

To: Members of the Performance
Scrutiny Committee

Date: 11 March 2016

Direct Dial: 01824 712554

e-mail: dcc_admin@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 17 MARCH 2016** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

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 3 - 14)

To receive the minutes of the Performance Scrutiny Committee meeting held on the 28th January, 2016 (copy enclosed).

5 CORPORATE PLAN - QUARTER 3 2015/16 (Pages 15 - 58)

To consider a report by the Strategic Planning and Performance Officer, which provides an update on the delivery of the Corporate Plan, had been circulated previously

9.35 a.m. – 10.10 a.m.

Comfort Break

6 YOUR VOICE' REPORT - QUARTER 3 2015/16 (Pages 59 - 76)

To consider a report by the Corporate Complaints Officer, which provides an overview of compliments, suggestions and complaints received by Denbighshire under the Council's customer feedback policy 'Your Voice' during Q3 2015/16, had been circulated previously.

10.20 a.m. – 10.55 a.m.

7 SCRUTINY WORK PROGRAMME (Pages 77 - 94)

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.

10.55 a.m. – 11.10 a.m.

8 FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

11.10 a.m. – 11.20 a.m.

MEMBERSHIP

Councillors

Councillor Barry Mellor (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, 28 January 2016 at 9.30 am.

PRESENT

Councillors Meirick Davies, Richard Davies, Colin Hughes, Barry Mellor (Chair), Dewi Owens, Arwel Roberts and Gareth Sandilands

Co-opted Members – Debra Houghton, Dawn Marjoram, John Piper and Gareth Williams attended for Agenda Items 6, 7 & 8.

Cabinet Members – Councillor Eryl Williams attended for Agenda Items 6, 7 & 8 and Councillor Hugh Irving attended for Agenda Item 9.

ALSO PRESENT

Chief Executive (MM); Corporate Director – Communities (NS); Head of Education (KE); School Effectiveness Performance Officer (JM); Education, Planning and Resources Manager (IL); Passenger Transport Manager (PD); Principal Manager Business Support (TW); Corporate Complaints Officer (CO); Scrutiny Coordinator (RE) and Committee Administrator (KEJ).

Huw Foster Evans, Managing Director – GwE

Marc Berw Hughes, Senior Challenge Adviser Conwy/Denbighshire Hub – GwE

Sian Clark – Wales Audit Office (observer)

1 APOLOGIES

Councillors Geraint Lloyd-Williams and Peter Owen together with Co-opted Member Gill Greenland

2 DECLARATION OF INTEREST

The following members declared a personal interest in agenda items 6, 7 & 8 –

Councillor Meirick Davies – Governor Ysgol Cefn Meiriadog & Ysgol Trefnant

Councillor Richard Davies – Governor Denbigh High School & Ysgol Plas Brondyffryn

Councillor Dewi Owens – Governor Ysgol Glan Clwyd & St. Asaph VP Infants

Councillor Arwel Roberts – Governor Ysgol y Castell & Ysgol Dewi Sant

Councillor Gareth Sandilands – Governor Ysgol Clawdd Offa

The following co-opted members declared a personal interest as follows –

Debra Houghton – agenda items 7 & 8 – Governor Denbigh High School & Ysgol Pendref

Dawn Marjoram – agenda item 8 – Governor Ysgol Plas Brondyffryn
John Piper – agenda items 6 & 8 – Governor Ysgol Tremeirchion and child uses free school transport

3 ELECTION OF VICE-CHAIR

The Chair sought nominations for a Vice-Chair of the Committee for the remainder of the 2015/16 municipal year. Councillor Gareth Sandilands proposed, seconded by Councillor Meirick Davies that Councillor Arwel Roberts be Vice-Chair. In the absence of any further nominations and upon being put to the vote it was –

***RESOLVED** that Councillor Arwel Roberts be appointed Vice-Chair of the Performance Scrutiny Committee for the remainder of the 2015/16 municipal year.*

4 URGENT MATTERS

No urgent matters had been raised.

5 MINUTES OF THE LAST MEETING

The minutes of the Performance Scrutiny Committee held on 10 December 2015 were submitted.

Matters Arising –

Page 11 – Item 6 Corporate Plan (Quarter 2 2015/16) – In response to questions raised by Councillor Dewi Owens officers confirmed that despite the council's best efforts they were unable to provide information on carbon emissions at present due to an issue relating to the energy provider's billing system. This issue would be resolved when the council changed energy provider in April. In terms of indicators and meeting targets assurances were provided that the council was able to demonstrate a reduction in its carbon emissions. It was agreed to provide Councillor Owens with further information in that regard.

***RESOLVED** that the minutes of the meeting held on 10 December 2015 be received and approved as a correct record.*

6 PRIMARY SCHOOL TRANSPORT

The Head of Education submitted a report (previously circulated) providing clarification on the policy relating to Primary School Transport and its application. The report had been requested by Councillor Arwel Roberts in light of recent changes to transport provision in the Rhuddlan and Dyserth areas and included reference to the legislative basis for providing school transport as detailed in the Learner Travel (Wales) Measure 2008.

Members were advised that the policy on Primary School Transport had not changed in the recent September 2015 revision. However, following this review the Service did ensure that Primary and Secondary transport to the 'nearest suitable school' was being applied correctly. A consequence of the correct application of

the policy was the situation which had arisen in Rhuddlan. Pupil numbers attending Ysgol Dewi Sant, Rhyl from Dyserth had fallen due to the pupils now correctly attending Ysgol y Llys. As such the service from Dyserth to Dewi Sant was reassessed as the vehicle was significantly oversized for the numbers travelling. This service came through Rhuddlan where some parents were paying a small concession to use the bus; however, in changing the size of the vehicle the concessionary travel would no longer be available and as such an assessment of safe walking routes to school from Rhuddlan was undertaken. A new safety assessment of the route had been undertaken during December 2015. The assessment had concluded that, due to the increase in the volume of traffic using the A547 caused by the introduction of single lane traffic across the bridge in Rhuddlan itself, the route could not at present be deemed as a safe route to school. With a view to minimising any future risk in this area improvement works were being commissioned to the crossing on the road. Following completion of this work the route's safety would be reassessed. Until such time as the work was done and the route was reassessed free home to school transport for affected pupils from the Rhuddlan area would be provided.

Councillor Arwel Roberts quoted from a recent National Assembly for Wales' Children, Young People and Education Committee's Inquiry into Welsh in Education Strategic Plans (WESPs) which referred to local authorities' discretionary powers "to provide free transport to Welsh-medium schools regardless of the distance criteria in order to promote access to education and training through the medium of Welsh" and to their "general duty to promote access to education through the medium of Welsh when exercising functions under the 2008 Learner Travel Measure."

Members raised the following points –

- that the Authority should utilise its discretionary powers in this area as despite proposed improvements to the crossing by Bryn Cwybr, the route would still be a hazardous one at that point and also at Bryn Cwnin
- similar problems could occur in relation to other primary school routes
- queried whether the policy was consistent with the Royal Society for the Prevention of Accidents' (RoSPA) guidance
- questioned whether the application of the policy in this particular instance was placing policy before children's safety
- queried whether all policies in the field of education complemented each other, as in this case it seemed that the primary school transport policy seemed to be at odds with the Welsh in Education Policy.

Responding to members' questions the Lead Member for Education, the Head of Education and the Education Planning and Resource Manager –

- emphasised that the home to school transport policy for Primary Schools had not been changed, it was just being applied more rigorously than in the past
- advised that the Council's application of the policy was consistent with the provisions of The Learner Travel (Wales) Measure 2008
- confirmed that the route at present had been deemed unsafe until the Highways Service undertook the required improvements and the route's safety was

reassessed. Until that work and assessment had taken place free transport would be provided to the affected pupils from the Rhuddlan area

- emphasised that there was no expectation on the Council's behalf for the pupils to walk unaccompanied from their homes to school or vice versa. Getting primary school pupils to school, when they lived less than 2 miles from the school, was the parents responsibility
- advised that the information on the safe route assessment was available if members wished to see it
- confirmed that the school was open to discussing a variety of solutions to the problem, i.e. walking bus, involving the community, etc.

The Lead Member for Education drew members' attention to the possible implications of recommending applying a discretion in this particular circumstance, as it would set an unsustainable precedent for the future.

During the discussion on the above the Parent Governor Co-opted Member for the Special Education Needs (SEN) sector drew attention to matters relating to school transport provision for additional learning needs (ALN) pupils in the county. She felt that more training was required for drivers and school escorts on how to deal with specific medical needs which were more prevalent in ALN pupils, both primary and secondary pupils. The Head of Education acknowledged that this was an area that required reviewing. She advised that she had already held preliminary discussions with the Council's Passenger Transport Manager the previous week with a view to reviewing school transport for ALN pupils.

At the conclusion of the discussion Councillor Arwel Roberts proposed that the Council should use its discretionary powers with respect to the provision of home to school transport for pupils from Rhuddlan attending Ysgol Dewi Sant, Rhyl. Councillor Dewi Owens seconded the proposal and the Committee supported the recommendation put forward. It was therefore –

RESOLVED to recommend that the Council review its decision with respect to the provision of home to school transport for pupils from Rhuddlan attending Ysgol Dewi Sant, Rhyl and, in line with its discretionary powers, arranges concessionary travel for those pupils not entitled to free home to school transport.

7 KS4 AND POST 16 EXAMINATION RESULTS

A joint report by the Education Manager and GwE Senior Challenge Advisor (Conwy/Denbighshire Hub) was submitted (previously circulated) detailing the verified performance of Denbighshire schools external examination results at Key Stage 4 and Post 16 together with an analysis of results against benchmarked information and performance against other local authorities. [Provisional examination results had been considered by the committee in October 2015.]

The Head of Education and GwE Senior Challenge Adviser introduced the report and gave a detailed explanation of its contents to members. During their presentation they emphasised that –

- with respect to the Level 2 Threshold (5 GCSE A* - C) they had hoped that all schools would be in quartiles 1 or 2, but unfortunately there were 3 schools in the 4th quartile which was extremely disappointing
- national categorisation of schools, which had replaced the previous school banding methodology, did take account of school attendance statistics. It was pleasing to report that no Denbighshire schools fell into the 4th category
- the Welsh Government's (WG) 'My Local School' website was available from the current date which gave parents and guardians a wealth of performance, school support and other associated information
- whilst Denbighshire's attendance at secondary schools had remained static in 2014 at 93%, which ranked the local authority 21st in Wales in comparison to other local education authorities, this area was improving. Current attendance figures were in excess of 94%
- at present both boys and girls in the county performed slightly below the Welsh average for Level 2 including English/Welsh or mathematics, whilst the gap in performance between boys and girls was in line with the Welsh average
- in an attempt to avoid last year's variance between the projected performance and the actual examinations performance a number of measures had been put in place both locally and regionally – these included individual schools setting their own targets, these targets were assessed and challenged throughout the year to ensure they were robust and were likely to be met; there was a regional strategy in place for 'schools at risk' for the purpose of targeting the required support to those schools; discussions on targets and performance formed part of the business at each Head teachers' Forum meeting and also featured in regular discussions between GwE Hub representatives and Heads of Department; sample schools had been identified to work together across the region, Wales and further afield with a review to sharing best practice and a regional conference would be held on 12 February on targeting setting, best practice, etc.
- appended to the report was a copy of the GwE Business Plan's aims and objectives in relation to educational outcomes for Denbighshire students – this detailed the work undertaken and being delivered in Denbighshire to secure improved performance and outcomes
- the main overall objective for 2015/16 was to improve the Level 2 inclusive performance from last year's figure of 56.1%, which was disappointing, to 60.8%. If this was achieved officers would be extremely pleased. Current information indicated that this would be achieved
- during the 2014/15 academic year a number of individual schools in Denbighshire had registered a significant dip in performance. With a view to supporting improvement in these schools a 'recovery board' had been established to monitor their performance and to identify any concerns at an early stage. One school had been served with an official notice to improve.

The Lead Member for Education informed the Committee that GwE Executive Board members were disappointed with examination performance in 2014/15 and as a result they had instructed officers to work on improving attainment. He also emphasised that the WG tended to focus their attention on Level 2 inclusive performance rather than on developing all aspects of students' abilities, which was Professor Donaldson's vision for education.

During the ensuing discussion members and the Council's senior officers raise the following points –

- the need for effective challenge in light of last year's slippage in performance
- the need for a reliable formula for calculating free school meal (FSM) position, the pupil deprivation grant, and their correlation with overall educational performance
- the sustainability of improved performance in some schools without continual additional support and input
- concerns regarding additional pressures being placed on the head teachers due to GwE's expectations of them to peer assess and challenge other schools
- the lack of benchmarking for special schools to assist them to compare their performance and outcomes with other special schools
- the risk associated by the use of percentage figures for overall performance figures to be distorted
- concerns that improvement in performance across North Wales was not being achieved as fast as in other Welsh regions
- the role of the governing bodies in challenging and supporting improvement
- the need for the 60.8% target set for 2015/16 to be met, otherwise local education authorities would be extremely disappointed with the regional school effectiveness and improvement service model, and
- concerns with respect to future recruitment of high calibre head teachers and their retention.

In response to the above points GwE's Managing Director, Senior Challenge Adviser and the Head of Education –

- advised that since GwE's establishment three years ago the 2015 examination results had seen the largest variance in figures between the target and actual results at Rhyl High School, the variance in other schools were very small margins
- acknowledged that progress and the rate of improvement across the region and nationally had not been as great as GwE had anticipated, tighter control was therefore required on performance assessments to ensure that the anticipated targets were nearer to the actual result figures. Whilst schools were anticipating that they were likely to perform this year in excess of the 60.8% target figure agreed by GwE, GwE had agreed with them on the 60.8% figure in order to accommodate unexpected factors and the performance of special schools. The actual performance figures would become much clearer in early March when the English and Maths early entries result were confirmed, the Maths results were already available and were favourable
- confirmed that school governing bodies had an integral part to play in school improvement across the board
- whilst achieving a target of 60.8% in 2015/16 seemed to indicate considerable improvement on 2014/15 results, officers felt it was achievable as last year's results had been extremely disappointing. To achieve the set target the service needed to ensure that the intervention strategies suited individual pupils' needs
- gave assurances that the recent head teacher appointments in Denbighshire had been very strong candidates. They were also confident that they would

have a sufficient pool of candidates applying for the two secondary school head teacher vacancies currently being advertised, although it was acknowledged that there were challenges on a national basis with respect of the number of potential future head teacher candidates. GwE at a recent Executive Board meeting had discussed the need to have enough suitability qualified individuals in every area of education to deliver the best possible outcomes, as well as the availability of continued improvement and personal development opportunities to people in the profession to ensure its long-term sustainability.

At the conclusion of the discussion members –

RESOLVED that subject to the above observations, to –

- (a) receive the information on the performance of schools against previous performance and the external benchmarks that were currently available, and
- (b) emphasise the need for regular and continued challenge of the assessments and monitoring of the targets to ensure that actual performance would meet and possibly exceed the set target.

At this juncture (10.45 a.m.) the committee adjourned for a refreshment break.

8 SCHOOL GOVERNORS AND SCHOOL GOVERNING BODIES

The Head of Education submitted a report (previously circulated) detailing the role 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. She explained that an element of responsibility for school governors' duties lay with the local education authorities, whilst other elements were the responsibility of GwE. Members were advised that –

- there were concerns with respect to some individual governors' engagement in the training programme arranged by the Authority. Some governors seemed to be unaware that they could not fully fulfil their roles if they had not participated in the compulsory training courses
- various methods of training was provided for governors, e.g. face to face and on-line training packages
- Denbighshire had a Chair of Governors Association. The Head of Education attended the Forum's meetings to discuss with members current education related matters. Despite the fact that the invitation to attend Forum meetings was extended to all school governors, the Forum was not that well attended.

Responding to members' questions the Lead Member for Education, the Head of Education and the Education Resources and Planning Manager advised that –

- attendance at school governor meetings was an issue in some schools as was non-submission of apologies
- there were vacancies on some governing bodies. With a view to overcoming some of the problems caused by vacancies and the small size of some school

governing bodies the county advertised for a pool of governors and attempted to place them at schools

- attendance records were kept for each training session and these were checked with the county's records on school governors to ensure that they all had attended their mandatory training events. In addition governing bodies had been contacted with a request that they undertake a skills audit, results of this audit could then be used by the Governing Body to ensure they were operating effectively
- at a recent Chairs of Governors meeting the possibility of co-opting non-voting advisers on to school governing bodies had been discussed
- school governing bodies had a wide range of responsibilities ranging from building maintenance, health and safety, safeguarding and budgets. The Council's Schools Standards Monitoring Group (SSMG) closely monitored governing bodies' responsibilities with respect of these. Chairs of school governing bodies were invited to attend SSMG meetings when they were monitoring their particular school. In addition the local education authority's regular meeting with GwE examined the same areas
- from Easter 2016 Governors Wales would be replacing the former Bronze Award Scheme with another similar award
- the Council was notified if a clerk to a school governing body was absent from a meeting for any reason
- the local education authority verified and challenged the membership of governing bodies to ensure they were transparent and fair
- there was published guidance to assist governors with respect to their work on school governing bodies and to understand the ethical framework by which they were expected to abide
- the local education authority was automatically notified if a school governor or clerk resigned in order for them to initiate a recruitment/appointment process
- the local authority also had intervention powers to take over the running of a school if the governing body was deemed to be failing.

The Lead Member for Education advised that he was of the view that all county councillors should be members of at least one school governing body, in his opinion this should be a mandatory requirement for a county councillor as it would ensure that they had a better understanding of education related matters on a personal and corporate level.

Members commended the support given by the Council to school governors. Nevertheless it was felt that GwE should also be more involved with governing bodies and their work. However it was felt that the ratio of staff members on governing bodies to those to other representatives would benefit from being examined, particularly in small rural schools, as it may have a detrimental effect on the running of the school.

In response to a request from members officers undertook to furnish the committee with lists detailing the number of county councillors which serve on school governing bodies and for vacant positions on school governing bodies.

The Scrutiny Co-ordinator agreed to check with the Head of Legal Services/Monitoring Officer on the implications of the proposed local government

reorganisation on the appointment of LEA governors between now and the vestment date of the new authorities, which could potentially be April 2020.

Following consideration of the information the committee –

RESOLVED that, subject to the above observations, to receive and endorse the support and training provided to Governors to assist them to support and challenge schools.

9 YOUR VOICE REPORT - QUARTER 2 2015/16

A report by the Principal Manager – Business Support was submitted (previously circulated) providing an overview of compliments, suggestions and complaints received under the Council's customer feedback policy 'Your Voice' during Quarter 2 2015/16.

The Lead Member for Customers and Libraries introduced the report and the Principal Manager – Business Support detailed its contents, with particular emphasis on the 4 year analysis trend graphs. During his presentation he explained –

- that the service was currently working on modifications to the Customer Relationships Manager (CRM) system that would facilitate the production of reports and meaningful data
- that the complaints staff had been working closely with services over recent months with a view to establishing the facts behind the figures, particularly with respect to the reasons for missing set targets
- that there would always be a number of complaints which would miss the set target dates for dealing with complaints. These would usually be complex, sometimes multi-faceted complaints, which due to their very nature would necessitate a detailed resolution process
- performance in relation to Stage 2 complaints had fluctuated more during the current year than in previous years
- 12 complaints had been received from one individual, this type of complaint and complaints against senior officers were very expensive to investigate due to the seniority of the officer required to investigate them and the length of time that officer would have to dedicate to the process.

Responding to members' questions officers advised that –

- all complaints were acknowledged upon receipt, detailing the expected timescale for response to the complaint
- data was available on an all-Wales basis comparing local authorities' performance in dealing with complaints
- training was offered to officers within all departments with respect to dealing with complaints and the procedure to follow
- complaints which were of an operational nature could sometimes take longer to resolve due to the need to visit specific sites etc.,

- with respect to vexatious complaints the Council could utilise its policy for dealing with unacceptable customer behaviour, officers could also contact the Public Services Ombudsman for Wales' office for assistance with such complaints
- whilst the majority of services had been subjected to cuts during recent years, the number of complaints received was generally on a downward trend. However, the effect of efficiency cuts may manifest themselves in a different way i.e. a reduction in service performance
- they would check whether all compliments received by Heads of Service, be they directly from the public or via councillors, were actually recorded on the system
- confirmed that the target dates for dealing with complaints had been set by the Council as part of its work in drawing up the Corporate Plan
- it was far better to set high and ambitious targets rather than low ones which would be easy to meet
- they would ask the Senior Leadership Team to discuss the potential for lowering the threshold for registering a complaint as 'vexatious', albeit that this may raise the risk of being at odds with the Ombudsman's views
- complaints received by the Council about partner or organisations would be redirected to the organisation involved. Nevertheless the Chief Executive informed members that he would want to know about complaints about partner organisations who were delivering services on behalf of the Council, such as GwE, Civica etc.,
- whilst there were specific complexities involved in dealing with integrated health and social care complaints, there were methods for dealing with these types of complaints, i.e. in responding both parties needed to consider how the complainant felt about the matter.

Members did have concerns about the EMMA councillor enquiries service, and the user friendliness of the new system. Officers agreed to raise this concern with the relevant officer.

Having considered the information members –

RESOLVED *subject to the above observations and progressing the actions identified, to receive the information on the Council's performance in dealing with complaints during Quarter 2 2015/16 in accordance with the 'Your Voice' customer feedback policy.*

10 SCRUTINY WORK PROGRAMME

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

The Scrutiny Coordinator elaborated upon forthcoming items to be considered at future meetings and responded to members' questions thereon. She reported upon the proposed scrutiny arrangements for GwE and related reports to be incorporated into the work programme together with the involvement of co-opted members in that regard. The committee also noted that the Scrutiny Chairs and Vice-Chair's Group

had directed the committee to scrutinise BT's plans to extend broadband across the county following a request from the Chief Executive which had been scheduled for April. Finally expressions of interest were sought for a committee representative to replace Councillor Colin Hughes on the Corporate Equalities Group.

RESOLVED that –

- (a) *the forward work programme as detailed in Appendix 1 to the report be approved and the relevant Lead Members be invited to attend for their particular items at the next meeting in March, and*
- (b) *Councillors Arwel Roberts and Colin Hughes be appointed the Committee's representative and substitute representative respectively on the Corporate Equalities Group.*

11 FEEDBACK FROM COMMITTEE REPRESENTATIVES

Committee representatives reported upon their attendance at meetings as follows –

Councillor Richard Davies advised of changes to the Customers and Education Support Service as a result of the recent operational restructure and subsequent arrangements for a meeting of the new Service Performance Challenge Group.

Councillor Gareth Sandilands referred to the last meeting of the Strategic Investment Group during which their recommendations for capital projects had been agreed for submission to Cabinet.

Councillor Arwel Roberts reported upon on the last Schools Standards Monitoring Group involving Ysgol Bryn Hyfryd and Ysgol Emmanuel which had proved interesting and informative.

Councillor Meirick Davies summarised the main discussion points arising from the last Legal, HR and Democratic Services Performance Challenge meeting.

RESOLVED *that the verbal reports from members attending meetings be noted.*

The meeting concluded at 1.10 p.m.

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Report to: Performance Scrutiny Committee

Date of Meeting: 17th March 2016

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

Report Author: Strategic Planning & Performance Officer

Title: Corporate Plan Performance Report
Quarter 3 – 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 3 of 2015/16.
- 1.2 Appendix 1 provides the Executive Summaries for quarter 3, which includes achievements in quarter 3.
- 1.3 Appendix 2 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 3, 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 The Executive Summary (Appendix 1) contains an analysis of key exceptions, on which it is suggested attention is focussed.

- 4.2 Quarter 3, 2015-16 Performance Report (Appendix 2) looks at the Corporate Plan 2012-17 and provides an evidence-based assessment of the current position.
- 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.
- 4.4 Residents' Survey 2015 indicator responses that inform the Corporate Plan outcomes have been included. A report is being compiled on the full results.
- 4.5 A Corporate Plan Improvement Board has been established to oversee the completion of the commitments made in the Corporate Plan over the last 18 months of the administration.

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 9th 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
Tel: 01824 708076

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Appendix 1 – Summary Corporate Performance Report

QUARTER 3, 2015-16

This document provides a SUMMARY of performance against the council's corporate priorities at the end of quarter 3, 2015-16

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INTRODUCTION & SUMMARY

This performance report looks at the Corporate Plan 2012-17. It provides an evidence-based assessment of the current position. 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 the end of Quarter 3 (December 31st 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	ACCEPTABLE
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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	GOOD

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
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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

1. [The percentage of the population who cannot live independently](#) (aged 18 or over). We are working to reduce the number of new admissions to residential care homes through the use of both modern and traditional care packages in the home and by 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 and the time delays in developing new Extra Care Schemes. We had an ambitious plan to reduce the number of people needing to be supported by the council in residential care by 200, from 815 to 615, during the period of the current Corporate Plan. The figure at the end of quarter 3 stood at 645, so it is clear that much progress has been made with respect to this ambition.
2. [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'. A large proportion of the quarter 3 "additional dwellings" were the 83 units granted consent at the HM Stanley site in St. Asaph. No affordable units were secured as part of this permission due to viability of the development which related to the abnormal costs of restoring the Listed Buildings on the site.
3. Key activities that support the Corporate Plan's [Housing Outcome](#) have been reviewed and will reported from quarter 4 onwards. However, the Corporate Housing Strategy and associated detailed Action Plan was agreed at Full Council in December 2015.
4. The [number of calendar days taken to let empty properties \(council stock only\)](#) - general needs and housing for older people for quarter 3 increased to 61.2 calendar days. This increase, however, reflects the service's commitment to ensuring that properties are let in a fit state and of better quality to avoid repeat visits. The focus being on ensuring tenant's needs are met when allocating empty properties and that time is taken to ensure that the right properties are allocated to the right tenants. An improvement plan is in place and it is anticipated that there will be a decrease in re-let times, not only as properties are let more efficiently and effectively in the future but also as tenancies will be more sustainable in the longer term as a result of this focus.

5. [Validated performance data for 2014-15 academic year](#) has shown a decline in some key attainment indicators. In particular, this means that the percentage of pupils achieving the level 2 threshold (including Welsh/English and maths) and core subject indicator at Key Stage 4 are again considered to be a priority for improvement.
6. [The total rate per 1,000 pupils of fixed-term exclusions](#) from local authority maintained schools replaces previous measures around the number of exclusions, and the number of days lost, which are no longer published by Welsh Government. Looking at the data for 2013/14 academic year, there were 563 fixed-term exclusions lasting 5 days or less, and 17 lasting over 5 days. This is a 14% increase on 2012/13. Data for 2014/15 academic year is not validated until April / May."
7. Corporate [sickness absence](#) levels continue to be a priority for improvement at 6.04 days. The targets for the reduction in sickness absence are challenging and overall the levels are reducing. It should be noted that the Council has lower sickness absence levels overall than most other local authorities in Wales, despite failing to meet its own lower, more ambitious target at this time.
8. We remain unable to provide information for [carbon emissions](#) at present. All the Welsh authorities have been effected, some more than others, by the inability of British Gas to provide accurate electricity bills. The data unit Wales is aware of the issues with British Gas. Corrected bills are now coming through and we should be able to report last year's consumption next month. Welsh authorities will be changing suppliers from April 1st.
9. [ICT106i, The percentage of staff \(home based\)](#) who have been equipped for agile working. There has been a slight delay in progress in Q3 but the project is now back on track.
10. In quarter 3, only 89% of all [external stage 1 complaints](#) received by the council were responded to within corporate timescales. There was one complaint in Education, it was a complex matter involving several officers and exceeded timescale. Three complaints in Highways and Environmental Services exceeded timescale, this brought their overall performance down to 91%. Planning and Public Protection's performance has dropped to 79% in Q3 (23 out of 29 complaints responded within timescale). This is being addressed by the service and we would hope to see an improvement in Q4. Performance against this indicator is automatically reported to and monitored by Scrutiny every quarter.
11. The [percentage of staff receiving a performance appraisal](#) has increased to 90% as at the end of quarter 3. There have been changes made to information in relation to appraisals being captured on the system which should help ensure that the completion rates continue to improve. Heads of service are now receiving monthly updates on their figures. The Senior Leadership Team (SLT) are committed to ensuring accurate data capture and that 100% is achieved.

ACHIEVEMENTS IN QUARTER 3

12. There was a significant improvement in the percentage of damaged roads and pavements made safe within target time to 96.2%. During quarter 3 there were 104 defects logged, 100 of which were completed within target time. Of the four not completed within target time, one was unavoidable due to events beyond DCC control.
13. The former Grange Hotel in Rhyl is one of the 'top 20' eye sore sites in Denbighshire. As a result of actions by Officers working with the owner the buildings have now been demolished and the site has been cleared and left tidy. Officers will continue to monitor the condition of the site and press the owner to progress the proposed development.
14. The Corporate Housing Strategy and detailed Action Plan was agreed by Full Council in December 2015. The Council now has an adopted Housing Strategy, with 5 Outcome Themes and a detailed robust Action Plan, identifying responsible Head of Service and Lead Members. Regular updates on progress with the actions will be provided to Lead Members and Scrutiny as appropriate.
15. The Denbighshire Excellence Awards 2015 event was held in quarter 3 to recognise the efforts of employees who have made a difference to our Council and to Denbighshire residents.
16. Rhyl's new One Stop Shop - the Council has completed its transformation of the Rhyl Library building at Church Street and has now opened the town's brand new One Stop Shop.
17. Developed the leisure offer along the coast with the launch of the NOVA centre, Prestatyn, to provide first class leisure facilities that will encourage more people to get involved in activities, providing high quality settings for the benefit of the local community and visitors.



Appendix 2 – Corporate Performance Report

QUARTER 3, 2015-16

This document provides and update on performance against the council's corporate priorities at the end of quarter 3, 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 activity reporting is documented in the project management methodology, summarised above (Action Status).

APPENDIX 2 -QUARTER 3 PERFORMANCE REPORT

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

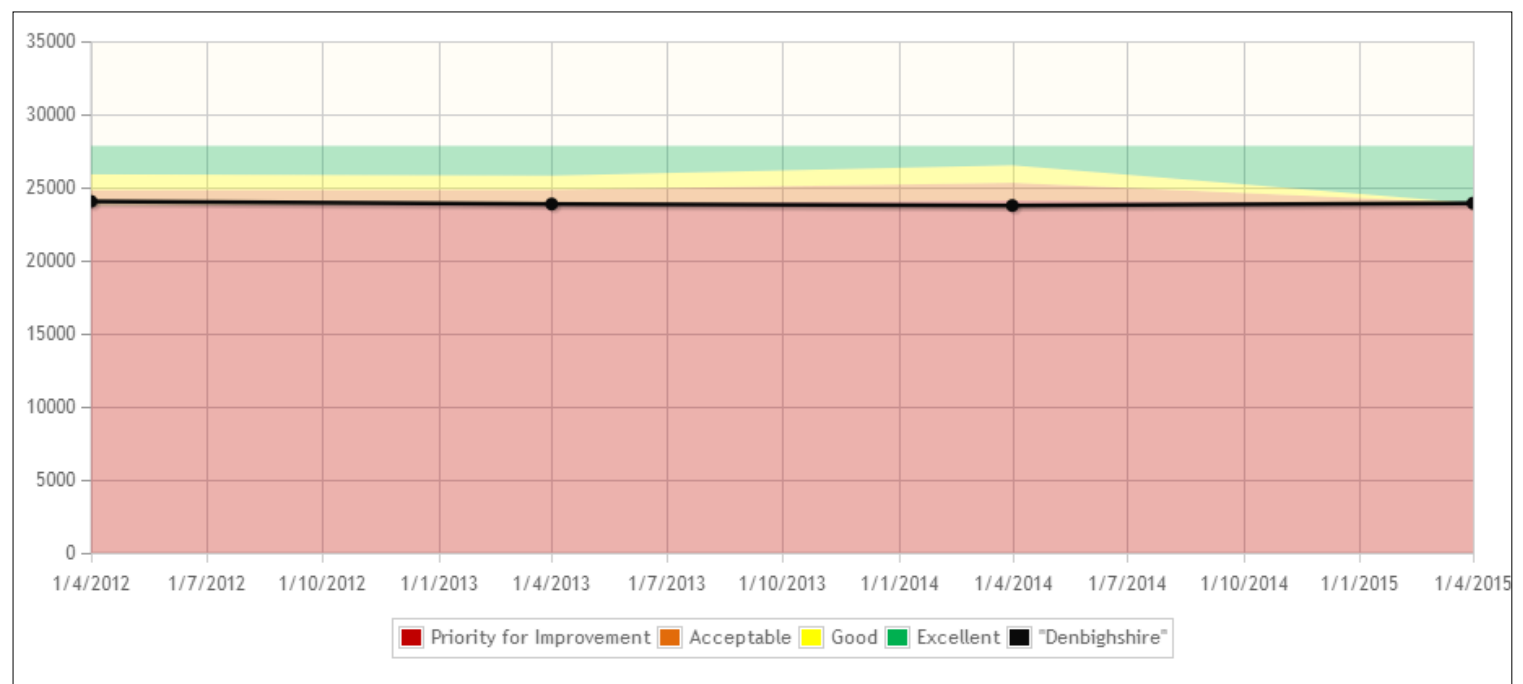
Please Note: This report has been generated from the Verto Performance Management System

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



Latest Data Comment

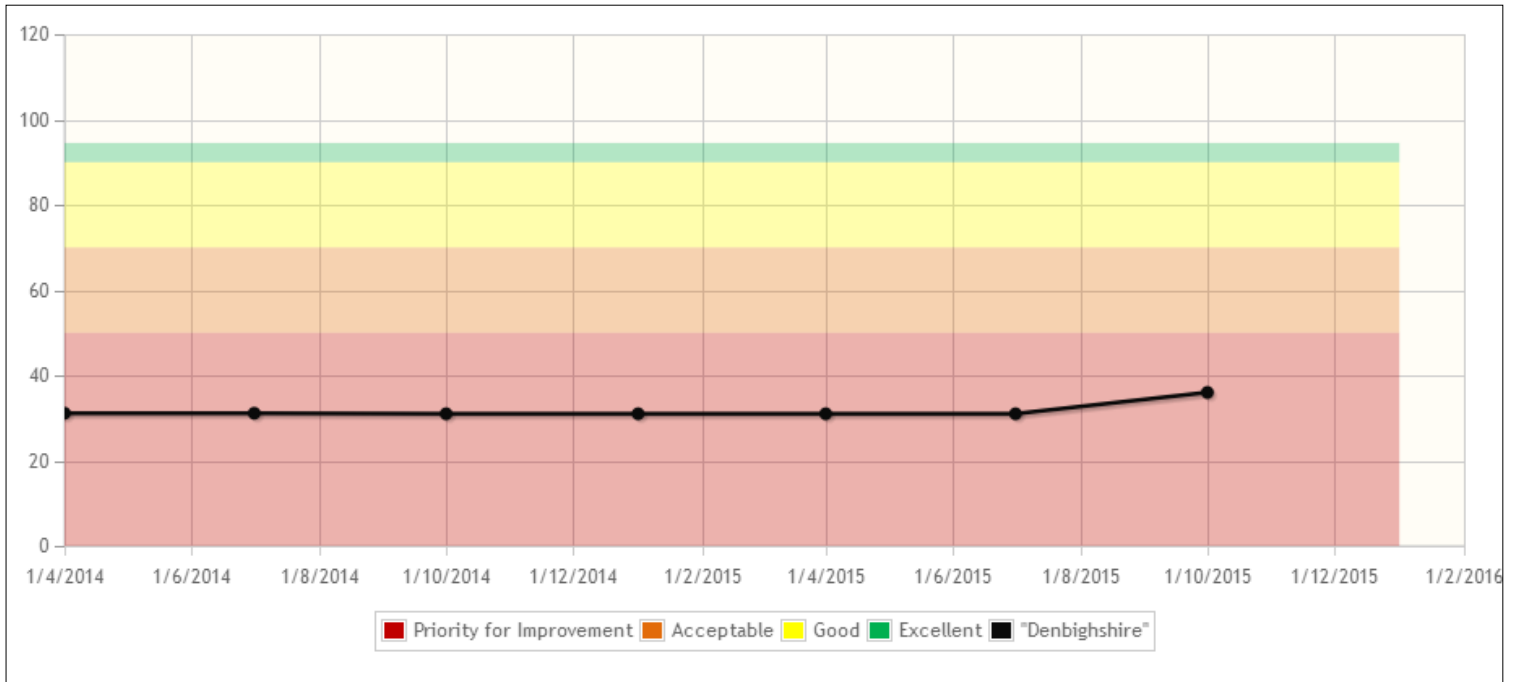
Quarter 3	Incomes remain below their pre-recession high point. This may be due to the continuing lack of increase in wages and reduction in benefits.
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ECAheadline3	The count of births of new enterprises
ECAheadline4	1 year survival rate of new enterprises (%)
ECAheadline5	3 year survival rate of new enterprises (%)
ECAheadline6	Turnover of Denbighshire based businesses (£m)

OUTCOME 1 - INFRASTRUCTURE FOR GROWTH

Status	ACCEPTABLE
Outcome Summary	<p>The overall status for these indicators is Orange: Acceptable.</p> <p>Three indicators have a Red, Priority for Improvement Status. Please see below for details</p> <p>The Priority Strategic Employment Sites project has had a new project manager, who has removed the indicator ECA 1.1i . This is because the work involved to secure planning consent for a site includes the work to remove barriers -hence this indicator did not add value.</p>

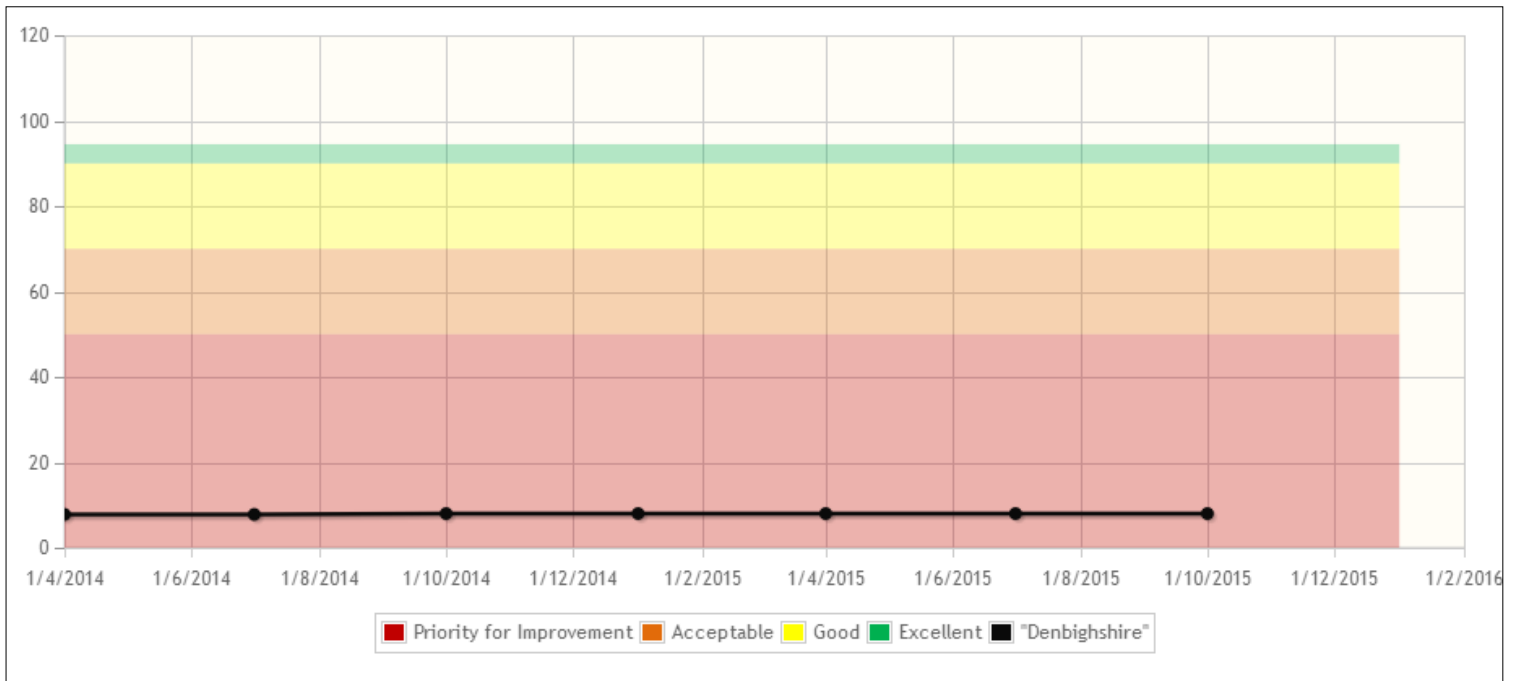
Indicators	
BusSurv1.9	The percentage of businesses selling or sourcing goods or services online
OFCOMsuperfast - Annual	Denbighshire's OFCOM five-point ranking for superfast broadband availability
OFCOMtakeup Annual	Denbighshire's OFCOM five-point ranking for broadband take-up
ECA1.1i	The percentage 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 available land on PSES



Latest Data Comment

Quarter 3 Planning applications submitted on Station Yard, Denbigh, Property Alliance retail on Rhuddlan Triangle.

ECA1.3i	The percentage of available land on Priority Strategic Employment Sites developed, as a percentage of all available land on PSES's
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Latest Data Comment

Quarter 3 No change in developed status since Q1 2015

Activities			
ECA 1.2a	Digital Denbighshire	15/07/13	31/10/15
ECA 1.3b	Strategic Employment Sites	06/05/14	31/03/17

OUTCOME 2 - SUPPORTED AND CONNECTED BUSINESSES

Status	ACCEPTABLE
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>This outcome is supported by annual indicators and therefore there has been no update during quarter 3.</p>

Indicators	
FAA406m	Local procurement spend as a % of total procurement spend
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

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 2.1bus 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>Work to identify growth Sectors is now underway, but the project is a very long term one. In order to ensure that we can assess our progress over the short-medium term, some interim measures are being developed. Reporting will be possible from Q1 2016-17</p>

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	<p>The overall status for this Outcome is Yellow: Good.</p> <p>Two indicators – achievement in STEM subjects has been adopted as a priority by the North Wales Economic Ambition Board, as it is being managed by that board the STEM indicators are recommended for withdrawal from this outcome.</p>

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	<p>The overall status for this Outcome is Orange: Acceptable</p> <p>None of this data is updated on a basis more frequently than annual - WiMD data is only updated once every three years, and was last updated in 2014. Therefore there is no change in the indicators' status. ECA5.3i and ECA5.5i there is no new data is available at this time.</p> <p>The two RSQ indicators from the Residents' Survey 2015 status remains the same as the previous survey results.</p>

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 5.1	Town Centre Growth & Diversification Plan	05/05/15	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	EXCELLENT
Outcome Summary	The projects are both currently at an Excellent status.

Activities			
ECA 6.1a-c	Locate in Denbighshire- Inward Investment Marketing Campaign	17/04/14	31/03/16
ECA 6.2a	Develop a Destination Management Plan for Denbighshire	01/04/14	30/06/14
ECA 6.2b / 1.3a	Enquiry Handling for Sites & Premises	24/11/14	30/06/15

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

OUTCOME 7 - STUDENTS ACHIEVE THEIR POTENTIAL

Status

ACCEPTABLE

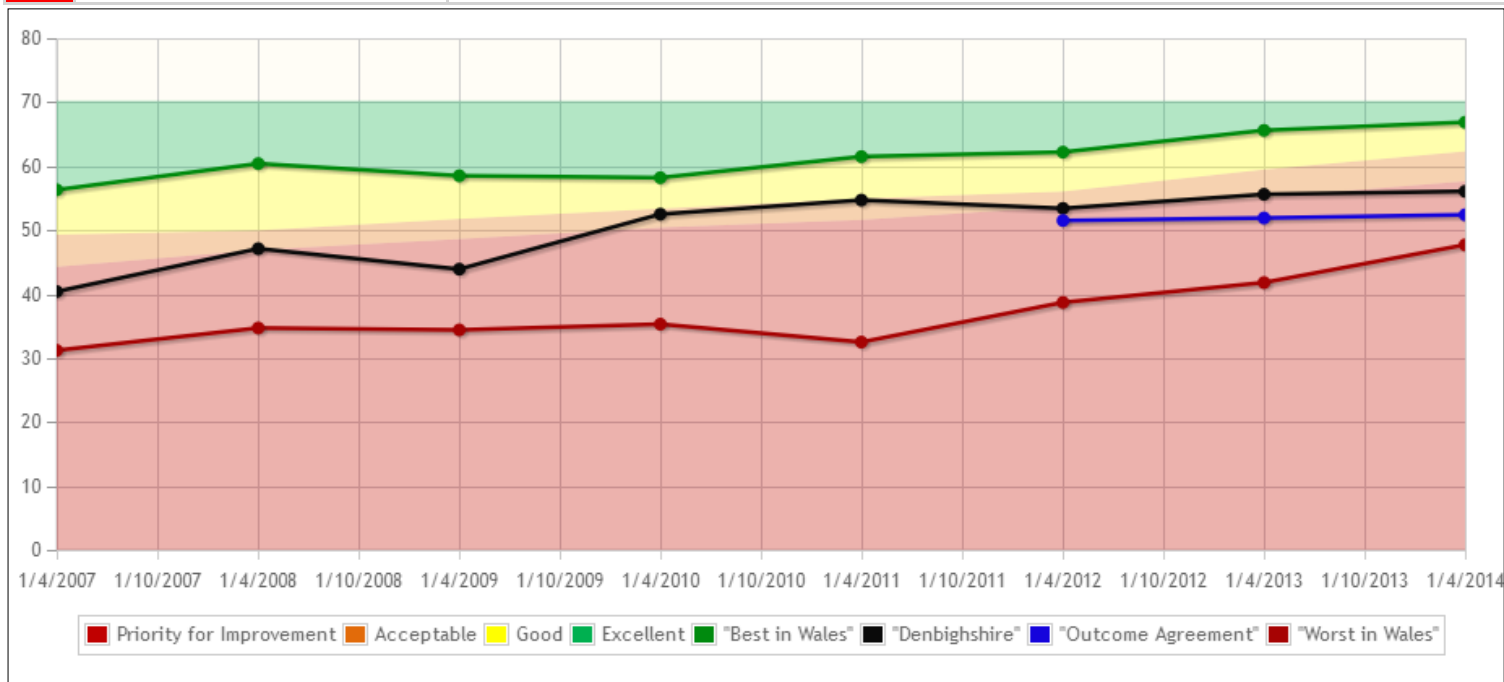
Outcome Summary

The overall position for this outcome is Orange: Acceptable. We are using a higher benchmark for excellence for educational attainment where 'Green: Excellent' is the best in Wales. Indicators considered to be a priority for improvement are detailed below.

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.

Indicators

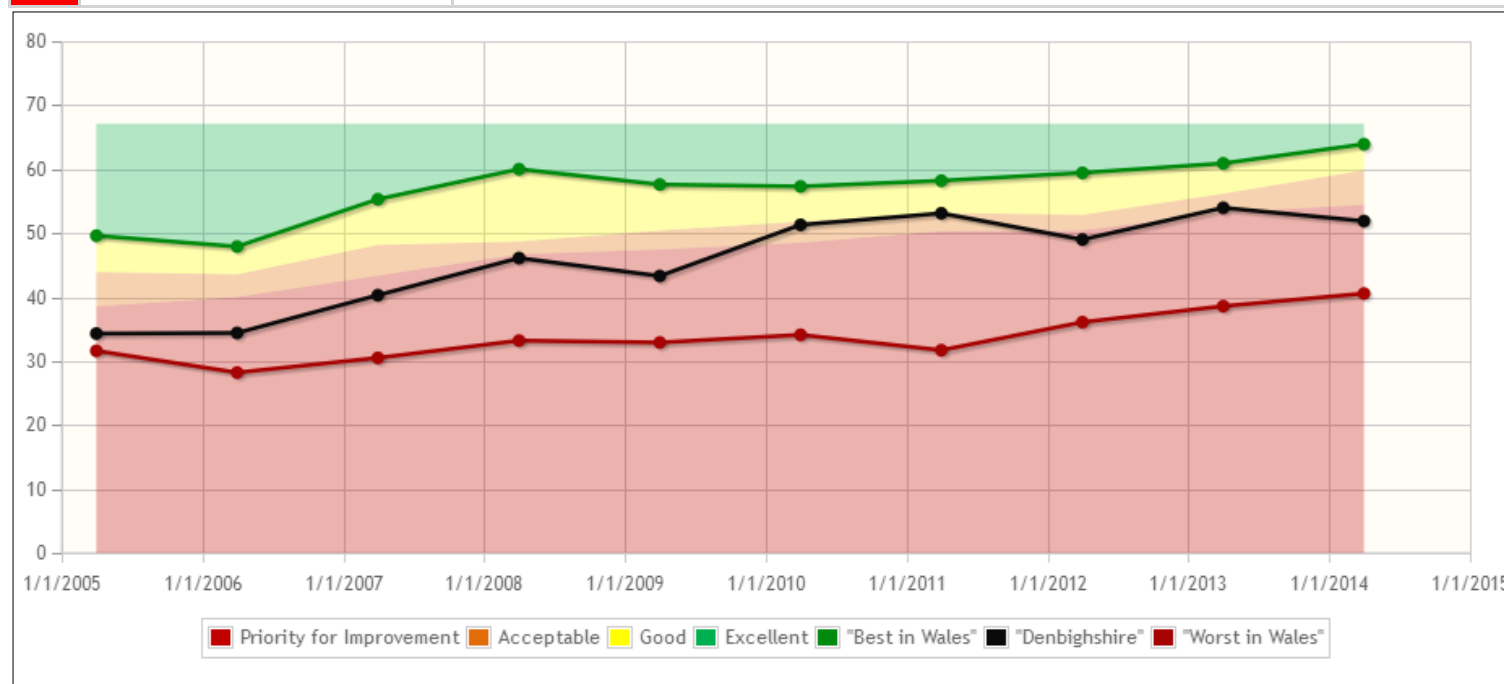
Ed001i	The average capped points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (all pupils)
EDU017	The percentage of pupils achieving the level 2 threshold including Welsh/English and maths (all pupils)



Latest Data Comment

Quarter 3 Performance against the indicator has increased from 55% in 2013-14 to 56% in 2014-15. However, improvement elsewhere in Wales now means that Denbighshire's performance has fallen below the median and is considered a priority for improvement.

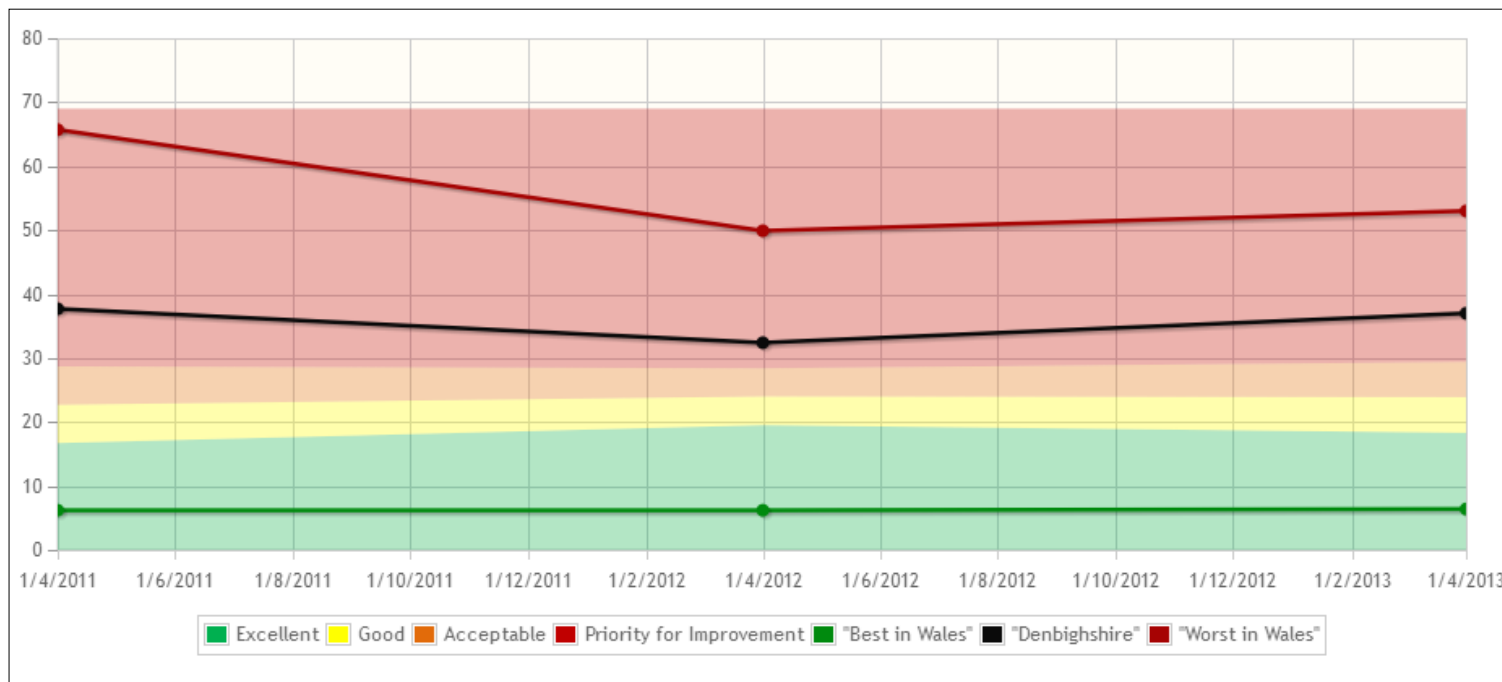
Ed006i	The percentage of pupils achieving the level 2 threshold or vocational equivalents (all pupils)
Ed009i	The percentage of pupils who achieve the Core Subject Indicator at Key Stage 4 (all pupils)



Latest Data Comment

Quarter 3 Performance against the indicator has fallen from 53% in 2013-14 to 51% in 2014-15. Together with improvement elsewhere in Wales, this means that Denbighshire's performance has fallen below the median and is considered a priority for improvement.

EDU002i	The percentage of pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.
EDU003all	The percentage of pupils who achieve the Core Subject Indicator at Key Stage 2 (all pupils)
EDU016a	Percentage of pupil attendance in primary schools
EDU016b	Percentage of pupil attendance in secondary schools
EDU101i	The total rate per 1,000 pupils of fixed-term exclusions from local authority maintained schools



Latest Data Comment

Quarter 3 This measure replaces previous measures around the number of exclusions, and the number of days lost, which are no longer published by Welsh Government. Looking at the data for 2013/14 academic year, there were 563 fixed-term exclusions lasting 5 days or less, and 17 lasting over 5 days. This is a 14% increase on 2012/13. Data for 2014/15 academic year is not validated until April / May.

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 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.

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 attendance	22/04/15	31/05/16
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	01/07/15	31/10/15

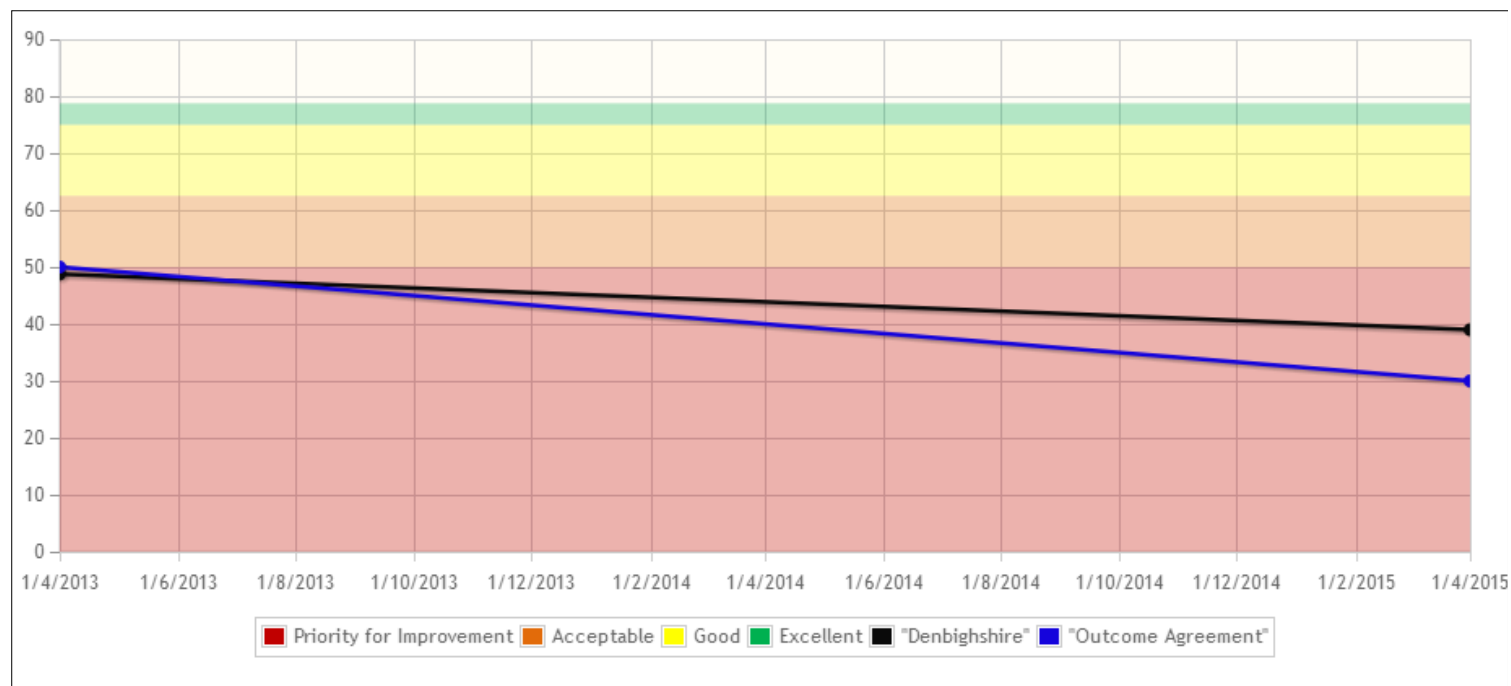
		data using a sample from our sixth-form schools		
	EDUa022	Curriculum Enrichment Programme	01/04/15	31/03/16
	PR000044	Rhyl New School	22/10/12	11/07/16
	PR000055	Bodnant Community School Extension and Refurbishment	20/12/12	31/12/16
	PR000247	Extending Secondary Welsh Medium Provision - Ysgol Glan Clwyd 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 Emllyn	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	ACCEPTABLE
Outcome Summary	<p>The overall position for this outcome is Orange: Acceptable. We compare our position for the road condition indicators with a group of similar rural local authority areas in Wales on an annual basis.</p> <p>Resident Survey results for indicators in this outcome have significantly fallen since the results of the 2013 survey.</p> <p>There was a significant improvement in the percentage of damaged roads and pavements made safe within target time to 96.2%, now at an 'acceptable' level.</p>

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



Latest Data Comment

Quarter 3 Resident Survey results for indicators in this outcome have significantly fallen since the results of the 2013 survey.

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

Measures

	APSEPI03c	Percentage of damaged roads and pavements made safe within target time
	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

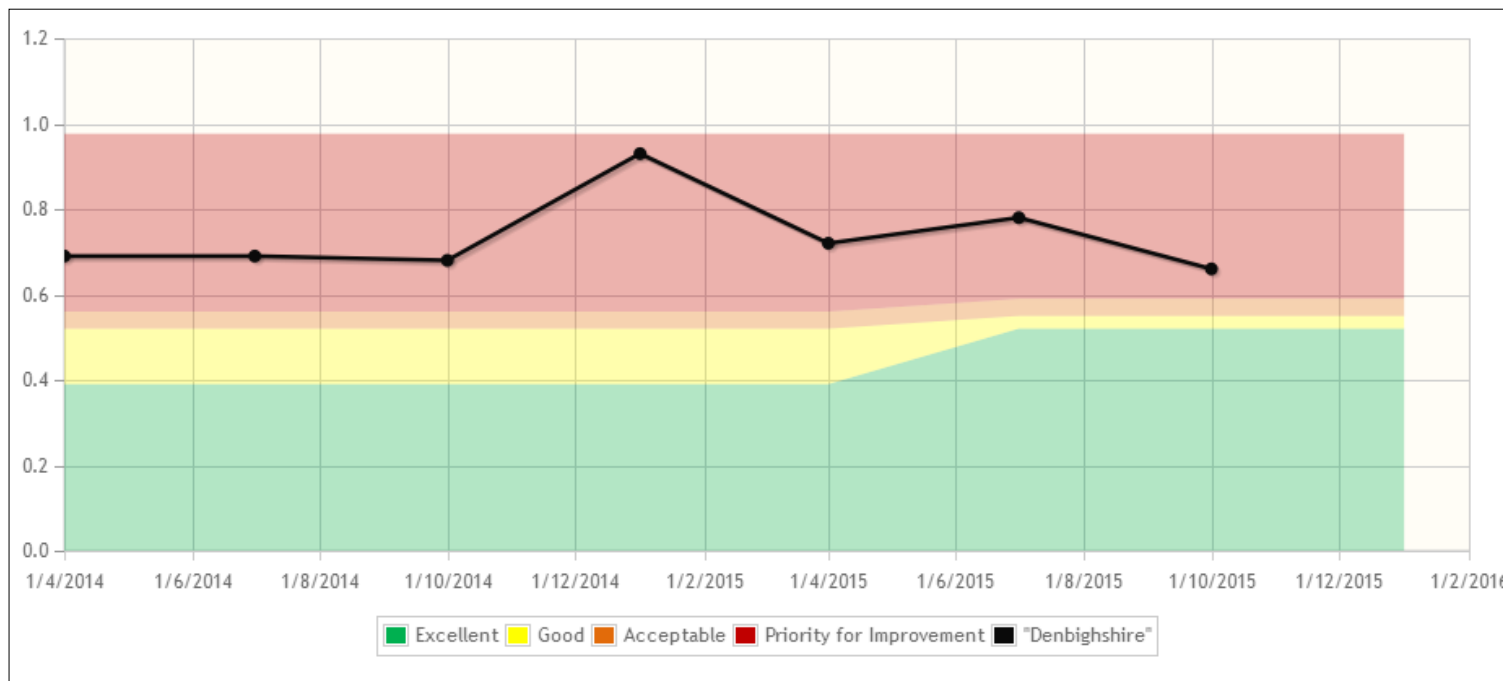
Activities

	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	<p>The overall position for this outcome is Yellow: Good.</p> <p>There is one indicator that is considered to be a Priority for Improvement, and this is detailed below. More adults are now able to live independently without a formal package of social care provided by the council. We have invested heavily in developing our staff to help people to identify what matters to them, and to identify the assets that are already available to them (in their communities and family/friendship groups) to enable them to achieve their personal wellbeing outcomes. Some people will always need care and support from social services, but our aim is to delay the point at which (and extent to which) that is required. Denbighshire still has a relatively high number of people in residential care, compared to the rest of Wales, but we have reduced the number people needing residential care by 170 (from 815 to 645) during the period of the current Corporate Plan. This reduction has been difficult to achieve because it is often hard to move people out of residential care once they have been there for some time. We have therefore focussed our efforts on preventing the need for residential care and ensuring that alternative exist for potential new placements. Our vision is that nobody in Denbighshire will need standard residential care in future, but that vision requires the development of more extra care housing as an alternative for people who have 24-hr care needs and do not require significant nursing or specialist mental health input. Plans for the development of additional extra care housing schemes are progressing well, although some of the potential plans are subject to decisions that are to be made by Cabinet in April 2016 about the future of our in-house residential care homes.</p> <p>It is proposed to remove ABSM3 - the percentage of people no longer needing a social care service following involvement from the reablement and intake service, as this is no longer collected by the service. It is proposed that this will be replaced by a new National measure in April 2016.</p>	
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

Quarter 3 We are working to reduce the number of new admissions to residential care homes through the use of both modern and traditional care packages in the home and by 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 and the time delays in developing new Extra Care Schemes. We had an ambitious plan to reduce the number of people needing to be supported by the council in residential care 200, from 815 to 615, during the period of the current Corporate Plan. The figure at the end of Q3 stood at 645, so it is clear that much progress has been made with respect to this ambition.

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 (count only)	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	01/04/15	31/03/16

		`Community Led Conversations' programme run by the NDTi		
	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	GOOD
Outcome Summary	<p>The overall position for this outcome is Yellow: Good.</p> <p>There are no exceptions to report on for quarter 3, 2015/16. The actions required to support adult protection and Deprivation of Liberty Safeguards have been implemented with work undertaken with the Single Point of Access to manage referrals better and the appointment of a dedicated Safeguarding Team Manager. However, some concerns have previously been raised by CSSIW with respect to the Protection of Vulnerable Adults (POVA) process, and we are therefore being cautious and evaluating this outcome as `good' overall instead of `excellent', despite the excellent performance in relation to all the indicators and measures.</p> <p>It is important to note that the concerns raised by CSSIW were based on their annual assessment for 2014/15, and we have since implemented various changes to our processes to respond to those concerns, as highlighted above.</p> <p>The CSSIW concerns, and our response to them, has also been discussed at length at Performance Scrutiny, and the cautious evaluation of `good' for this outcome reflects the view that it may be too early to evaluate whether those changes have been fully embedded yet.</p>

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
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	<p>The overall position for this outcome is Yellow: Good.</p> <p>The four indicators relating to the Residents' Survey have not changed in status in 2015. Although the reported figures were lower in 2015 than in 2013 the difference was not statistically significant.</p>

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 - Annual		Clean Streets Survey - Improvement Areas
RATE/STS/006D - Annual		The rate of fly-tipping incidents reported per 1000 population
KWT001i - Annual		Keep Wales Tidy - Cleanliness Indicator

Measures		
QPPP101m		The percentage of untidy land incidents resolved within 12 weeks
STS006 - Annual		The percentage of reported fly tipping incidents cleared within 5 working days
Q-PPP102m		The rate of fixed penalty notices (all types) issues per 1000 population
Q-PPP103m		The rate of fixed penalty notices (dog fouling) issues per 1000 population

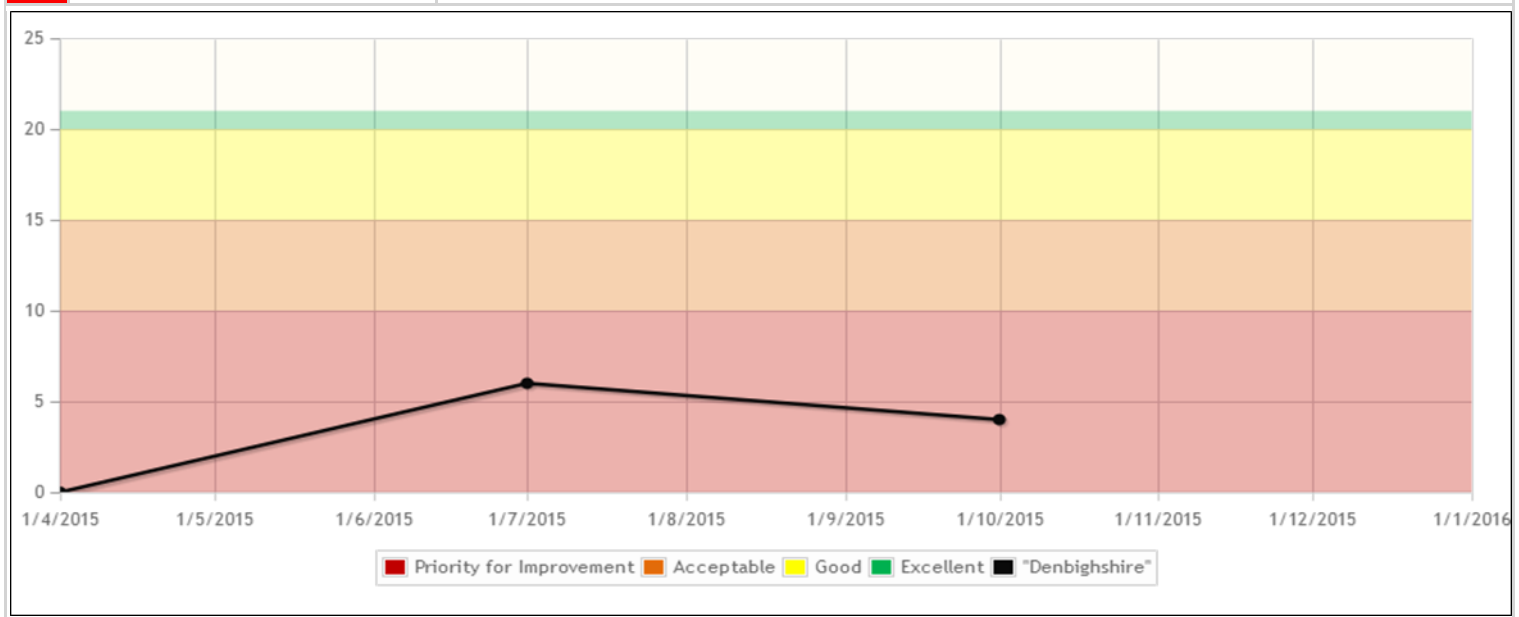
Activities				
HES204a	Collaboration between Streetscene and Public Protection in relation to dog fouling	01/04/15	31/03/16	
HES205a	Streetscene/Countywide engagement with the general public in relation to dog fouling	01/04/15	31/03/16	
PPP104a	Develop and implement a coordinated approach to tackling identified eyesore sites across the county	01/10/14	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>New activities have been identified for Finance, Assets & Housing to support this outcome. There is currently no ROYG status for these activities as they are due to commence in quarter 4.</p> <p>The Corporate Housing Strategy and associated detailed Action Plan was agreed at Full Council in December 2015.</p>

Indicators	
JHLAS03i - Annual	The years of supply of housing land as determined by the Joint Housing Land Availability Study
QPSR007a	Of the Houses in Multiple Occupation known to the local authority, the percentage that have a full licence
FAA407i	The % of Council House tenants that were at least satisfied with the quality of their home
PPPAH001- Annual	The additional supply of affordable housing, including social housing, provided during the year
PPPMH001- Annual	The additional supply of market housing, provided during the year
QLI-PLA006	No. of additional affordable housing units granted planning permission as a % of all housing units granted planning permission.



Latest Data Comment

Quarter 3 This indicator shows how many dwellings have been granted planning permission and out of those how many are `affordable`. A large proportion of the quarter 3 “additional dwellings” were the 83 units granted consent at the HM Stanley site in St. Asaph. No affordable units were secured as part of this permission due to viability of the development which related to the abnormal costs of restoring the Listed Buildings on the site.

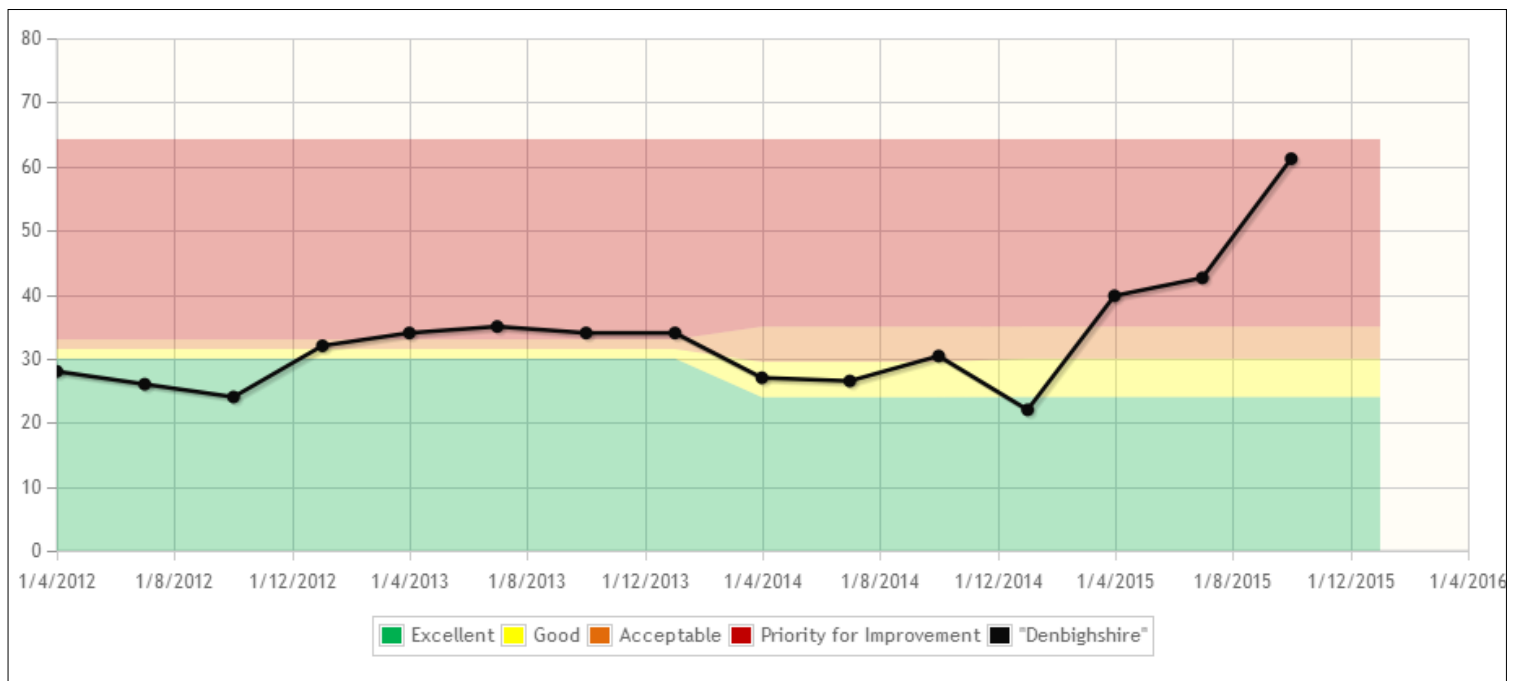
Measures

Q-HMPI102	Percentage of residents satisfied with the most recent repair (when surveyed in accordance with the organisation's own survey format)
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Latest Data Comment

Quarter 3 Survey results regarding satisfaction are unavailable for quarter 3.

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

Quarter 3 The number of calendar days taken to let empty properties (council stock only) - general needs and housing for older people for quarter 3 increased to 61.2 calendar days. This increase, however, reflects the service’s

commitment to ensuring that properties are let in a fit state and of better quality to avoid repeat visits. The focus being on ensuring tenant's needs are met when allocating empty properties and that time is taken to ensure that the right properties are allocated to the right tenants. An improvement plan is in place and it is anticipated that there will be a decrease in re-let times, not only as properties are let more efficiently and effectively in the future but also as tenancies will be more sustainable in the longer term as a result of this focus.

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	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
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
FAH401a	Conduct condition surveys to update our intelligence around the housing stock, to include an analysis around high-cost maintenance properties	01/02/16	31/03/17
FAH402a	Review approach to surveying tenants about property condition / repairs	01/01/16	30/04/16
FAH403a	Profiling our tenants to understand current and future needs	01/01/16	30/04/16
FAH404a	Create a more coherent approach to property management and maintenance in order to assure best value for money	01/12/15	30/06/16
FAH405a	Develop and implement policy to support energy	01/01/16	30/04/16

	efficient housing within the council's stock		
FAH406a	Develop programme for the electrical testing of properties	01/01/16	30/04/16
FAH407a	Develop one approach to a Health & Safety policy for housing and corporate property (covering asbestos, fire, electrical, etc.)	01/01/16	30/04/16
FAH408a	Implement enhanced processes around the 'anything else?' approach to maintenance and repairs, allowing flexibility for operatives to deal with ad-hoc tasks and reduce the need for repeat visits	01/01/16	30/04/16
FAH409a	Evaluate the effectiveness of the Jewson supplier contract in preparation for its renewal / replacement, in partnership with neighbouring authorities	01/03/15	31/07/16
FAH410a	Develop a strategic asset management plan for our housing stock (link to Housing Strategy), which defines Denbighshire's own housing quality standard	01/01/16	31/05/16
FAH411a	Delivery of planned upgrade works to housing stock	01/04/16	31/03/17
FAH412a	Integration of housing and corporate property services to deliver best value (to include a review of the workforce, helpdesk, skill-gaps and contracts, etc.)	01/01/16	30/04/16
FAH413a	Improve strategic approach to the buying and selling of housing assets ('whole-street' approach), supported by intelligence around need and demand, for the benefit of housing stock	01/02/16	30/06/16
FAH414a	Undertake work to enable identified vacant private sector dwellings to be converted into social housing and temporary accommodation, in partnership with homelessness services	01/09/15	31/03/17
FAH415a	Develop a schedule to enhance our open space / play assets	01/10/15	31/10/18
FAH416a	Acquire sites to enable new social housing developments	01/12/15	30/04/16
FAH417a	Profiling of current Council Housing stock against need and demand with a view to explore opportunities of reclassification (i.e Sheltered to general needs). Working in conjunction with RSL's	01/02/16	30/06/16

		& Housing Strategy		
	FAH418a	Review of all IT systems and data recording methods in Housing (Keystone, Coms, spreadsheets etc)	01/01/16	31/03/16
	FAH419a	Review of Denbighshire County Council's Right to Buy Scheme and consider suspension	01/01/16	29/02/16
	FAH513a	Create an action plan based on the results from the Council Tenant survey	01/08/15	31/10/15
	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

FAH Activities - grey status

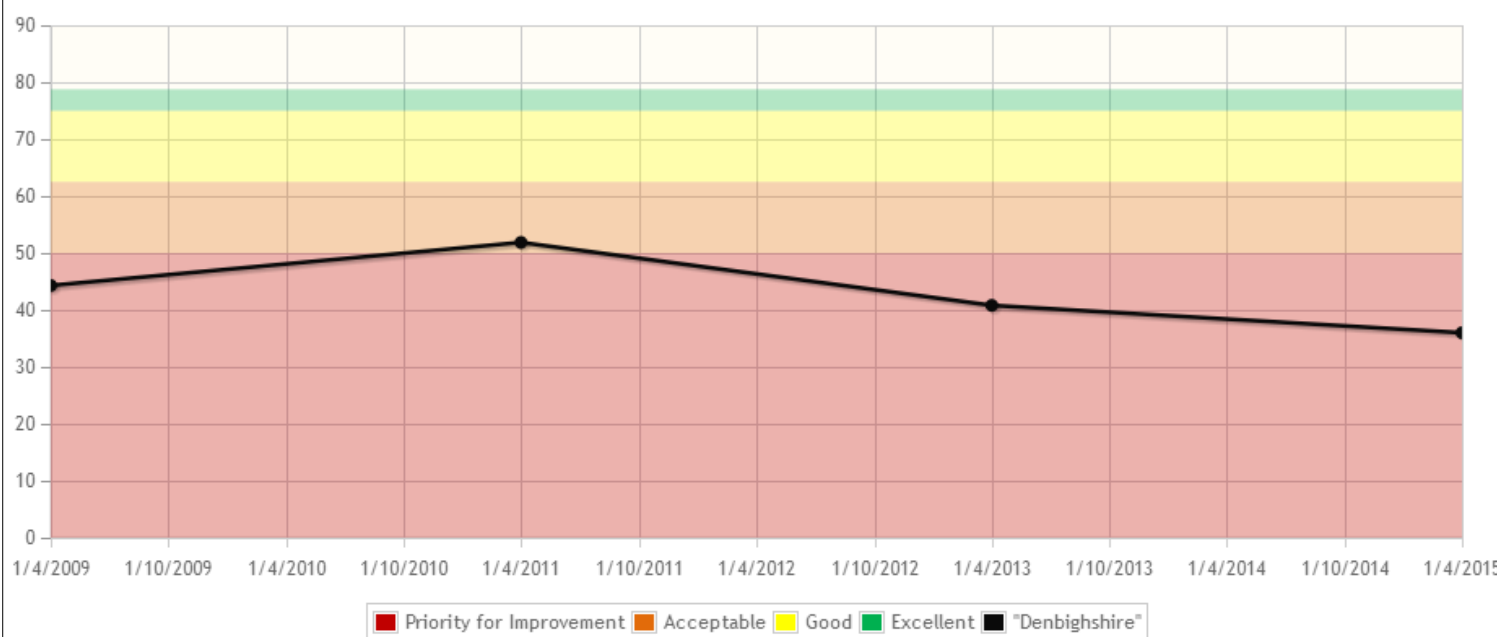
Quarter 3	Key activities above that support this Housing outcome have been reviewed and will be reported from quarter 4 onwards.
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PRIORITY - MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

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 2015. Although the reported figures were lower in 2015 than in 2013 the difference was not statistically significant.</p> <p>Two measures have generated a Red: Priority for Improvement status. Only 89% of all external stage 1 complaints received by the council were responded to within corporate timescales. .</p> <p>Welsh Language Standards - currently on target. Welsh Language Champions have been identified for each Service and first meeting held.</p>

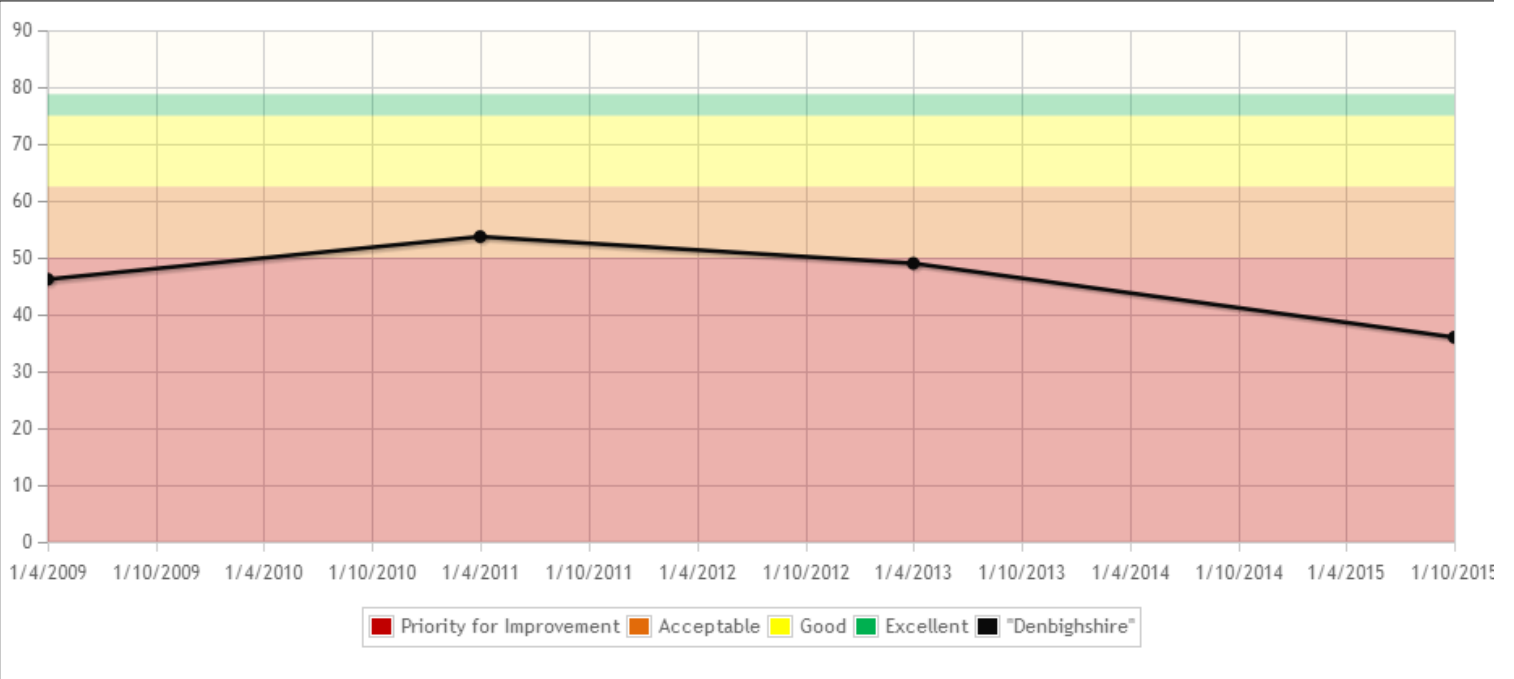
Indicators	
BPP1002	The number of formal recommendations for improvement within the WAO Improvement Reports
BIM3110i	The percentage deviation from a good practice figure of 75% of Open projects generating a Green or Yellow ROYG status in terms of being on-track to deliver their outputs according to pre-defined scope
RSQ16B	The percentage of residents responding positively to the statement: My Council is efficient and well-run



Latest Data Comment

Quarter 3	Although the reported figures were lower in 2015 than in 2013 the difference was not statistically significant.
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RSQ16C	The percentage of residents responding positively to the statement: My
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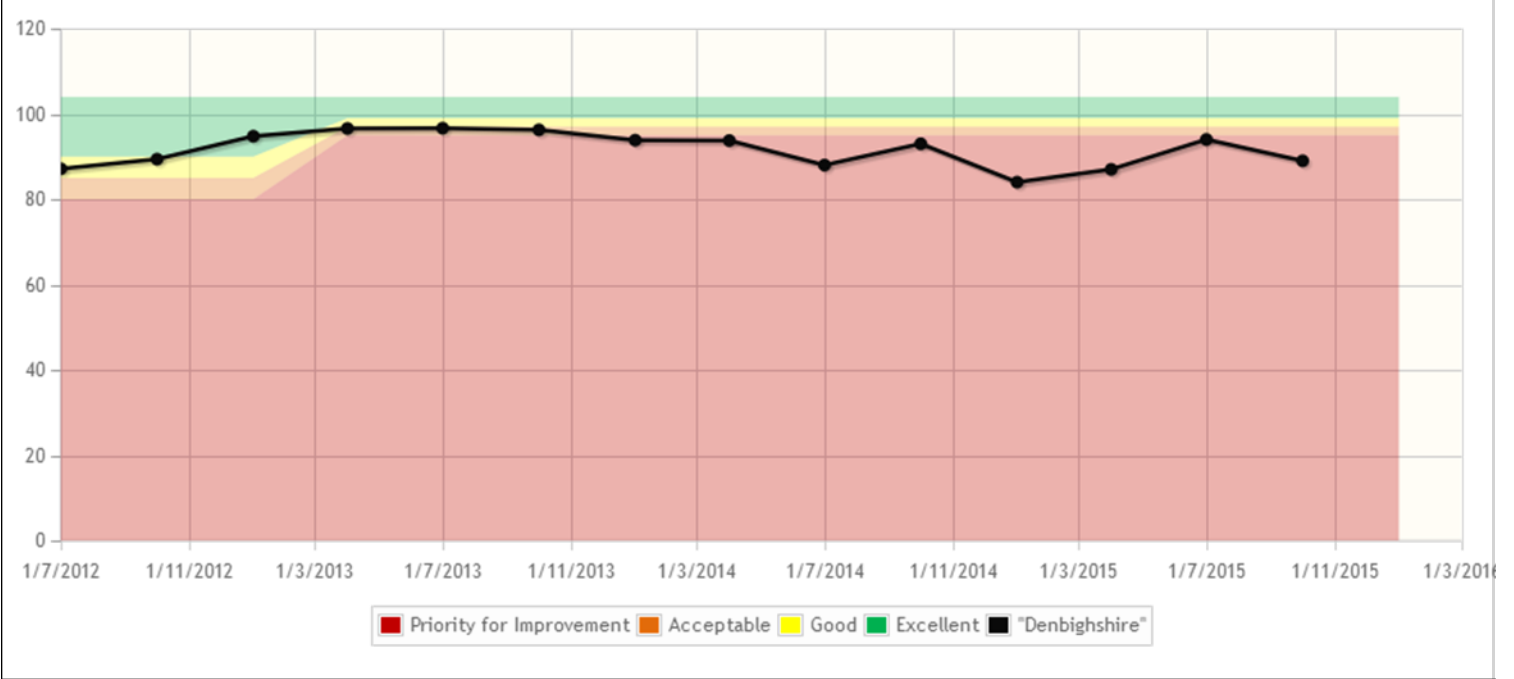


Latest Data Comment

Quarter 3 Reported figures were lower in 2015 than in 2013, with a significant statistical difference.

Measures

BPP1004	The percentage of Outcome Agreement Grant awarded by WG
M102m	The percentage of Modernisation projects that were due a post-implementation review this quarter that have been subject to one
PCOTDCC	The % of external stage 1 complaints that are responded to within corporate timescales (DCC)



Latest Data Comment

Quarter 3	In quarter 3, only 89% of all external stage 1 complaints received by the council were responded to within corporate timescales. There was one complaint in Education, it was a complex matter involving several officers and exceeded timescale. Three complaints in Highways and Environmental Services exceeded timescale, this brought their overall performance down to 91%. Planning and Public Protection's performance has dropped to 79% in Q3 (23 out of 29 complaints responded within timescale). This is being addressed by the service and we would hope to see an improvement in Q4. Performance against this indicator is automatically reported to and monitored by Scrutiny every quarter.
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ROCDCC	The rate of stage 1 complaints received by Denbighshire County Council per 10,000 population
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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
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

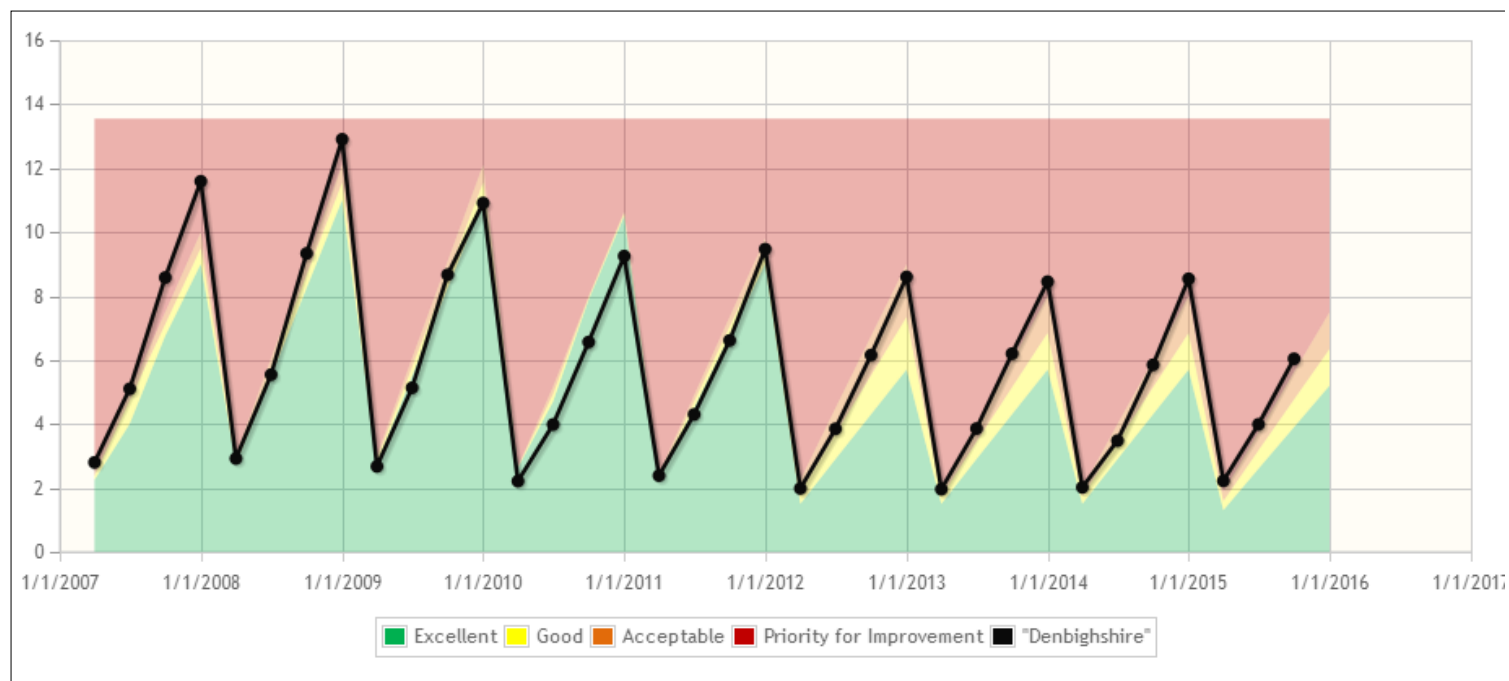
OUTCOME 14 – MORE FLEXIBLE AND EFFECTIVE WORKFORCE SUPPORTED BY COST EFFICIENT INFRASTRUCTURE

Status	ACCEPTABLE
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>Sickness absence remains a priority for improvement at 6.04 in quarter 3. The targets for the reduction in sickness absence are challenging and overall the levels are reducing. It should be noted that the Council has lower sickness absence levels overall than most other local authorities in Wales, despite failing to meet its own lower, more ambitious target at this time.</p> <p>Performance appraisal completion increased to 90% as at the end of quarter 3. There have been changes made to how we capture date only and not eligible information in relation to appraisals on the system which should</p>

help ensure that the completion rates continue to improve. Heads of service will now receive monthly updates on their figures. The Senior Leadership Team (SLT) are committed to ensuring accurate data capture and that 100% is achieved.

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

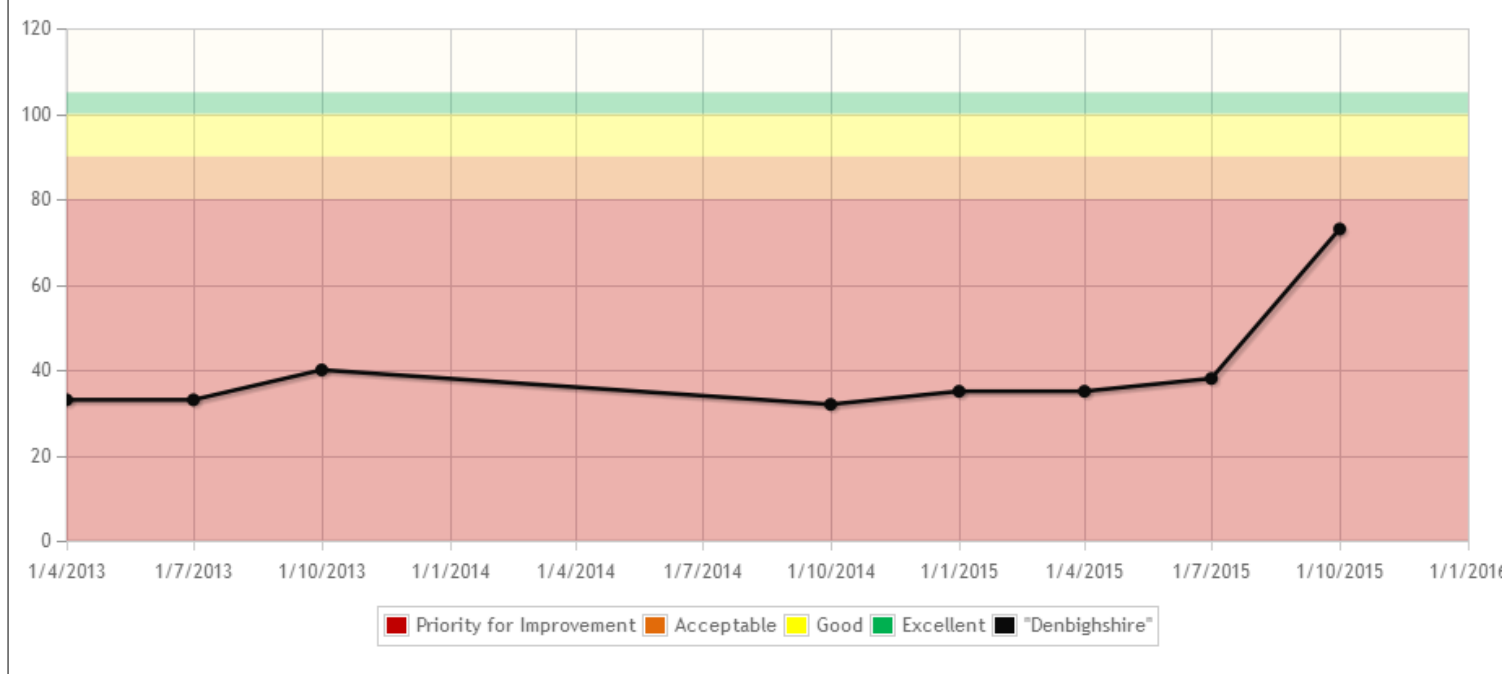
Quarter 3 Corporate sickness absence levels continue to be a priority for improvement at 6.04 days. The targets for the reduction in sickness absence are challenging, however, overall the levels are reducing.

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

Measures

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

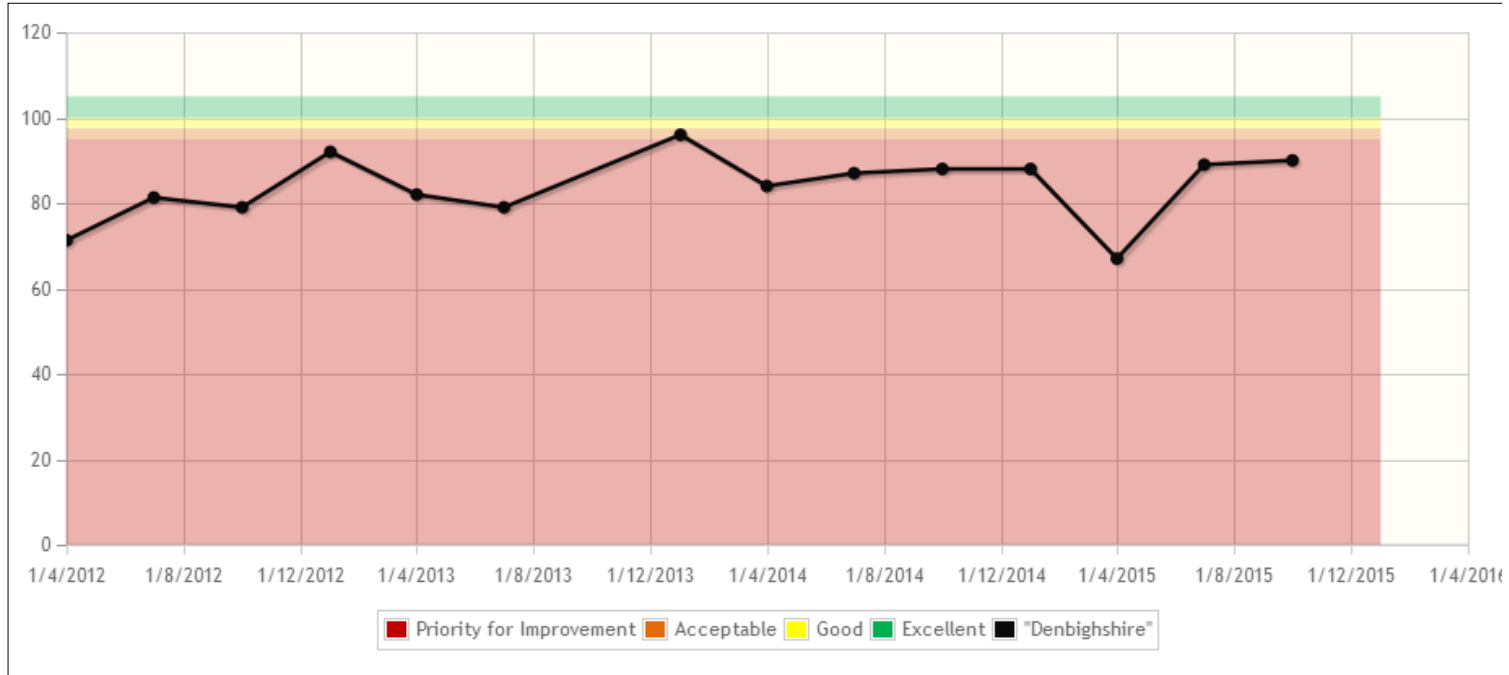
FAA111i	Carbon emissions (carbon kgs) per m2 in Denbighshire's primary schools
FAA112i	Carbon emissions (carbon kgs) per m2 in Denbighshire's secondary schools
ICT106i	The percentage of staff (home based) who have been equipped for agile working



Latest Data Comment

Quarter 3 The percentage of staff (home based) who have been equipped for agile working. There has been a slight delay in progress in Q3 but the project is now back on track.

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

Quarter 3	90%, there have been changes made to how we capture data only and not eligible information in relation to appraisals on the system which should help ensure that the completion rates continue to improve. Heads of service will now receive monthly updates on their figures. The Senior Leadership Team (SLT) are committed to ensuring accurate data capture and that 100% is achieved.
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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	31/03/17
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

Report to: Performance Scrutiny Committee

Date of Meeting: 17th March 2016

Lead Member/Officer: Lead Member for Customers and Libraries
Principal Manager: Business Support

Report Author: Corporate Complaints Officer

Title: Your Voice report – Q3 2015/16

1. What is the report about?

- 1.1 The report provides an overview of compliments, suggestions and complaints received by Denbighshire County Council under the council's customer feedback policy 'Your Voice' during Q3 2015/16.

2. What is the reason for making this report?

- 2.1 To enable the Committee to fulfil its scrutiny role in relation to the council's performance in dealing with customer feedback.
- 2.2 To provide the Committee with information regarding specific examples where council services have been learning from complaints (Appendix 2).
- 2.3 To provide the Committee with information regarding the process for dealing with complaints about commissioned services (Appendix 3).

3. What are the Recommendations?

- 3.1 That the Committee note the content of this report and, if appropriate, identify any areas that require further scrutiny.

4. Report details

4.1 Headlines for Q3 (please see Appendix 1 for further detail):

- The council received 96 complaints during Q3 (down 21% compared to Q2).
- The council received 106 compliments during Q3 (up 19% compared to Q2).
- The council received 12 suggestions during Q3 (one more than Q2).
- There has been a downward trend in the overall number of complaints received during the past 4 years (Chart 3: Appendix 1). Changes to the way in which complaints are now recorded account for this in part, but the number of complaints received continues to reduce year on year.

4.2 Performance – Quarter 3 2015/16

- 89% (80/90) of stage 1 complaints were responded to within the 'Your Voice' timescale (10 working days). This does not meet the corporate target of 95%.
- Chart 1 in Appendix 1 provides a four year trend of performance in relation to responding to stage 1 complaints. Of the fifteen quarters highlighted, the target was met four times.
- 73% (11/15) of stage 2 complaints were responded to within the 'Your Voice' timescale (20 working days). This does not meet the corporate target of 95%.
- Chart 2 in Appendix 1 provides a four year trend of performance in relation to responding to stage 2 complaints. Of the fifteen quarters highlighted, the target was met five times.
- 90% (81/90) of complaints were successfully dealt with at stage 1, e.g. they did not escalate to stage 2 of the procedure.
- Two service areas are highlighted as having RED status for stage 1 complaints (table 1, appendix 1). RED status means less than 90% of stage 1 complaints were dealt with within the timescale of 10 working days:

Education: 1 complaint received, and 1 complaint not dealt with within timescale:

- The complaint concerned a member of staff who was off sick and could not be interviewed immediately.

Planning and Public Protection: receive a high volume of complaints, due to the nature of their work. In Q3, the service received 29 stage one complaints, 23 of these were responded to within timescale, however 6 were late. This was mainly due to the complexity of the issues raised which involved much investigation. The service has stated that they would rather provide a quality response, which may take longer, than a sub-standard response which does not address all the issues and more likely to be escalated to the next stage. However, the service will review their processes and try to respond within timescale in future to improve their performance. The service has provided the following additional information in relation to the 6 complaints which missed the deadline:

1. Investigating officer on leave when letter of complaint received. Upon return a holding response was sent by email after unable to contact by phone. Further delays as relevant officer was away from office as a result of training, leave and site visits.
2. Investigating officer on leave shortly after complaint received. On return the officer was aware that the complainant had appealed against the decision made by the relevant officer and it was necessary to consult with the adjudicator on that outcome as to whether the complaint would be addressed also. Additionally, the relevant officer was away from office as a result of training, leave and site visits.
3. Complex case.

4. Complex case involving partnership.
 5. Complex case.
 6. Response was due over Christmas period and much work is required to investigate such a complaint and attempts will be made in future to achieve deadlines.
- One service area is highlighted as having AMBER status for stage 1 complaints (table 1, appendix 1). AMBER status means between 90% - 95% of stage 1 complaints were dealt with within the timescale of 10 working days:

Highways: 35 complaints received, and 3 complaints not dealt with within timescale:

1. Customer's refusal to pay an invoice and a subsequent insurance claim delayed the response.
 2. It was unclear which service the complaint related to initially. Once this was established the complaint was dealt with promptly.
 3. This complaint concerned school transport and education officers attempted to resolve it before passing it on. Once passed to the service, the complaint was dealt with within ten working days.
- One service area is highlighted as having RED status for stage 2 complaints (table 2, appendix 1). RED status means less than 90% of stage 2 complaints were dealt with within the timescale of 20 working days:

Planning and Public protection: 6 complaints received, and 4 complaints not dealt with within timescale:

1. This was a complex case requiring professional input. Communication was exchanged between officers and the complainant during the investigation. Four FOI requests were also received from the complainant, during the investigating period.
2. Several correspondence received from the complainant during the investigation and many issues needed to be addressed. A site meeting was also held between DCC officers and North Wales Police, which delayed the process.
3. The investigating officer had other work pressures which resulted in this complaint being late.
4. This was a complex case where we had to liaise with officers at Liverpool City Council and conduct a site visit, which resulted in response being delayed.

4.3 Social Services complaints performance in Quarter 3:

- 5 out of 6 (83%) Stage 1 complaints were dealt with within the expected timescales during Quarter 3. The written response for the complaint exceeding timescales was sent out three days after the deadline due to workload pressures. The complaint related to Children & Family Services.

- 1 out of 1 (100%) of stage 2 complaints were dealt with within the expected timescales during Quarter 3.

4.4. Complaints about commissioned services:

- In the previous meeting of the Performance Scrutiny Committee, Members asked for information regarding the process for dealing with complaints about commissioned services. Appendix 3 includes an extract from the Your Voice procedural document which describes this process. Currently, these complaints are included in the overall figures, for example complaints about Civica are included within complaints about Revenues & Benefits, and complaints about Kingdom Security (who are commissioned by Planning and Public Protection and issue Fixed Penalty Notices on our behalf) are included within complaints about Planning and Public Protection. This is something we are working on, and in future we intend to identify these complaints separately within the report.

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

The Your Voice scheme directly contributes to the corporate priority of: *Modernising the Council*.

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

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

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

This is a performance report and no decision is being sought to make any changes that would impact on staff or the community. Therefore an EqIA is not required for this report.

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

Monthly reporting to the Senior Leadership Team.

9. Chief Finance Officer Statement

There are no obvious financial implications arising from the report.

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

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

11. Power to make the Decision

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

Contact Officer:
Corporate Complaints Officer

Tel: 01824 706169

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Your Voice information

1 Your Voice reporting periods

The following periods are used for reporting data:

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

2 Complaint response timescales

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

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

3 Your Voice performance measures

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

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

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

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

Table 1: Overall complaint response times for stage 1 complaints

Service	Quarter 1 - Stage 1			Quarter 2 - Stage 1					Quarter 3 - Stage 1				
	Rec'd	Within	%	Rec'd	Within	%	Prev Qtr %	Change	Rec'd	Within	%	Prev Qtr %	Change
Business Improvement & Modernisation	0	0	-	0	0	-	-	-	0	0	-	-	-
Legal, HR and Democratic Services	3	1	33%	0	0	-	33%	-	0	0	-	-	-
Customers and Education Support	6	6	100%	7	7	100%	100%	0%	8	8	100%	100%	0%
Revenues and Benefits	7	7	100%	3	3	100%	100%	0%	3	3	100%	100%	0%
CES Commissioned Service	0	0	-	0	0	-	-	-	0	0	-	-	-
Education	3	3	100%	4	3	75%	100%	-25%	1	0	0%	75%	-75%
Highways & Environmental Services	34	26	76%	41	36	88%	76%	11%	35	32	91%	88%	4%
Finance and Assets	12	10	83%	14	11	79%	83%	-5%	8	8	100%	79%	21%
Economic & Business Development	0	0	-	0	0	-	-	-	0	0	-	-	-
Planning and Public Protection	20	20	100%	31	31	100%	100%	0%	29	23	79%	100%	-21%
Communication, Marketing and Leisure	11	11	100%	9	9	100%	100%	0%	6	6	100%	100%	0%
Community Support Services	4	2	50%	1	1	100%	50%	50%	0	0	-	100%	-
Corporate Total	100	86	86%	110	101	92%	86%	6%	90	80	89%	92%	-3%

Chart 1: Stage 1 complaint response times – 4 year analysis

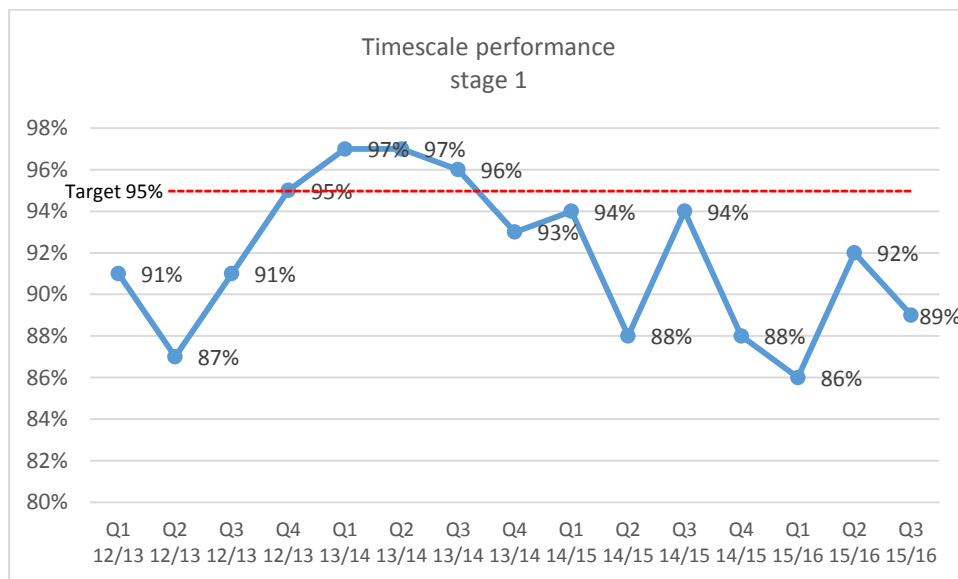


Table 2: Overall complaint response times for stage 2 complaints

Service	Quarter 1 - Stage 2			Quarter 2 - Stage 2					Quarter 3 - Stage 2				
	Rec'd	Within	%	Rec'd	Within	%	Prev Qtr %	Change	Rec'd	Within	%	Prev Qtr %	Change
Business Improvement & Modernisation	0	0	-	0	0	-	-	-	0	0	-	-	-
Legal, HR and Democratic Services	0	0	-	0	0	-	-	-	2	2	100%	-	-
Customers and Education Support	1	1	100%	2	2	100%	100%	0%	4	4	100%	100%	0%
Revenues and Benefits	3	3	100%	2	2	100%	100%	0%	1	1	100%	100%	0%
CES Commissioned Service	0	0	-	0	0	-	-	-	0	0	-	-	-
Education	4	4	100%	2	1	50%	100%	-50%	0	0	-	50%	-
Highways & Environmental Services	3	2	67%	1	1	100%	67%	33%	1	1	100%	100%	0%
Finance and Assets	0	0	-	2	2	100%	-	-	0	0	-	100%	-
Economic & Business Development	0	0	-	0	0	-	-	-	0	0	-	-	-
Planning and Public Protection	5	5	100%	5	4	80%	100%	-20%	6	2	33%	80%	-47%
Communication, Marketing and Leisure	0	0	-	0	0	-	-	-	1	1	100%	-	-
Community Support Services	1	1	100%	1	0	0%	100%	-100%	0	0	-	0%	-
Corporate Total	17	16	94%	15	12	80%	94%	-14%	15	11	73%	80%	-7%

Chart 2: Stage 2 complaint response times – 4 year analysis

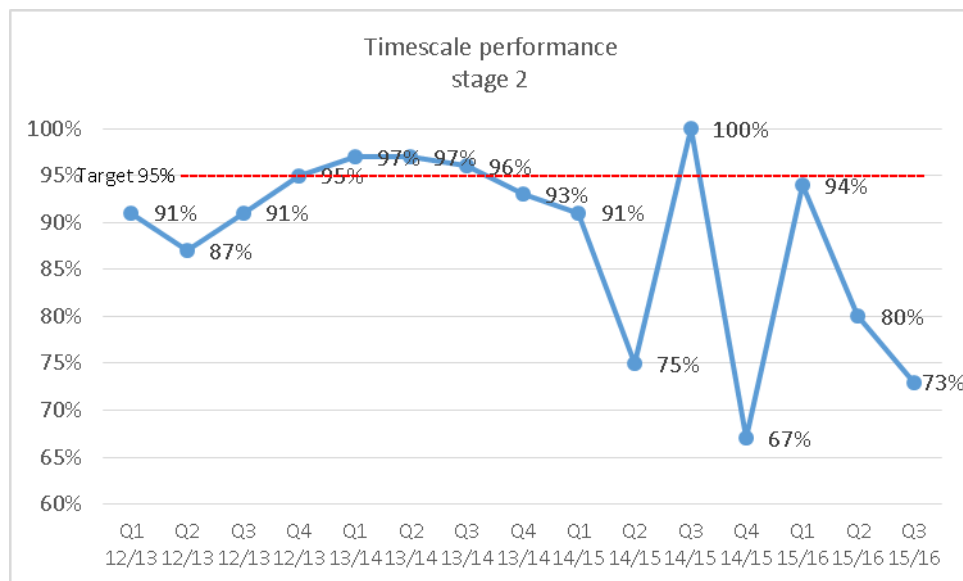
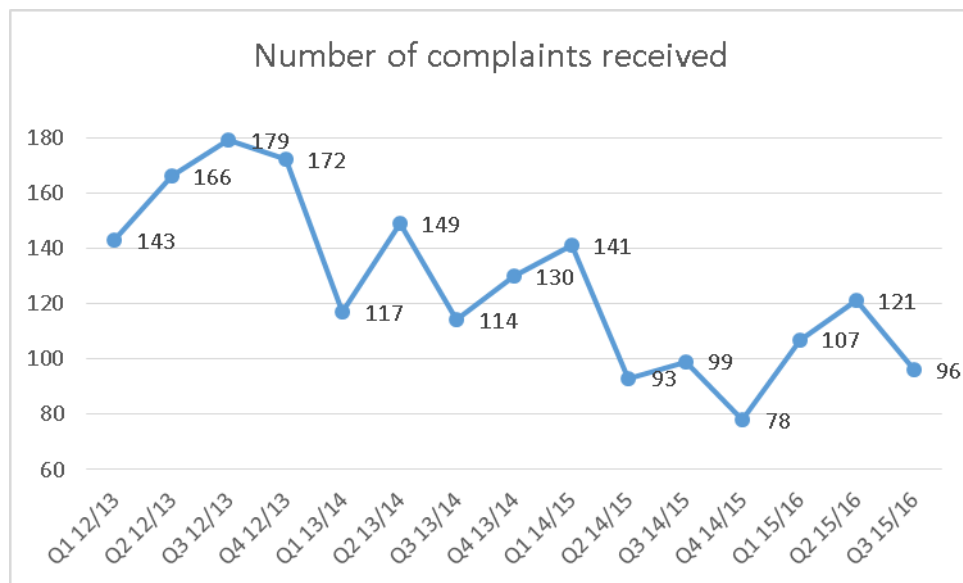


Chart 3: Total number of Your Voice complaints received – 4 year analysis



There is a clear downward trend in terms of overall numbers of complaints received. Changes to the way in which complaints are recorded accounts for this in part, but numbers are reducing year on year.

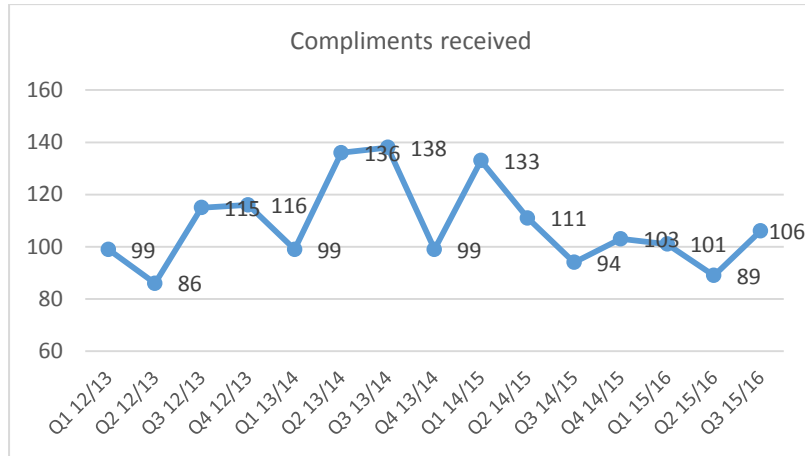
Table 3: Total number of complaints received – comparison against neighbouring authorities

Local Authority	2013/14	2014/15	2015/16 YTD	The rate of complaints received per 10,000 population 2015/16 YTD
Denbighshire	510	411	324	34
Wrexham	225	135	200	15
Anglesey	66	65	45	7

Table 4: Compliments received

Service Area	Q1	Q2	Q3	Q4
Business Improvement and Modernisation	0	1	0	
Legal and Democratic Services	0	1	1	
Customers and Education Support	11	11	11	
Revenues and Benefits	3	0	0	
Education	1	0	0	
Highways and Environmental Services	43	39	61	
Finance and Assets	14	13	14	
Economic and Business Development	0	0	1	
Planning and Public Protection	3	9	0	
Communication, Marketing and Leisure	24	13	18	
Community Support Services	2	2	0	
	101	89	106	

Chart 4: Compliments received – 4 year analysis

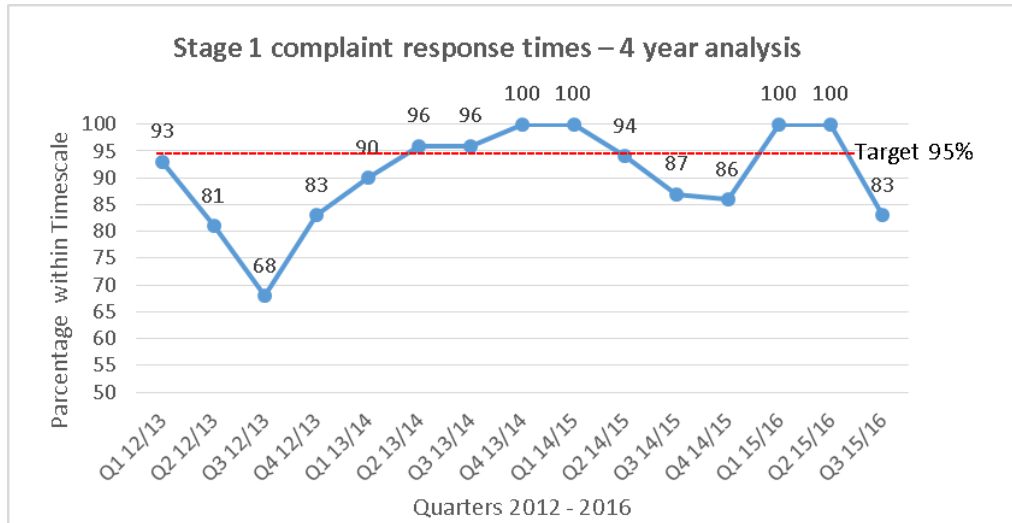


Social Services' data is reported separately as the process and timescales are different

Table 4: Social Services complaint response times for stage 1 complaints

Complaints dealt with on time % Stage 1				
	Q1	Q2	Q3	Q4
2012/13	26/28 (93%)	26/32 (81%)	15/22 (68%)	20/24 (83%)
2013/14	19/21 (90%)	25/26 (96%)	22/23 (96%)	13/13 (100%)
2014/15	20/20 (100%)	17/18 (94%)	13/15 (87%)	12/14 (86%)
2015/16	10/10 (100%)	11/11 (100%)	5/6 (83%)	

Chart 4: Social Services complaint response times for stage 1 complaints – 4 year analysis



One complaint exceeded timescale in Q3 bringing the overall performance down to 83%. The written response was sent out three days late due to workload.

Table 5: Social Services complaint response times for stage 2 complaints

Complaints dealt with on time % Stage 2				
	Q1	Q2	Q3	Q4
2012/13	0/2 (0%)	4/4 (100%)	2/2 (100%)	0/0 (100%)
2013/14	5/5 (100%)	4/4 (100%)	4/4 (100%)	1/1 (100%)
2014/15	1/1 (100%)	1/1 (100%)	2/2 (100%)	1/3 (33%)
2015/16	1/1 (100%)	2/2 (100%)	1/1 (100%)	

Chart 5: Social Services complaint response times for stage 2 complaints – 4 year analysis

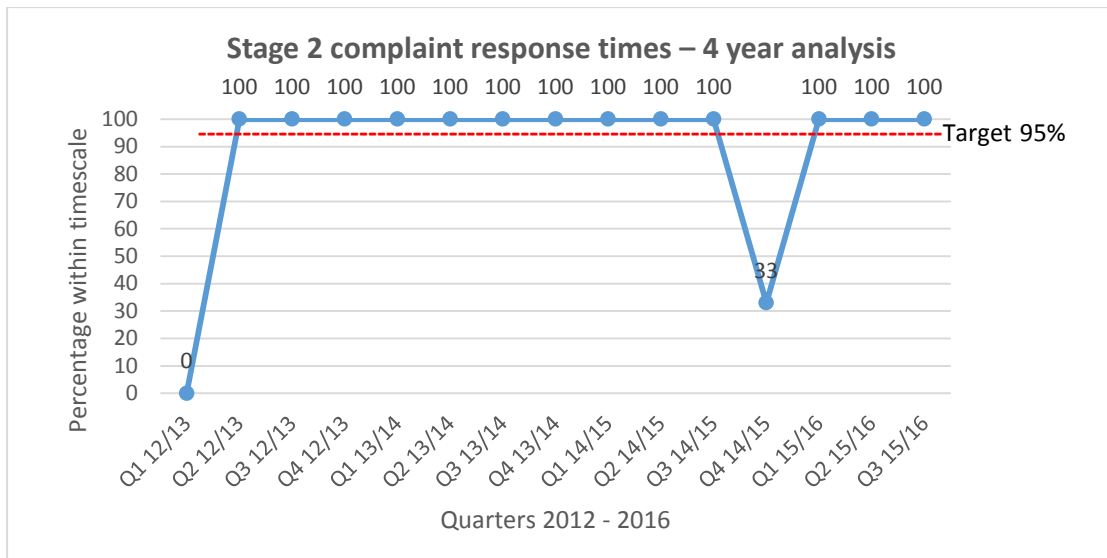
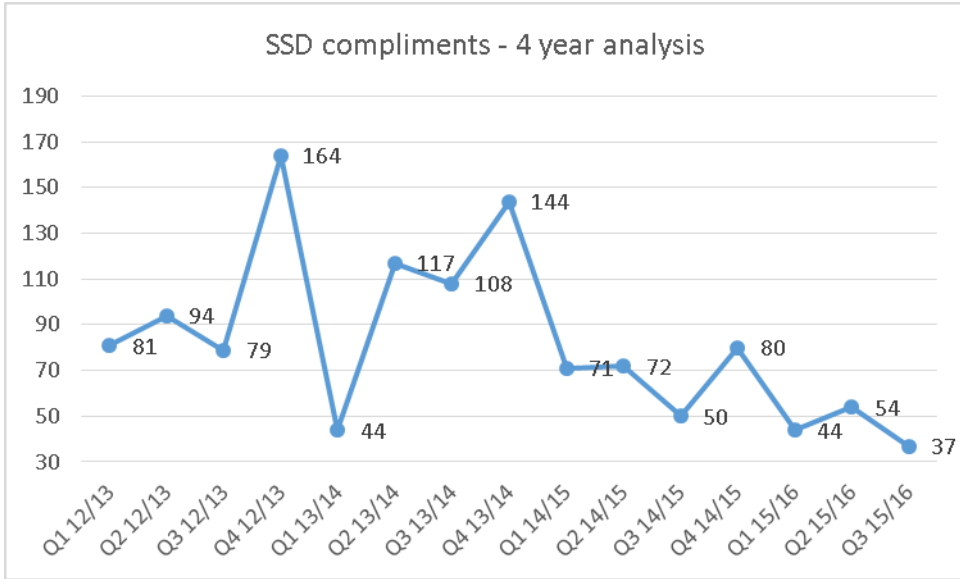


Table 5: Social Services compliments received – 4 year analysis



Extract from minutes:

16.07.15 RESOLVED – that the Performance Scrutiny Committee:-

(a) receives and notes the contents of the report, and

(b) agrees that a copy of the learning from complaints feedback report be appended to future quarterly reports.

Service:	Community Support Services
Customer feedback influencing service design and delivery:	
<p>A recent investigation into a complaint raised by relatives of a service user has identified some learning points and the following instruction was circulated to all staff.</p> <ol style="list-style-type: none"> 1. Any legal documents referred to by service users or family members must be seen by staff and a note taken of the detail and date seen. Ideally a copy would be taken and scanned into the service user record but this may not be possible in all cases. This is particularly important in relation to Lasting Power of Attorney, where there are 2 types (Property & Financial Affairs; and Health & Welfare). 2. Denbighshire introduced 'The Denbighshire Way' policy and expects all staff to follow it regarding responding to enquiries. Therefore, please ensure that you respond to e-mail enquiries within 10 working days. 	

Service:	Communication, Marketing and Leisure
Customer feedback influencing service design and delivery:	
<ol style="list-style-type: none"> 1. Following a complaint regarding public swimming times, the timetable will be reviewed to look to include an earlier public swim. 	

Service: Finance & Assets

Customer feedback influencing service design and delivery:

1. A new process for coordinating maintenance issues which cross over several departments has been implemented following a complaint regarding several problems at property.

Service: Planning & Public Protection

Customer feedback influencing service design and delivery:

1. Following feedback regarding enforcement officers, the following has been implemented; officers have been instructed to read out contents of fixed penalty notices, if requested to do so and tactical changes have been made in circumstances where male officers approach lone females in 'quiet' locations to carry out enforcement duties.

At January's Performance Scrutiny Committee, there was a discussion regarding complains about commissioned services and the importance of reporting such complaints to the Committee.

The following is an extract from the Your Voice procedural document for staff:

Complaints regarding contractors and commissioned services

Complaints may relate to a contractor working on behalf of the council or to a service we have commissioned. Where the council receives a complaint about a contractor or commissioned service, the matter should be recorded and then referred to the contractor/service provider in the first instance. The contractor/service provider should investigate the matter and provide the council with a written response, which will be shared with the complainant. The timescale should reflect the council's own procedure (10 working days).

Specifications in contracts should refer to the handling of such complaints, and ensure that the council has adequate monitoring information, and that arrangements are suitably integrated with the council's complaints system.

Complaints regarding contractors or commissioned services will be reported on for quality assurance purposes.

Report to:	Performance Scrutiny Committee
Date of Meeting:	17 March 2016
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 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate.

4. Report details

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

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

5. Scrutiny Chairs and Vice-Chairs Group

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group met on 3 March 2016. No matter was referred to this Committee for consideration.

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

Effective scrutiny will assist the Council to deliver its corporate priorities in line with community needs and residents' wishes. Continual development and review of a coordinated work programme will assist the Council to deliver its corporate priorities, improve outcomes for residents whilst also managing austere budget cuts.

7. 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.

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

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

9. What 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.

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

No risks have been identified with respect to the consideration of the Committee's forward work programme. However, by regularly reviewing its forward work programme the Committee can ensure that areas of risk are considered and examined as and when they are identified, and recommendations are made with a view to addressing those risks.

11. Power to make the decision

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

Contact Officer:

Scrutiny Coordinator

Tel No: (01824) 712554

Email: dcc_admin@denbighshire.gov.uk

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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
12 April Special Meeting	Cllr. Bobby Feeley & Cllr. Win Mullen-James (Chair of T&F Group)	.	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/Tony Ward/Holly Evans July 2015 (rescheduled September 2015)
28 April Representative from BT and WG invited to attend (Adrian Berry – Project Manager Superfast Cymru Rollout will be attending)		1.	Broadband Rollout in Denbighshire	(i) To detail BT Openreach's plan for completing its rollout programme in Denbighshire (to include details of which areas will be included in the programme and the timetable for the rollout in each area). The report to include details of what the hardware will enable and any limitation associated with it; (ii) To detail WG proposals on how households who will not get superfast broadband through the BT roll out can still get improved coverage through other Welsh Government schemes	A better understanding of the broadband rollout situation will help the Council plan and deliver its business. In particular it will assist it to deliver its corporate priorities relating to developing the local economy, improving performance in education and modernising the Council to deliver efficiencies and improve services to customers	BT By SCVCG January 2016
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	Ensuring that the Council meets its targets, its Outcome	Alan Smith/Liz Grieve May 2014

Meeting	Lead Member(s)	Item (description / title)		Purpose of report	Expected Outcomes	Author	Date Entered
				(with particular emphasis on the delivery of the Outcome Agreements)	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		
	Cllr. Julian Thompson-Hill	2.	Corporate Health and Safety Annual Report	To consider the Council's management of general health and safety and fire safety matters	Assurances that the Authority is abiding and conforming with all relevant H&S legislation and therefore mitigate the risk of litigation	Gerry Lapington	May 2014
	Cllr. Bobby Feeley (required)	3.	Draft Director of Social Services Annual Report for 2015/16	To scrutinise the content of the draft annual report to ensure it provides a fair and clear evaluation of performance in 2015/16 and clearly articulates future plans.	Identification of any specific performance issues which require further scrutiny by the committee in future	Tony Ward	June 2014
	Cllr. Hugh Irving	4	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, reasons for non-	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
			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			
14 July	Cllr. Barbara Smith/David Smith/Julian Thompson-Hill	1. Creating a supply of affordable homes	To examine progress in delivering theme 2 of the Local Housing Strategy	To support the delivery of the corporate priority relating to 'ensuring access to good quality housing'	Graham Boase/Jamie Groves/Angela Loftus	By SCVCG December 2015
	Cllr. Julian Thompson-Hill	2.. 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
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	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
			<p>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</p> <p>(ii) how services encourage feedback and use it to redesign or change the way they deliver services</p>			
8 December	Cllr. Julian Thompson-Hill	1. Corporate Risk Register	To consider the latest version of the Council's Corporate Risk Register	Effective monitoring and management of identified risk to reduce risks to residents and the Authority	Alan Smith/Liz Grieve/Nicola Kneale	December 2015
January 2017 (GwE representatives to be invited)	Cllr. Eryl Williams	1. Verified External Examinations and Teacher Assessments [Education]	<p>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.</p> <p>The report to incorporate GwE's Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire</p>	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 (periodically) [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] Dependent upon the legislative timetable	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 &	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	Alan Smith/Liz Grieve	May 2014

<p>September 2016 [Information]</p>		<p>residents, and maximises the financial incentives available through meeting its Outcome Agreements</p>		
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Note for officers – Committee Report Deadlines

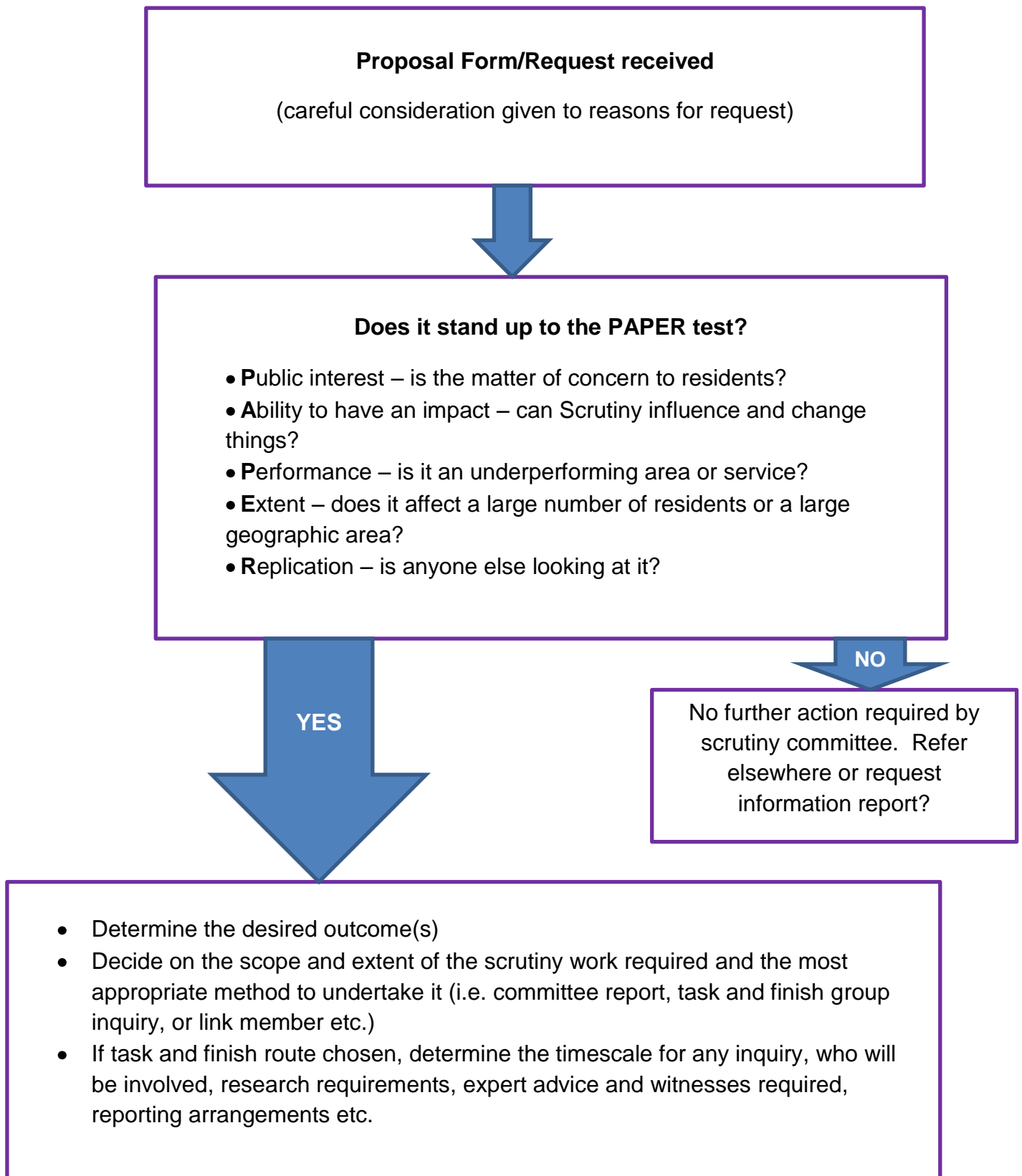
Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
12 April	29 March	28 April	14 April	9 June	26 May

Performance Scrutiny Work Programme.doc

Updated 04/03/2016 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
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 / Liz Grieve / Sian Owen
	4	Officers Scheme of Delegation	To approve amendments to the scheme	Yes	Cllr Barbara Smith/Gary Williams/Lisa Jones
	5	Proposed Lease of Ty Nant, Prestatyn to Betsi Cadwaladr University Health Board	To approve grant of the lease to BCUHB for a new primary care centre	Yes	Cllr Julian Thompson-Hill / David Mathews
	6	Closure of TAIH	Tbc	Tbc	Peter Daniels
	7	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

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	2	Future of Adult Provider Services	To consider the future of adult provider services.	Yes	Cllr Bobby Feeley / Phil Gilroy / Holly Evans
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
24 May	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Former North Wales Hospital, Denbigh - Compulsory Purchase Order	Authorisation to take possession of the site	Yes	Councillor David Smith / Graham Boase / Gareth Roberts
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
28 June	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 Q4	To consider progress against the Corporate Plan	Tbc	Cllr Julian Thompson-Hill / Liz Grieve
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
26 July	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

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>March</i>	<i>11 March</i>	<i>April</i>	<i>12 April</i>	<i>May</i>	<i>10 May</i>

Updated 29/02/16 - KEJ

Cabinet Forward Work Programme.doc

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Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
28 January 2016	6. PRIMARY SCHOOL TRANSPORT	<i>RESOLVED to recommend that the Council review its decision with respect to the provision of home to school transport for pupils from Rhuddlan attending Ysgol Dewi Sant, Rhyl and, in line with its discretionary powers, arranges concessionary travel for those pupils not entitled to free home to school transport.</i>	Lead Member for Education, Head of Education and relevant officers informed of the Committee's recommendation
	7. KS4 AND POST 16 EXAMINATION RESULTS	<i>RESOLVED that subject to the above observations, to – (a) receive the information on the performance of schools against previous performance and the external benchmarks that were currently available, and (b) emphasise the need for regular and continued challenge of the assessments and monitoring of the targets to ensure that actual performance would meet and possibly exceed the set target.</i>	Lead Member for Education, Head of Education, Managing Director of GwE and GwE Senior Challenge Advisor informed of the Committee's recommendation
	8. SCHOOL GOVERNORS AND SCHOOL GOVERNING BODIES	<i>RESOLVED that, subject to the above observations, to receive and endorse the support and training provided to Governors to assist them to support and challenge schools.</i>	Lead Member for Education, Head of Education and relevant officers informed of the Committee's recommendation

	9. YOUR VOICE REPORT – QUARTER 2 2015/16	<i>RESOLVED subject to the above observations and progressing the actions identified, to receive the information on the Council's performance in dealing with complaints during Quarter 2 2015/16 in accordance with the 'Your Voice' customer feedback policy.</i>	Lead Member for Customers and Libraries and relevant officers informed of the Committee's recommendation
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