 8 Up-to-date reading material:		Partially met
a) Acquisitions per capita	✗	
<u>or</u> Materials spend per capita	✗	
b) Replenishment rate	✓	
QI 9 Appropriate reading material:		Partially met
a) % of material budget on children	✗	
b) % of material budget spent on Welsh	✓	
<u>or</u> Spend on Welsh per capita	✗	
QI 10 Online access:		Partially met
a) All service points	✓	
Computers per capita	✓	
b) Wi-Fi provision	✗	
QI 13 Staffing levels and qualifications:		Partially met

Quality Indicator	Met?
a) Staff per capita	✗
b) Professional staff per capita	✓
c) Head of service qualification/training	✓
d) CPD percentage	n/k
QI 16 Opening hours per capita	✓ Met in full

c) Impact measures

The framework contains three indicators which seek to gather evidence of the impact that using the library service has on people's lives. Through these and other indicators it is possible to see how the library service is contributing towards educational, social, economic and health and wellbeing local and national agendas. These indicators do not have targets. Not all authorities collected data for the impact indicators, and ranks are included out of the numbers of respondents stated, where 1 is the highest scoring authority.

Denbighshire did not conduct an impact survey on 2014-15, and did not collect data on the numbers of attendees at training sessions who were helped to achieve their goals.

Performance indicator	Denbighshire	Rank	Lowest	Median	Highest
QI 1 Making a difference					
b) % of children who think that the library helps them learn and find things out:	n/a		63%	93%	95%
e) % of adults who think that the library has made a difference to their lives:	n/a		73%	87%	92%
% of children who think that the library has made a difference to their lives:	n/a		43%	79%	90%
QI 4 b) % of attendees of training sessions who said that the training had helped them achieve their goals:	n/k		80%	93%	100%

Denbighshire did not provide any impact case studies with their return, and the lack of evidence of impact in the return is regrettable.

d) Quality performance indicators and benchmarks

The remaining indicators do not have targets, but allow performance to be compared between authorities. The following table summarises Denbighshire's position for 2014-15. Ranks are included out of 22, where 1 is the highest, and 22 the lowest scoring authority, unless stated otherwise. (Indicators where fewer than 22 authorities supplied data are obtained from customer surveys which only need to be carried out once during the three year framework period, or those where relevant data elements were not available to some authorities.)

Performance indicator	Denbighshire	Rank	Lowest	Median	Highest
QI 1 Making a difference					
a) new skills	n/a		55%	72%	93%
c) health and well-being	n/a		29%	58%	91%
d) enjoyable, safe and inclusive	n/a		84%	97%	98%

Performance indicator	Denbighshire	Rank	Lowest	Median	Highest
QI 2 Customer satisfaction					
a) 'very good' or 'good' choice of books	n/a		82%	89%	97%
b) 'very good' or 'good' customer care	n/a		93%	99%	99%
c) 'very good' or 'good' overall;	n/a		94%	96%	99%
d) child rating out of ten	n/a		8.0	9.2	9.4
QI 4 User training					
a) attendances per capita	8	20	2	26	278
c) informal training per capita	206	7/21	16	162	484
QI 6 Library use					
a) visits per capita	5,082	5	2,637	4,177	5,955
b) virtual visits per capita	700	15	212	923	2,449
c) active borrowers per capita	179	7	71	155	288
QI 7 attendances at events per capita	464	1	21	192	464
QI 11 Use of ICT - % of available time used by the public					
a) equipment	34%	14	23%	36%	70%
b) Wi-Fi services	n/k		4%	37%	79%
QI 12 Supply of requests					
a) % available within 7 days	81%	1	62%	69%	81%
b) % available within 15 days	90%	3	74%	84%	94%
QI 13 Staffing levels and qualifications					
(v) a) total volunteers	0	17	0	14	74
b) total volunteer hours	0	17	0	527	2696
QI 14 Operational expenditure					
a) total expenditure per capita	£16,749	5	£8,966	£14,054	£20,796
b) % on staff,	57%	11	45%	57%	77%
% on information resources	11%	17	5%	13%	21%
% on equipment and buildings	4%	11	0%	4%	27%
% on other operational costs;	28%	9	4%	22%	37%
c) capital expenditure per capita	£228	12	£0	£266	£2,126
QI 15 Cost per visit	£2.90	9	£2.07	£2.87	£3.92
QI 16 Opening hours (<i>see note</i>)					
(ii) a) % hours unplanned closure of static service points	0%	1	0.0%	0.02%	0.52%
b) % mobile stops / home deliveries missed	0%	1 / 19	0.0%	0.4%	5.4%

Note: Rankings here have been reversed, so that 1 is the lowest scoring authority.

3) Analysis of performance

The core entitlements and quality indicators are divided into four key areas. This section of the report outlines performance against the quality indicators within these four areas.

a) Customers and communities

Denbighshire did not carry out a customer survey in 2014-15, but intends to do so in 2015-16. All service points provide the full range of services in support of individual development. Attendance at pre-arranged training sessions is low, while the numbers helped by means of informal training is above the median for Wales as a whole.

b) Access for all

Denbighshire meets the target for easy access to service points, and achieves a good level of visits, above the median for Wales as a whole. 17.9% of the population were active borrowers during the year, also above the median for Wales. Attendance at events is the highest in Wales, and includes school visits and 1-1 support sessions. Denbighshire reported an increase in children's issues of 2.7% in 2014-15.

c) Learning for life

Denbighshire's book fund was cut mid-year, and the authority fails to meet the targets for acquisitions overall. A further cut is expected next year. The lending stock replenishment rate target has been met. The authority prioritises materials for children, with 26% of the budget compared to 18% of children in the population, to meet strategic priorities, and spent 7.6% of the budget on material in the Welsh language in 2014-15. ICT provision per capita meets the target set, and all libraries provide facilities, which are used for around one-third of the available time. Wi-Fi is available in 6 of the 8 libraries, and there are plans to roll this out to the remainder during 2015-16. Availability and use of the Wi-Fi network was not recorded. Denbighshire supplies requested material in a timely manner, with 81% of requests being met within 7 days – the best performance in Wales on this measure.

d) Leadership and development

Denbighshire falls just short of the target for overall staffing, with 3.29 staff per capita against a target of 3.6. The target for professional staffing is met, and the head of service is a Chartered Librarian. The authority does not collect data on the amount of time spent in staff training. Denbighshire does not use any volunteers.

Comparable expenditure data for 2013-4 were not included in the return. Total expenditure per capita is above the median for Wales. The average cost per visit in 2014-15 was £2.90, slightly above the median for Wales as a whole. Opening hours meet the target set, and none were lost owing to unplanned closures.

4) Strategic context

Denbighshire did not provide a statement demonstrating the service's contribution towards wider Welsh Government priorities and strategic goals.

5) Conclusion

The strong commitment to children's provision is praised, alongside excellent engagement with communities, evidenced by the highest attendance at events per capita in Wales. The investment in ICT is also commended. The service is well used, but cuts to the book fund may impact on this in the future. It will be interesting to see the implications of the future restructuring.

The assessors note the difficulties the authority has had in fully completing the return, given conflicting pressures on resources this year, which has made it harder to complete the assessment. MALD officials will be seeking reassurance that this will be addressed in future years.

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Project	Face to Face Customer Service Framework
Author	Ffion Angharad
Date	November 2015

Background

Until recently, there were ten Denbighshire locations delivering varying levels of face to face customer service, at different costs, using different resources with no vision of how they will develop and look in the future.

*Rhyl Town Hall	One Stop Shop / Cash Office
*Rhyl Library	
Prestatyn	One Stop Shop / Payments / Library services
Rhuddlan	One Stop Shop / Library services
St Asaph	One Stop Shop / Library services
Denbigh	One Stop Shop / Payments / Library Services
Ruthin	One Stop Shop / Payments / Customer Contact Centre
Ruthin Library	
Corwen	One Stop Shop / Library services
Llangollen	One Stop Shop / Library Services

*these services now operate as part of the new Rhyl One Stop Shop located at Church Street, Rhyl

Purpose

One of the corporate priorities 2012 – 2017, is to Modernise the Council to deliver efficiencies and improve services for our customers

The Corporate Customer Service Strategy 2014 - 2017 explains how we will balance meeting our customers' needs with managing ever increasing expectations whilst using our resources in the most efficient and effective way to deliver excellent customer services – this has been the basis for the Digital Transformation Programme – Getting the Customer Ready.

In response to the last Residents Survey, customers told us that they don't want to go to several different offices to make enquiries; they also want to choose how they access council services and keep in touch with us.

Objectives

- Achieve consistency in the Customer journey / experience for the services under a new County branding of 'One Stop Shop'.
- Deliver the Channel shift strategy
- Provide a new / improved community facility where customers can make multiple enquiries visiting only one building
- Improve face to face customer service provision
- Create a training framework for all customer facing staff
- Create a platform to enable customers to self-serve
- Create building 'model' for other locations
- Create a model for the digital/face to face delivery of other services
- Enable access to specialist support services/expertise including 3rd party agencies

Workstreams

	BUILDING	EQUIPMENT	SERVICES	STAFF
We will:	Improve the building layout so that multiple services will be available via multiple contact methods from one location and promote them as community facilities	Install self-service equipment so that customers who want to self-serve can do so, and those who want help can use the equipment available and ask staff for support to use them	Deliver more service from one building. Customers will be able to: <ul style="list-style-type: none"> • Ask for advice / information • Apply / pay for.. • Request a service • Report a problem • Find a • Request a form/product • View my enquiries • Use library services • Access community information • Access specialist information/services 	Appoint and fully train customer services team: <ul style="list-style-type: none"> • To deliver consistent/excellent customer services ; • Deliver face to face and telephony customer service • Deliver specialist knowledge in key areas; • promote / support customers to use digital services to achieve channel shift

Layout

We will remodel existing buildings to enable us to offer more services in one location and provide a choice of how customers contact us i(in keeping with the Library Standards).

Essential requirements:

- ✓ Suitable meet and greet / reception desk to direct customers to the most appropriate area of the building to make their contact with the council
- ✓ Self service kiosks - for cash payments, to borrow and return library goods Self Service computers where customers can contact the council without having to rely on staff, ,
- ✓ A virtual contact Centre facility (i.e. telephony,) building capacity to answer more calls when call volumes are high and/or during an emergency
- ✓ Customer toilets
- ✓ Meeting/community rooms for community meetings, conferences, training, workshops etc.
- ✓ Interview room(s) where customers can discuss personal, confidential and sensitive enquiries with specialist staff
- ✓ Study areas
- ✓ Public Access Network computers

Desirable requirements:

- ✓ Fully equipped hotdesk area for any staff member to use when working flexibly from other locations.
- ✓ Areas available for specialist services/3rd party agencies
- ✓ Self service kiosks for printing/computer booking

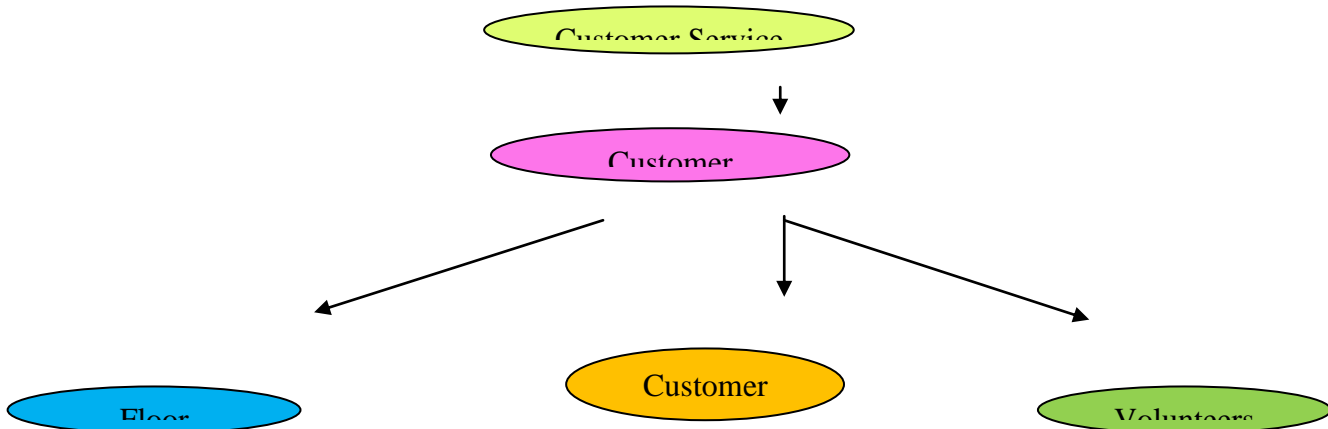
SERVICES

We will deliver the Digital Choice project – Getting the Customer Ready – by promoting and encouraging the use of the following self-serve services:

APPLY FOR..
PAY FOR..
REQUEST A SERVICE
ASK FOR ADVICE
REQUEST INFORMATION
REPORT A PROBLEM
FIND A....
VIEW MY ENQUIRIES
REQUEST FORM(S)
SIGNPOSTING
PROVIDE FEEDBACK
REQUEST A PRODUCT
LIBRARY ENQUIRIES / SERVICES
SPECIALIST SERVICES
NWP
COMMUNITY SUPPORT
BACK OFFICE FUNCTIONS
INCOME MANAGEMENT
BANKING

Staff

Training Framework for all staff to attend so that they deliver consistent level of customer service



Timeline

Location	Status	Progress	Partnership
Rhyl	Main OSS	Completed	DCC
Rhuddlan	Community Hub	In progress	Town Council
Prestatyn	Main OSS	In progress	DCC
St Asaph	Community Hub	In progress	City Council
Denbigh	Main OSS	Based on outcome of grant application	DCC
Ruthin	Main OSS	Not started	DCC
	Library		
Corwen	Community Hub	In Progress	Cadwyn Clwyd
Llangollen	Community Hub	Not started	-

Report to:	Performance Scrutiny Committee
Date of Meeting:	10 December 2015
Lead Officer:	Scrutiny Co-ordinator
Report Author:	Scrutiny Co-ordinator
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 a representative to serve on the Corporate Equalities Group.

4. Report details

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

Cabinet Forward Work Programme

- 4.8 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. Corporate Equalities Group

Each scrutiny committee has a representative that serves on the above Group. Councillor Colin Hughes was this Committee's representative. He has recently requested that a new member be appointed as the Committee's representative. Councillor Hughes is willing to be the substitute representative on the CEG. A copy of the Group's terms of reference can be found at Appendix 5. The Committee is asked to appoint a representative to serve on the Corporate Equalities Group.

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 met on 15 October 2015 and at that meeting it asked this Committee to consider the Care and Social Services Inspectorate Wales' (CSSIW) Annual Performance Evaluation of Denbighshire's social care services for 2014-15. That report has been included on the current meeting's business agenda.

6.2 The Group is due to meet again on 3 December 2015. Any matters discussed at that meeting affecting this Committee will be reported to members verbally at the meeting on 10 December 2015.

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 will it cost and how will it affect other services?

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

9. What 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.

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

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
28 January 2016	Cllr. Hugh Irving	1 Your Voice' complaints performance (Q 2 & 3)	To scrutinise Services' performance in complying with the Council's complaints. The report to include: (i) 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; and (ii) how services encourage feedback and use it to redesign or change the way they deliver services	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Tony Ward/Clare O'Gorman/Meinir Blunt	February 2013
	Cllr. Eryl Williams <i>(Managing Director of 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 pupils. The report to incorporate GwE's Annual report, the joint GwE and local authority analysis of the	Scrutiny of performance leading to recommendations for improvement	Julian Molloy/Karen Evans	September 2015

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			underachievement in 2015, and information on the 5 year trend in relation to educational attainment in Denbighshire			
	Cllr. Eryl Williams	3. School Governors and School Governing Bodies [Education]	To detail the roles and responsibilities of school governors and school governing bodies, including the support and training available to them from the local authority, GwE and other organisations	Better outcomes for learners through ensuring that governors and governing bodies fulfil their roles effectively via the provision of consistent support and challenge to schools.	Jackie Walley/Karen Evans	September 2015
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/Liz Grieve/Nicola Kneale	November 2014
	Cllr. Bobby Feeley & Cllr. Win Mullen-James (Chair of T&F)	2. Future of Adult Provider Services	To consider the findings of the Task and Finish Group following the consultation exercise on the future of the services	The formulation of recommendations to Cabinet with respect to the future delivery of adult social care provider services	Phil Gilroy/Holly Evans	July 2015 (rescheduled September 2015)
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: (i)a comprehensive explanation on why targets have not been met when dealing with specific complaints,	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Tony Ward/Clare O'Gorman/Meinir Blunt	February 2013

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			<p>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; and</p> <p>(ii) how services encourage feedback and use it to redesign or change the way they deliver services</p>			
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/Liz Grieve	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	3. Draft Director of	To scrutinise the content of	Identification of any	Tony Ward	June 2014

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	Feeley (required)	Social Services Annual Report for 2015/16	the draft annual report to ensure it provides a fair and clear evaluation of performance in 2015/16 and clearly articulates future plans.	specific performance issues which require further scrutiny by the committee in future		
14 July						
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 2015
	Cllr. Hugh Irving	2 Your Voice' complaints performance (Q 1) including social services annual complaints report	To scrutinise Services' performance in complying with the Council's complaints. The report to include: (i) 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; and (ii) how services encourage feedback and use it to redesign or change the way they deliver services	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Tony Ward/Clare O'Gorman/Meinir Blunt	September 2015

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
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 pupils. 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 2015

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/Meinir Blunt	June 2014
Corporate Plan (Q1 & Q3) 2015/16 March & September 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/Liz Grieve	May 2014

Note for officers – Committee Report Deadlines

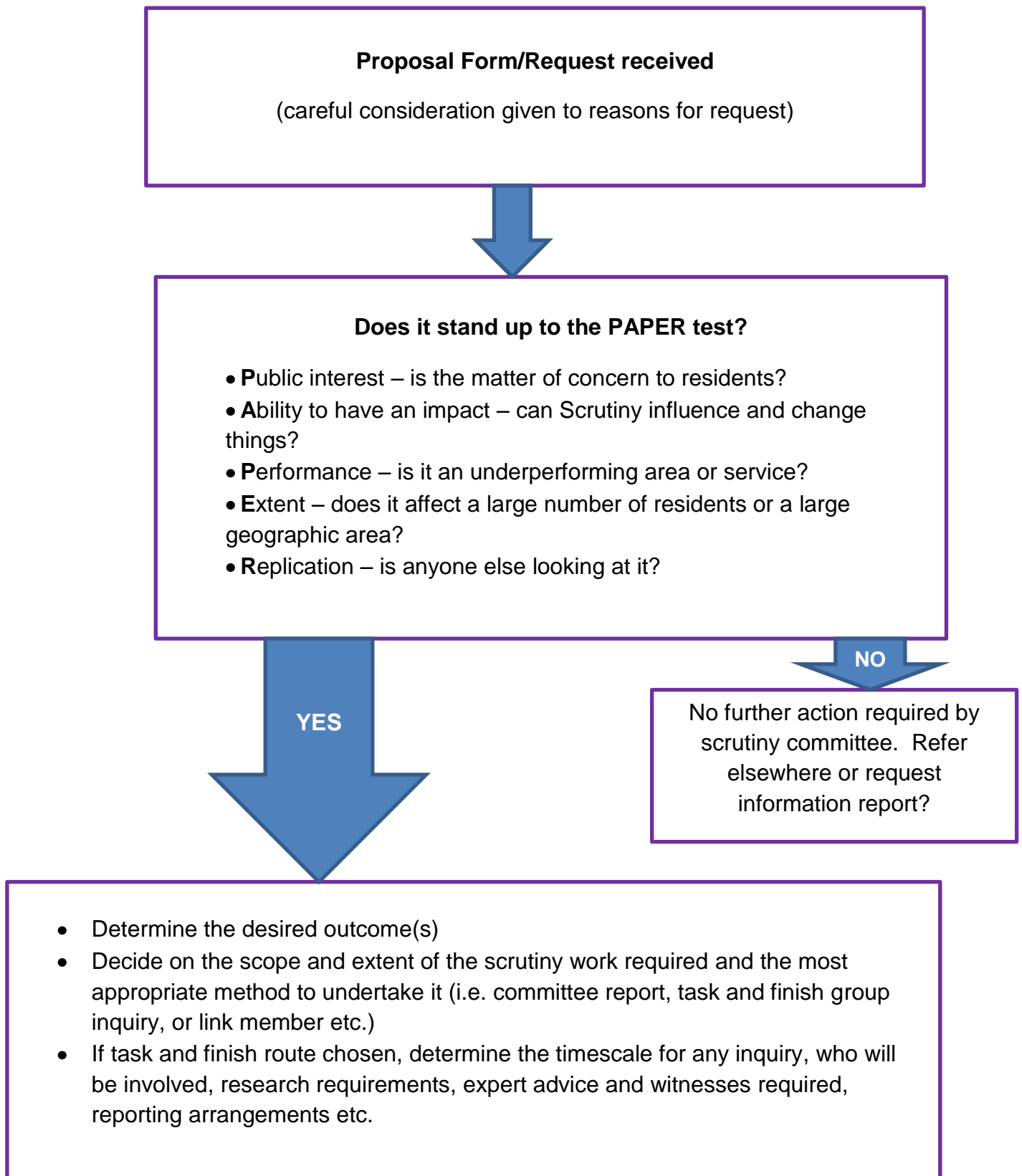
Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
28 January 2016	14 January 2016	17 March	3 March	28 April	14 April

Performance Scrutiny Work Programme.doc

Updated 30/11/15 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
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	Officers Scheme of Delegation	To approve amendments to the scheme	Yes	Cllr Barbara Smith/Gary Williams/Lisa Jones
	4	Development of West Parade, Rhyl (Part 2 item)	Tbc	Tbc	Rebecca Maxwell/Jamie Groves
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
12 January	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Budget Report		Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	3	Treasury Management Strategy	To consider the Strategy prior to Council	No	Councillor Julian Thompson-Hill/Richard

Cabinet Forward Work Plan

Meeting	Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
				Weigh
	4 Supporting People Local Commissioning Plan	To approve the Supporting People Local Commissioning Plan 2016-19 for submission to the North Wales Regional Collaborative Committee		Cllr Bobby Feeley / Sophie Haworth-Booth
	5 Corporate Plan Projects – Progress Report	To consider progress made on projects in the Corporate Plan	Tbc	Cllr Julian Thompson-Hill
	6 Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet’s attention	Tbc	Scrutiny Coordinator
16 February	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 - Ysgol Llanbedr	To consider the objections received for the closure of Ysgol Llanbedr, and whether to approve implementation of the proposal	Yes	Councillor Eryl Williams / James Curran
	3 Capital Programme	To agree the Capital Programme	Yes	Councillor Julian Thompson-Hill/Richard Weigh/Richard Humphreys

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	4	Former North Wales Hospital, Denbigh - Compulsory Purchase Order	Authorisation to take possession of the site	Yes	Councillor David Smith / Graham Boase / Gareth Roberts
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
29 March	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 Q3	To consider progress against the Corporate Plan	Tbc	Cllr Julian Thompson-Hill / Liz Grieve
	3	Corporate Plan Projects – Progress Report	To consider progress made on projects in the Corporate Plan	Tbc	Cllr Julian Thompson-Hill
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
26 April	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Future of Adult Provider Services	To consider the future of adult provider services.	Yes	Cllr Bobby Feeley / Phil Gilroy / Holly Evans

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>December</i>	<i>1 December</i>	<i>January</i>	<i>22 December</i>	<i>February</i>	<i>1 February</i>

Updated 24/11/15 - KEJ

Cabinet Forward Work Programme.doc

Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
24 September 2015	4. PROVISIONAL EXAMINATION RESULTS	<p><u>Provisional External Examination Results and Teacher Assessments:</u> RESOLVED that subject to the above observations the Performance Scrutiny Committee receive the report and to invite the Managing Director of GwE to attend the Performance Committee meeting in January 2016, at which the verified examination results would be presented</p> <p><u>'A' Level Results of Rhyl Sixth:</u> RESOLVED that subject to the above observations, to receive the information on the A Level results of Rhyl Sixth.</p>	GwE's Managing Director has been invited to the meeting on 28 January 2016
	5. THE PERFORMANCE OF A* - A STUDENTS AT GCSE AND A LEVEL	<p>RESOLVED:</p> <p>(i) To note the performance of schools against previous performance and external benchmarks;</p> <p>(ii) To recommend that more targeted support and challenge be provided for schools in the county to ensure that performance improves; and</p> <p>(iii) That on appropriate balance of support, challenge and accountability is offered to all</p>	Lead Member and officers advised of the Committee's recommendation

	<p>6. THE EFFECTIVENESS OF CURRENT SUPPORT OFFERED TO SCHOOLS WITHIN THE COUNTY IDENTIFIED AS REQUIRING ADDITIONAL INPUT (PART II)</p>	<p><i>schools to aim for year on year improvement</i></p> <p>RESOLVED <i>subject to the Committee's observations –</i></p> <ul style="list-style-type: none"> <i>(i) To receive information provided on the support and challenge provided to identified schools, and acknowledge that the support provided to the primary sector had realised positive outcomes;</i> <i>(ii) Recommended the need to strike an appropriate balance between support, challenge and accountability to schools and school governing bodies;</i> <i>(iii) Recommended that appropriate training is provided to school governors to enable them to fulfil and sustain their challenge role;</i> <i>(iv) That a report be presented to the Committee at its January 2016 meeting on the roles and responsibilities of school governing bodies;</i> <i>(v) That the report on "Verified External Examinations and Teacher Assessments" scheduled for presentation to the Committee in January 2016 include the results of the joint GwE/Denbighshire analysis of the county's pupils' underachievement in 2015; and</i> <i>(vi) That the Managing Director of GwE be</i> 	<p>Lead Member and officers advised of the Committee's recommendations.</p> <p>The Managing Director of GwE has been invited to attend the Committee's January 2016 meeting to discuss various aspects of the organisation's work and the report listed in sub-paragraph (v) listed opposite</p>
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		<i>invited to January 2016 meeting.</i>	
	7. YOUR VOICE Q1 2015/16	<p>RESOLVED</p> <p>(i) <i>To receive the information on services' performance in dealing with complaints; and</i></p> <p>(ii) <i>That future reports should contain a narrative on the reasons why services were registering "red" in their performance in dealing with complaints and what measures they were taking in a bid to resolve outstanding complaints.</i></p>	Lead Member and officers advised of the Committee's resolution. The next report scheduled for presentation at January's meeting should include the requested narrative

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Terms of Reference – Corporate Equality Group

Aim

The Corporate Equality Group (CEG) has responsibility for ensuring that the Council demonstrates fairness in its deliver of services and its employment practices. It will work to develop a culture in which all individuals are treated with dignity and respect, and offensive and discriminatory behaviour and harassment are not tolerated. The CEG is not a decision making body, but can refer issues to others (e.g. Scrutiny, Cabinet, Council, CET, SLT etc) when decisions are required.

Specifically, the CEG will:

- ⇒ Give strategic direction to equality related activities within the council.
- ⇒ Work to embed equality and diversity into all the functions of the council.
- ⇒ Ensure that the council effectively undertakes equality impact assessment of proposals and decisions which may impact on its staff and/or communities.
- ⇒ Ensure that a robust Strategic Equality Plan is in place to enable the council to meet its general and specific duties under the Equality Act 2010.
- ⇒ Monitor and scrutinise delivery of the council's Strategic Equality Plan.
- ⇒ Consider and scrutinise an annual report in relation to the delivery of the council's Strategic Equality Plan.
- ⇒ Drive improvements in delivering equality outcomes through an annual self-assessment process.
- ⇒ Act as a link with SLT to promote effective communication of relevant discussions and proposals from either forum.
- ⇒ Monitor Members and staff training and development programmes in relation to equality and diversity.
- ⇒ Ensure the full engagement and involvement of all staff, Elected Members and service users in equality and diversity issues.
- ⇒ Monitor incidences of prejudice in the community in relation to its activities and provision of services.

Membership

The CEG will consist of:

- ⇒ Lead Member for Equalities: Cllr Hugh Evans (Chair)
- ⇒ Representative from Performance Scrutiny: Cllr Colin Hughes
 - ⇒ Substitute: Cllr Geraint Lloyd-Williams
- ⇒ Representative from Partnerships Scrutiny: Cllr Bill Tasker
 - ⇒ Substitute: Cllr Dewi Owens
- ⇒ Representative from Communities Scrutiny: Cllr Win Mullen-James
 - ⇒ Substitute: Cllr Huw O Williams
- ⇒ Representative from Corporate Governance Committee: Cllr Martyn Holland
 - ⇒ Substitute: Cllr Stuart Davies
- ⇒ 2 representatives from SLT: Mohammed Mehmet & Gary Williams
 - ⇒ Substitutes: Peter McHugh & Leighton Rees
- ⇒ Corporate Improvement Team: Keith Amos
- ⇒ Corporate Equality Officer: Karen Beattie
- ⇒ Other people may be invited to attend from time to time, e.g. representatives from specific council services, or union representatives.

Each member of the CEG will need to understand, and be fully committed to, the values of equality & diversity. CEG members will be expected to act as advocates for equality and diversity in all council-related business. CEG members will also be expected to undertake equality and diversity training.

Members of the CEG will be responsible for approaching their nominated substitute(s) if they are unable to attend a particular meeting. Nominated substitutes must also demonstrate the same commitment to equality and diversity as members of the CEG (as described above).

Administration

CEG will meet quarterly, and meetings will be planned in advance for each financial year. Meeting dates will be in the Council diary.

Notes of actions agreed will be taken, rather than minutes.

No more than 4 agenda items for each CEG meeting.

All reports to be submitted to Isabel Williams, 2 weeks prior to each CEG meeting.