

To: Members of the Performance
Scrutiny Committee

Date: 1 June 2016

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Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 9 JUNE 2016** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams
Head of Legal, HR and Democratic Services

AGENDA

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

1 APOLOGIES

2 APPOINTMENT OF VICE CHAIR (Pages 5 - 6)

To appoint a Vice-Chair for the 2016/17 municipal year.

3 DECLARATION OF INTERESTS

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

4 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.

5 MINUTES OF THE LAST MEETING (Pages 7 - 26)

To receive the minutes of the Performance Scrutiny Committee meetings (copy attached) held on:-

- 12 April, 2016, and
- 28 April, 2016

9.40 a.m. – 9.45 a.m.

6 CORPORATE PLAN PERFORMANCE REPORT - QUARTER 4 2015/16
(Pages 27 - 76)

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

9.45 a.m. – 10.15 a.m.

7 CORPORATE HEALTH, SAFETY & WELFARE ANNUAL REPORT 2015/16
(Pages 77 - 128)

To consider a report by the Corporate Health & Safety Manager (copy attached) to provide an annual update on H & S Management in DCC.

10.15 a.m. – 10.45 a.m.

~~~~~ **BREAK (10.45 a.m. – 11.00 a.m.)** ~~~~~

**8 DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT: 2015/16** (Pages 129 - 170)

To consider a report by the Principal Manager: Business Support (copy attached) to enable Members to scrutinise the draft report prior to it being submitted to the Care & Social Services Inspectorate Wales (CSSIW).

**11.00 a.m. – 11.30 a.m.**

**9 YOUR VOICE REPORT - Q4 2015/16** (Pages 171 - 186)

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

**11.30 a.m. – 12.00 p.m.**

**10 SCRUTINY WORK PROGRAMME** (Pages 187 - 210)

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

**12.00 p.m. – 12.15 p.m.**

## **11 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**12.15 p.m. – 12.20 p.m.**

## **MEMBERSHIP**

### **Councillors**

Councillor Barry Mellor (Chair)

Raymond Bartley

Meirick Davies

Huw Hilditch-Roberts

Colin Hughes

Geraint Lloyd-Williams

Dewi Owens

Arwel Roberts

Gareth Sandilands

Joe Welch

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## Swydd Ddisgrifiad Cadeirydd/Is-Gadeirydd Archwilio

### 1. PRIF GYFRIFOLDEBAU

- I'r Cyngor Llawn

### 2. PWRPAS Y RÔL

- Darparu arweinyddiaeth a chyfeiriad.
- Cymryd rhan yn llawn yng ngweithgareddau'r Pwyllgor Archwilio, datblygu a chyflwyno ei raglen waith ac yn unrhyw grwpiau gorchwyl a gorffen cysylltiedig.
- Cynorthwyo wrth ddatblygu a monitro effaith polisi'r Cyngor.
- Gwneud y gweithredwr yn gyfrifol, monitro perfformiad a chyflwyno gwasanaethau a herio penderfyniadau trwy'r trefniadau galw i mewn lle bo hynny'n briodol.
- Datblygu blaenraglen waith y pwyllgor.
- Adrodd ar gynnydd yn erbyn y rhaglen waith i'r Cyngor ac i bobl eraill fel sy'n briodol.
- Rheoli cyfarfodydd yn hyderus ac yn effeithiol i hwyluso cynhwysiant, cyfranogiad a gwneud penderfyniadau clir gan sicrhau bod amcanion y cyfarfod yn cael eu diwallu, ac y glynir wrth y cod ymddygiad, rheolau sefydlog a gofynion sefydliadol eraill.
- Gweithredu fel canolbwynt cysylltu rhwng y cyngor, y gymuned a chyrrff allanol mewn perthynas â'r swyddogaeth archwilio.
- Annog cyfraniadau effeithiol gan holl aelodau'r pwyllgor yn y pwyllgor a'r grwpiau gorchwyl a gorffen.
- Asesu perfformiadau unigol a chyfunol yn y pwyllgor a chysylltu â'r Arweinydd Grŵp perthnasol i symud cyfleoedd hyfforddi a datblygu yn eu blaenau.
- Diwallu cyfrifoldebau rôl yr aelod etholedig.

### 3. GWERTHOEDD a DISGWYLIADAU

- Ymroi i werthoedd Cyngor Sir Ddinbych a'r gwerthoedd canlynol mewn swydd gyhoeddus:
  - Balchder
  - Hygrededd
  - Parch
  - Undod
- Mynychu pob cyfarfod perthnasol.
- Cynnal materion yn electronig, h.y. cyfarfodydd a chyfathrebu, lle bo'n bosibl yn y Cyngor.
- Mynychu hyfforddiant gorfodol fel y dynodwyd yn y cod ymddygiad a'r cyfansoddiad.
- Cymryd rhan mewn adolygiad datblygu blynyddol i wella'n barhaus perfformiad yr aelod a'r Cyngor.
- Esbonio a chyfrif am berfformiad personol fel Cynghorydd Sir yn rheolaidd, yn enwedig trwy gyhoeddi Adroddiad Blynyddol ar wefan y Cyngor.

## **Role Description Scrutiny Chair/Vice-Chair**

### **1. PRINCIPAL ACCOUNTABILITIES**

- To Full Council

### **2. PURPOSE OF ROLE**

- Providing leadership and direction
- To participate fully in the activities of the Scrutiny Committee, the development and delivery of its work programme and any associated task and finish groups.
- To assist in the development and monitor impact of Council policy
- To hold the executive to account, monitoring performance and service delivery and challenge decisions through the call in arrangements where appropriate.
- To develop a forward work programme of the committee.
- To report on progress against the work programme to Council, and others as appropriate
- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making ensuring that meeting objectives are met, and the code of conduct, standing orders and other constitutional requirements are adhered to.
- To act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function.
- To encourage effective contributions from all committee members in both committee and task and finish groups
- To assess individual and collective performance within the committee and liaise with the relevant Group Leader to progress training and development opportunities.
- Fulfil the accountabilities of the elected member role.

### **3. VALUES and EXPECTATIONS**

- To be committed to the values of Denbighshire County Council and the following values in public office:
  - Pride
  - Integrity
  - Respect
  - Unity
- Attend all relevant meetings
- Carry out business electronically i.e. meetings and communication, wherever possible
- To attend mandatory training as specified in the code of conduct and the constitution.
- To participate in an annual development review to continually improve the performance of the member and the Council.
- To explain and account for personal performance as a County Councillor on a regular basis, particularly through the publication of an Annual Report on the Council's web site.

## **Minutes of Performance Scrutiny Committee held on Tuesday, 12 April 2016 at 2.00 pm at Conference Room 1a, County Hall, Wynnstay Road, Ruthin, LL15 1YN**

### **Present:**

Councillors Raymond Bartley, Meirick Davies, Huw Hilditch-Roberts, Geraint Lloyd-Williams, Barry Mellor (Chair), Dewi Owens, Arwel Roberts, Gareth Sandilands and Joe Welch

### **Also Present:**

M Mehmet (Chief Executive), N Stubbins (Corporate Director : Communities), P Gilroy (Head of Community Support Services) and T Ward (Principal Manager, Business Support).

Councillor Joan Butterfield, Councillor Jeanette Chamberlain-Jones, Councillor Ann Davies, Councillor Bobby Feeley (Lead Member for Social Care - Adults and Children's Services), Councillor Alice Jones, Councillor Huw Jones, Councillor Gwyneth Kensler, Councillor Jason McLellan, Councillor Cefyn Williams and Councillor Eryl Williams

## **1 APOLOGIES**

Apologies were received from Councillors Colin Hughes and Win Mullen-James (Chair of the Future of Adult In-house Social Care Task and Finish Group).

The Chair paid tribute to the late Councillor Richard Davies, a member of the Committee and of the Task and Finish Group, who had passed away recently. Condolences were conveyed to his family and as a mark of respect all in attendance stood in silent tribute.

## **2 DECLARATION OF INTERESTS**

The Scrutiny Coordinator (SC) responded stating that the Task and Finish Group (T&FG) had been established by Performance Scrutiny Committee to undertake a piece of work on its behalf. Its membership was made up of representatives from all scrutiny committees. The T&FG was effectively a sub group of Scrutiny who had been asked to look at the subject of in-house social care in more detail and report their findings back to the full Committee. No decisions had been taken by the T&FG as it did not have decision making powers. It was only reporting its findings, and based on those findings, its recommendations to Performance Scrutiny Committee at the current meeting. The current meeting was the Committee's opportunity to scrutinise the findings and the proposals being put forward prior to formulating recommendations in relation to them for submission to Cabinet for approval in late May 2016.

On the issue of observers at Task and Finish Group meetings, the SC re-iterated that the T&FG was a 'closed group' working on behalf of the scrutiny committees, and therefore it was not normal practice to permit observers to attend.

Councillor Roberts asked to have it noted that he thought this was very unfair.

Councillor Jason McLellan declared a personal interest in business item 4 in relation to his work in the constituency office of Ann Jones AM – a copy of the AM's response to the consultation was included in an appendix to the report which the Committee would be considering.

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

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

### **4 IN-HOUSE CARE SERVICES REVIEW AND CONSULTATION**

Prior to the introduction of the report the Chair advised that there had been some considerable interest in this review, with councillors receiving a high volume of e-mail and other correspondence with respect to it. He explained that for the discussion on this business item he would be permitting Committee members to ask questions first, followed by questions from other non-scrutiny elected members, prior to asking the Committee to formulate recommendations for submission to Cabinet.

Councillor Meirick Lloyd-Davies, past Chair of the Task and Finish Group (T&FG), introduced the report in the absence of the current Chair. Councillor Lloyd-Davies explained that the T&FG was a politically and geographically balanced group that had been asked to examine value for money options for delivering high quality social care in the County. He emphasised that as the process progressed initial assumptions changed based on the evidence analysed.

The Group had met nine times over the preceding two years. It oversaw the planning and implementation of the 'listening and engagement' exercise which resulted in the development of the options for public consultation. On 17<sup>th</sup> March 2016 Officers presented the responses received during the public consultation to the T&F Group. The Group then prepared the recommendations in the report, presented to Committee at the current meeting, for scrutiny and comments prior to their submission to Cabinet on 24<sup>th</sup> May 2016.

The Head of Community Support Services (HoCSS) presented the evidence from the public consultation on the future of Denbighshire's in-house care services. He explained how the consultation had been undertaken in accordance with the 1985 Gunning Legal Principles around consultation to ensure that the Authority complied with legal expectations.



The HoCSS put forward the case for the need to change in-house care services as:

- Although the number of older people was increasing, demand for standard residential care and day services in Denbighshire had been falling for several years, and was continuing to fall;
- Demand for more enabling alternatives to standard residential care (such as Extra Care Housing) was increasing, and there was unmet demand for Extra Care Housing in Denbighshire, as well as for more specialist mental health and nursing homes;
- Research showed that outcomes for people who lived in Extra Care Housing were better compared with outcomes for people who lived in standard residential care;
- The introduction of the Social Services and Wellbeing (Wales) Act required the council to focus on enabling people to remain as independent as possible for as long as possible;
- The cost of running care services in-house was high compared to commissioning services from the independent sector, and compared to the cost of supporting people to live in Extra Care Housing.

At the conclusion of the Task and Finish Group's work the following options had been presented for public consultation:

Options presented for Hafan Deg (Rhyl)

1. **The council's preferred option:** The council would enter into a partnership with an external organisation and transfer the building to them, commissioning a day care service within the building and, in addition, enabling 3<sup>rd</sup> sector agencies to provide early intervention activities for older people that reduce social isolation, support independence and promote resilience.
2. To re-provision services at Hafan Deg with the potential that the centre would close and the service users and their families be supported to find suitable alternative provision.
3. The council would consider any other alternative or option put forward that met the demand for day care places and social activities within the available resources.
  - The only alternative option put forward during the consultation was for the council to continue to own run Hafan Deg. This was only explored in any detail within the UNISON response.

### Options presented for Dolwen (Denbigh)

1. **The council's preferred option:** To enter into a partnership with an external organisation and transfer the whole service to them, while registering for mental health care.
2. To lease or sell Dolwen for another purpose. The home would close and the service users and their families be supported to find suitable alternative provision.
3. The council would consider other alternative options put forward that would meet the demands for residential and day care places within the available resources.
  - The only alternative option put forward during the consultation was for the council to continue to own and run Dolwen. This was only explored in any detail within the UNISON response.

### Options presented for Awelon (Ruthin)

1. **The council's preferred option:** To stop new admissions and work with the individuals and their families, at their own pace, to move them to suitable alternatives as appropriate and to enter into a partnership with the owner of Llys Awelon to develop additional Extra Care apartments on the site. However we will not ask any resident to leave Awelon if they do not choose to and their needs can continue to be met there.
2. To work in partnership with a registered social landlord, health services and the 3<sup>rd</sup> sector to develop a range of services, transferring half of the building to develop additional extra care flats, possibly as an extension to Llys Awelon, while using the remainder as a small residential unit which could be used to meet the increasing need for respite care and to ensure that no existing resident would need to move unless they chose to.
3. The council would consider an alternative option that would meet the demands for residential and day care places within the available resources.

Alternative options submitted for Awelon included:

#### **Option 3a** – submitted by Unison:

- The UNISON proposals were explored/explained in detail within the full UNISON response (Appendix K previously circulated), essentially the proposal is for the council to continue to own and run Awelon and for this to be funded with an additional increase in Council Tax.

#### **Option 3b** – suggested by an Elected Member:

- It was suggested that the council could look to build additional Extra Care Housing on one of the potentially vacant school sites in Ruthin (following school re-organisation). This would satisfy the demand for additional Extra

Care Housing in Ruthin, and enable the Awelon site to continue as it currently is.

#### Options presented for Cysgod y Gaer (Corwen)

1. **The council's preferred option:** The council would enter into a partnership with relevant stakeholders (including BCU and the 3<sup>rd</sup> sector) to develop the site into a 'support hub' offering both residential and extra care type facilities as well as an outreach domiciliary care and support service to the tenants of local Sheltered Housing Schemes and the wider population of Corwen and the surrounding area.
2. The council would stop new admissions and work with the individuals and their families at their own pace to move them to suitable alternatives as appropriate and to enter into a negotiations with registered social landlords to develop Extra Care apartments on the whole site.
3. The council would consider alternative options put forward that would meet the demands for residential and day care places within the available resources.

No alternative options for Cysgod Y Gaer were presented during the consultation period.

The Principal Manager – Business Support gave an overview of the consultation events held and a summary of the feedback received during the consultation period. He advised that:

- More people responded to the consultation about Dolwen than any of the other 3 consultations.
- The majority of respondents who answered the question regarding their nearest town live in (or near to) Denbigh.
- The majority of those who answered this question to identify their interest classed themselves as members of the public, although many were friends or relatives of current service users.
- The majority of those who responded were over 60 years of age
- The majority of those who answered identified their nationality as Welsh.
- More than a third of those who answered were able to speak Welsh fluently and
- Very few people who responded expressed a preference for any of the options presented. Of those who did select an option, fewer than half selected an option which opposed the councils' preferred options (i.e. either Option 2 or Option 3).

The HoCSS advised that the headline conclusions drawn following the consultation were that:

- There was general opposition from the limited responses received to proposals to change our in-house services.
- With the exception on Cysgod y Gaer, there was little support within these responses for the council's preferred options.
- Many people recognised the benefits of additional Extra Care Housing, but very few respondents believed it could be a viable alternative to standard residential care. Nor did they realise that respite care could be, and increasingly was, offered at Extra Care facilities;
- Many people did not believe that the demand for standard residential care was reducing, and thought that the Council had been refusing entry to in-house services since the review had started.

Alternative proposals submitted included:

- Very few alternative proposals were submitted (over and above "don't change"), and most people who opposed change provided no rationale for this view, and/or no evidence to support their argument.
- Unison submitted alternative options for Dolwen, Awelon and Hafan Deg. These could be summarised (at a very high level) as increasing council tax to enable the council to retain the current services.
- An additional alternative for Awelon was to build Extra Care Housing on a potentially vacant site in Ruthin (following school re-organisation). This would satisfy the demand for additional Extra Care Housing in Ruthin, and enable the Awelon site to continue as it was. This was potentially feasible, but it did not address the issues of cost nor reduced demand for residential care.

Having considered the responses received the Task and Finish Group was recommending to Performance Scrutiny that it endorse the preferred options. The basis of this rationale was that:

- The consultation had not provided the council with any compelling rationale or evidence to justify amending its preferred options.
- There was a strong financial case for the preferred options for Dolwen and Hafan Deg, and an overwhelming financial case in relation to Awelon.
- All potential negative impacts for service users, staff and people who shared protected characteristics, could be mitigated against to some extent.

- All potential alternative proposals submitted during the consultation had been evaluated as less practical and/or sustainable than the council's preferred options.

The Task and Finish Group had concluded that care and support services for older people in Denbighshire would be better, and more sustainable, if the preferred options were implemented, and were therefore seeking the Committee's support for the proposals for submission to Cabinet for approval.

The Chair then invited questions and comments from Committee members.

Councillor Hilditch-Roberts suggested that the recommendations were not the Council's preferred options but Cabinet's preferred options. He applauded the time extension to the consultation period and felt that it had been thorough. Nevertheless, he felt that the subsequent information being reported back was less comprehensive and that an ordinary member of the public could not really put forward an alternative option as they would not have sufficient information and data available to them to substantiate any proposal. Particular information he would have liked more detailed explanation on included:

- what evidence the T&FG had used to make its recommendations;
- blueprints to support the vision of the preferred options;
- considered rationale as to why the other options were not supported;
- assessment of care requirements, had they changed over recent years;
- whether discussions been undertaken between the Authority and Betsi Cadwaladr University Health Board (BCUHB) and GPs; and
- the feasibility of the alternative option put forward for Awelon with potentially additional extra-care facilities located on a separate site or the development of a supersite.

Councillor Welch asked for confirmation as to whether savings was the main consideration when making the recommendation for Dolwen. He also raised the following concerns:

- of the 118 responses to the Dolwen consultation only 7 had expressed a preference for option 1, deducing that 93% of responses were against that recommendation;
- lack of detail supplied with the recommended option 1;
- calculating potential savings to be made against 24 residents rather than that if it were at full occupancy;
- lack of alternative costings versus occupancy;

- was there any evidence available that private providers could take over Dolwen or the other establishments, run them and return a profit on the business; and
- what would happen if an independent provider took over Dolwen and then decided after 12 months that it could not afford to continue with the provision;

Councillor Sandilands enquired on the quality of care for the service user and on the guarantee of provision. He asked for the views of the Health Board and the Community Health Council (CHC) on the proposals, which independent providers had been considered to provide an alternative service and the quality of those providers, and how well other authorities worked with the third sector in the area of social care.

Councillor Bartley, a member of the T&FG, highlighted that Dolwen had been providing high quality care for 50 years. He wanted Dolwen to remain open and continue to provide care – day care, Elderly Mental Health (EMH) care and residential care in Denbigh. Councillor Bartley sought reassurances that Welsh speaking clients would continue to receive their care in their preferred language and employees' working conditions would remain unchanged.

Councillor Roberts recalled a recent positive experience within his family of local authority residential care and enquired whether care in independent homes was of a comparable standard. He raised concerns that the independent sector was also closing homes due to the financial climate, and expressed a preference for keeping Dolwen and the other establishments in local authority hands.

Councillor Lloyd-Williams referred to the expected Local Authority re-organisation and asked whether the circumstances in neighbouring authorities and possible mergers should have been taken into consideration. He enquired on the number of local authority residential care homes operated by neighbouring authorities. Councillor Lloyd-Williams enquired why – given that Denbighshire had agreed that no more savings needed to be found for the current financial year – could it not collaborate with the Health Board to retain the facilities/ build new facilities and provide the services. Other concerns raised included:

- delayed transfer of care (DToC) from hospitals was already a problem and would therefore get worse if there were fewer residential care places available;
- potential for a bidding war with independent providers;
- was there any evidence that an independent provider wanted to take over Dolwen;
- what would happen if things went wrong and the Authority had to step in

At this juncture the Chair opened the meeting to questions from the floor. Councillor Butterfield asked the following:

- how the Committee could make any recommendations without having supporting documents
- where was the financial information used to make the recommendations
- should raising Council Tax to provide day/residential care be explored; and
- what would happen if new partners could not make their service a successful business - was there a Plan B.

She was also of the view that full Council should discuss the proposals.

Councillor McLellan echoed concerns over the concept of choosing a preferred option without knowing who the partners would be and wondered whether there was any evidence that there was appetite in the private sector to enter into such partnerships. He referred to past Care and Social Services Inspectorate Wales (CSSIW) reports that had flagged up serious concerns in some private homes that were failing to live up to expectations. He felt that being a commissioning only authority had risks associated with it.

The Corporate Director: Communities reiterated that Authority was following the 1985 Gunning Legal Principles around consultation and as such was still in the formative stages of consultation. Consequently it was not yet in a position to approach prospective partners to discuss any terms or conditions, until such time as Cabinet gave its approval to proceed to that stage. The CD:C dispelled assumptions that decisions had been made to close or 'offload' any facility and reassured the Committee that with regard to quality of care and safety of residents that she in her role as the Statutory Director of Social Services was personally responsible for the care and treatment of individuals in care facilities, be they provided by the local authority or commissioned by it.

Councillor A Jones referred to the previously circulated Equality Impact Assessment and the importance of promoting the Welsh language and culture in the adult social care setting. She raised concerns whether independent providers would continue to provide a service focussed in Welsh for those who chose it and requested that a stipulation that Welsh language service be provided be included in the recommendations that went to Cabinet.

Further to the information previously provided the HoCSS responded to the Committee's questions as follows:

- whilst the proposals would potentially realise financial savings for the Council, this was not the main driver for the change. The drivers were new legislation and service-users requirements and expectations;
- he confirmed that Conwy now only owned and managed one residential care facility, an EMH facility, and Wrexham Council was in the process of closing its last remaining care home;

- confirmed that needs assessments criteria for local authority social care do change on a regular basis, based on WG guidance, this is due to service-users' expectations changing;
- the population was now generally living longer due to advances in medical sciences. However, this potentially entailed more complex care needs which needed to be met. The WG had also capped domiciliary care charges at £60 per week;
- Denbighshire had not pre-empted the outcome of the consultation exercise. Feasibility studies had been undertaken on the recommended options. Until such time as Cabinet had approved proposals for further exploration of the preferred options officers nor the T&FG could approach potential partners to explore in detail any potential service models;
- Considering an alternative site for Extra Care Housing in Ruthin whilst keeping the Awelon site operating as it currently operated would not address the decrease in demand for residential care, or realise savings;
- Continuing to run a residential home at Awelon with an occupancy rate of 10 was not viable;
- Amongst other reasons the preferred options were recommended to deliver sustainable services at a lower cost, whilst at the same time deliver the Welsh Government's vision for promoting independence for as long as possible, in line with the requirements of the Social Services and Well-being (Wales) Act 2014;
- The cost of running local authority residential care homes was not the same regardless of the number of residents. An increase in the number of residents would not necessarily reduce costs as there would be a requirement to increase staff numbers.
- Over 90% of social care in Denbighshire was currently provided by independent sector providers. Those independent homes were (and would continue to be) monitored by the Authority and inspected on a regular basis by the CSSIW. A quarterly monitoring report was and would continue to be submitted to the Scrutiny Chairs and Vice-Chairs Group and Partnerships Scrutiny Committee considered the Annual Report on Adult Protection in Denbighshire;
- BCUHB only commissioned residential and nursing care it did not provide care unless there was an underlying medical need;
- If the preferred options were eventually approved staff in Hafan Deg and Dolwen would be transferred to the 'new' provider(s) under Transfer of Undertakings (Protection of Employment) (TUPE) arrangements and would therefore retain their terms and conditions of employment. They would also be providing similar services to what they presently provided;



- All care providers had a duty to provide service in Welsh when required, in line with the WG's 'Mwy na Geiriau' (More than Words) Strategic Framework for Welsh Language Services in Health, Social Services and Social Care. Language was acknowledged as an important factor in the care of EMH, and its provision was monitored by Denbighshire County Council and the CSSIW. Ensuring Welsh language services were available and supporting Welsh culture and ethos were an inherent part of the Social Services and Well-Being (Wales) Act;
- If the establishments were transferred to external partners they would be contractually obliged to use them for the agreed purpose. Covenants would be written into any transfer agreements stipulating this as well as safeguards that if the partner organisation ceased to provide the specified service the ownership of the assets would transfer back to the Council;
- Whilst the Authority did not have the resources to develop EMH residential care facilities private businesses/third sector organisations could access funding to develop the required services;
- Figures for delayed transfer of care (DToC) across North Wales were low in comparison to the Welsh average, and were usually down to the care establishment of the service-user/family's choice not being available when the person was ready to be discharged, a requirement for specific type of nursing/EMH care or for 'double-handed' domiciliary care.

The Chief Executive thanked the T&FG for the work they had done over the preceding two years. He said that they had fulfilled their brief in reviewing in-house provision of adult care and delivered clear recommendations. It would be interesting to see whether concerns raised could be resolved prior to the recommendations being submitted to Cabinet. He reminded the Committee that Cabinet's next step was not to give the go ahead to find alternative providers but to give approval for the proposals to be explored further, before detailed options and outline business cases could be presented for detailed scrutiny. Members were reminded that changes to service provision was required to meet changing demands and expectations, not necessarily to save money.

He also reminded the Committee that the majority of care already provided in Denbighshire was already delivered by the independent sector and that the quality of that care was rigorously monitored and heavily regulated.

The Committee debated the wording of the recommendations set out in the T&FG's report and following detailed further deliberations the Performance Scrutiny Committee

**Resolved: - to recommend to Cabinet that it approves the following options with respect to each of the four establishments:**

- (i) ***Hafan Deg (Rhyl) – that the Council explores a potential partnership with an external organisation with a view to transferring the building to them,***

- commissioning a day care service within the building and, in addition, enabling 3<sup>rd</sup> sector agencies to provide early intervention activities for older people that reduce social isolation, support independence and promote resilience. The work in relation to this option should include comparative cost, quality of care and Welsh language provision analysis between the current service and any potential future service;***
- (ii) Dolwen (Denbigh) – that the Council explores a potential partnership with an external organisation with a view to potentially transferring the building and the whole service to them, whilst ensuring that Dolwen is registered to provide EMH day and residential care. The work in relation to this option should include comparative costs, quality of care and Welsh language provision analysis between the current service and any potential future service;***
- (iii) Awelon (Ruthin) – that the Council explores in detail the three options put forward in relation to this establishment and that the work in relation to these options include comparative costs, quality of care and Welsh language provision analysis between the current service and each of the three options;***
- (iv) Cysgod y Gaer (Corwen) – that the council explores entering into a partnership with relevant stakeholders (including BCU and the 3rd sector) to develop the site into a ‘support hub’ offering both residential and extra care type facilities as well as an outreach domiciliary care and support service to the tenants of local Sheltered Housing Schemes and the wider population of Corwen and the surrounding area; and***
- (v) that upon completion of the above an analysis of each of the options in relation to each establishment is presented to Performance Scrutiny Committee for examination.***

## **PERFORMANCE SCRUTINY COMMITTEE**

Minutes of a meeting of the Performance Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 28 April 2016 at 10.00 am.

### **PRESENT**

Councillors Huw Hilditch-Roberts, Geraint Lloyd-Williams, Barry Mellor (Chair), Dewi Owens, Arwel Roberts, Gareth Sandilands and Joe Welch.

Councillor Hugh Evans attended at the Committee's invitation.

### **ALSO PRESENT**

Chief Executive (MM), Corporate Director: Economy and Public Realm (RM), Scrutiny Co-ordinator (RE), WAO Representative (CO), BT Representatives Mr Martin Jones (BT/NGA Programme Manager Wales) and Mr Geraint Strello (Regional Manager for Wales - BT), and Administrative Officer (CIW).

#### **1 APOLOGIES**

Apologies for absence were received from Councillors Raymond Bartley, Meirick Davies and Colin Hughes.

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

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

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

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

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

The Minutes of a meeting of the Performance Scrutiny Committee held on Thursday, 17<sup>th</sup> March, 2016 were submitted.

Matters arising:-

4. Minutes of Last Meeting, (6) Primary School Transport – Councillor A. Roberts expressed his appreciation for the work undertaken by the Officers from the Education Department in respect of the school transport arrangements for children from Rhuddlan attending Ysgol Dewi Sant, Rhyl. He was of the view that the Department's staff had made every effort possible to find a solution to the problem.

**RESOLVED** – *that the Minutes be received and approved as a correct record.*

## 5 SUPERFAST CYMRU ROLLOUT IN DENBIGHSHIRE

The Chair welcomed BT representatives (BTRs) Mr Martin Jones, BT/NGA Programme Manager Wales, and Mr Geraint Strello, Regional Manager for Wales, to the meeting.

The Chair expressed concern that despite invitation having been extended to Welsh Government representatives to attend the meeting and contribute to the discussion, the invitations had been declined.

BT's Superfast Cymru Programme Manager gave a presentation detailing the background and progress to date with the Superfast Cymru programme. He:-

- advised that the Superfast Cymru Programme was in addition to BT's commercial fibre optic roll-out and formed part of a £2.5bn investment in fibre based broadband;
- the Superfast Cymru roll-out priorities had been defined by Welsh Government (WG);
- emphasised that the aim of the programme was to roll out the most cost effective broadband network that would benefit as many people in Wales as possible, in particular those that would not benefit from any commercial fibre optic programme;
- Stated that it was a huge engineering project and on this basis an intervention area had been identified across Wales, mainly in rural areas, within which 750,000 premises could potentially benefit from Superfast fibre optic broadband. To date 600,000 premises had been enabled, with a further 150,000 to be enabled;
- whilst the roll-out programme was designed to benefit the economy, i.e. via roll-outs to Enterprise Zones and Local Growth Zones, it was also designed to improve social/community connectivity and mitigate wherever possible against digital exclusion. Consequently the programme was being deployed to both rural and urban areas at the same time so that both business and consumer customers could benefit;
- detailed both the 'fibre to the cabinet' (FTCC) and 'fibre to the premises' (FTTP) roll-out work, the number of structures that needed to be built to deliver both services and the number of premises that would benefit from both schemes;
- stated that to date 111 of the 177 planned structures had been built, supporting 22,060 of the 29,720 premises identified to benefit under the programme. This equated to 74% of the programme being completed;
- advised that 66 structures were still to be delivered, supporting 7,660 premises – these figures were broken down as follows FTTC: 19 structures supporting 1068 premises and FTTP: 47 structures supporting 6592 premises. These remaining structures would be delivered by the end of March 2018, with FTTP forming the largest part of the remainder of the work to be carried out;
- stated that 77% of Denbighshire could now access Superfast Fibre Optic Broadband if they wished, accessibility across Wales at present averaged 85.6%. However, the overall aim was for circa 95% of Denbighshire to potentially have access by the end of the rollout programme;

- advised that whilst the 'green cabinets' had been installed in most areas by now, they were not all 'live' at present. There were issues with wayleave agreements that were holding up 'go live' dates in certain areas;
- emphasised that BT installed the infrastructure to bring Superfast Fibre Optic Broadband to communities, however individual householders or businesses would need to apply for a superfast broadband service to their own premises, no premises were automatically connected to the network;
- advised that work was currently underway in relation to planning options for proposed delivery of fibre optic broadband to those areas that even FTTP could not reach at present;
- Stated that BT had a 'never say no' policy and would endeavour to work with businesses, communities and individuals in an attempt to meet their needs. Details were given of a number of programmes or initiatives which residents, who could not at present access fibre optic broadband provision from any of the main providers, may benefit from.

In response to questions from Members of the Committee and senior officers, BT representatives advised:-

- that information on the availability of the Superfast Cymru service in an area was communicated via stickers on 'green' cabinets, adverts in local and regional newspapers and on buses etc. Wide use was also made of social media and the internet to advertise and promote the service's availability. If individuals registered with the Superfast Cymru website they would receive regular e-mails and newsletters advising them of progress with the roll-out;
- that the WG itself would be taking over responsibility for communications on the Superfast Cymru Programme from June 2016, and arrangements were currently underway for the transfer of this from BT to WG. BT currently had very limited resources to support the communication side of the roll-out programme. Nevertheless BT representatives had attended large national and regional events in a bid to promote the rollout programme. Despite being such a small team they would endeavour to work with councillors within their communities to promote the availability of Superfast Cymru;
- that it was BT's strategy to as quickly as possible get as many premises as possible enabled to access superfast fibre optic broadband if they wished;
- that customers who could access FTTC could request FTTP, however it would not be provided as part of the current roll-out programme, as the objective of this programme was to provide a superfast fibre optic service to premises in the most cost effective way. FTTP was far dearer to provide. In such cases BT would accept the charges for the first 1,000m and then the customer would bear the remainder of the cost;
- that when fibre optic was delivered via FTTC, it was fibre optic to the 'green cabinet' and it would then be via copper wire to the premises. This worked well for distances of up to 3km. The closer to the 'green cabinet' the premises was located the better, as speed was lost the longer the length of copper information had to travel;
- that copper wiring may be withdrawn in the long-term but this would not happen in the near future. Pilots for other types of fibre speed provision were being run in certain areas of the country at present, these included a G.fast pilot in

Swansea, which was looking at delivering fibre speed via copper wiring, another pilot was one trialling the Vectra system. However, technology was evolving extremely quickly and other technologies were becoming available on a regular basis;

- that three telephone exchanges in Denbighshire were yet to be upgraded to deliver superfast fibre optic broadband, these were Llanarmon-yn-Iâl, Llandegla and Nantglyn, all of whom were due to be enabled by June 2016. This work was on target to be delivered. More information would be available on the website nearer the time;
- that BT could identify which premises would not be able to benefit from either the FTTC or the FTTP service, as well as which were classed at 'not-spots';
- that the 95% figure for premises who could, if they applied for it, access the superfast fibre optic broadband would be located within 3km of their nearest enabled 'green cabinet'. Others located further away than 3km may realise some benefit following the completion of the Programme's roll-out, nevertheless some 5% of premises across the county may not realise any benefits from the programme;
- that in response to concerns about the extent of the roll-out in the Rhuddlan and Bodellwyddan areas, they would check on the latest information and report back to Members via officers;
- that there was no priority given to businesses over residential properties under the Superfast Cymru Programme, apart from those businesses located in enterprise or growth zones of which there were none in Denbighshire;
- that they were aware that the agricultural industry, the mainstay of rural communities, was now heavily reliant on good, reliable IT infrastructure and connectivity, therefore the programme was being rolled-out to both urban and rural communities at the same time;
- that BT would deliver fibre optic broadband infrastructure to new housing developments of over 200 properties at no extra cost to the developer, and would be willing to work with developers of smaller developments to install it on those developments on a shared cost basis. However, it was imperative that developers of all potential sites gave sufficient notice to BT of their plans to develop sites;
- that they would be willing to work with the Council, post the 2017 delivery of this specific programme, to explore areas for improvement with a view to supporting the local economy and developing it further for the future;
- that WG had set itself a target of realising 96% superfast fibre optic broadband coverage across Wales, for both commercial and residential premises – this target figure included fibre optic provided by all providers e.g. Virgin etc. It had tasked BT to deliver superfast fibre optic broadband to 95% of the 'intervention area' – the area designated in 2011 that commercial providers were unlikely to invest in by 2017;
- that WG had acknowledged that 4% of Wales would not be able to access fibre optic broadband by 2017 and that 5% of the 'intervention area' would also be unable to access the service. At the end of this contract period an open market review would be undertaken;
- that residents and businesses could check if the fibre optic service was available in their area by using the 'Broadband Checker' function on the BT Superfast Cymru website. This checker could also be used as a guide for 'downloading' and 'uploading' speeds should the individual or business opt for fibre optic provision;

- that they acknowledged that there was a margin of error associated with using a postcode search facility as not all premises within postcode areas would be able to benefit from the fibre optic service;
- that the pan-Wales figures on the number of premises eligible for fibre optic should be treated with caution, as they may indicate that Denbighshire had a lower number (actual and percentage) of eligible premises than a number of other local authorities. The reason for this was that other counties' figures may include large commercial roll-outs in that county, something that Denbighshire did not have. The only areas in Denbighshire to benefit from a commercial fibre optic service was the Rhyl and Prestatyn area, there was also a high speed fibre network servicing St. Asaph Business Park. Denbighshire was likely to have a larger FTTP roll-out than these other counties, once these individual roll-outs were complete Denbighshire's overall total of eligible premises would increase;
- that whilst a location map for 'green cabinets' was available this could not be shared with outside organisations or individuals as it was classified as 'national security' type information;
- that the take-up rate to date of superfast fibre optic broadband in areas of Denbighshire where 'green cabinets' were live was estimated to be in the region of 25%. It was anticipated that this would rise to circa 40% by mid-2017. Interestingly take-up rates in rural areas were by far exceeding those in more urban areas at present;
- the reasons why some people were not taking up superfast fibre optic broadband at present varied i.e. some people thought you were automatically connected to the service, lack of IT skills, costs were prohibitive for some perhaps whilst other were perfectly happy with the speed of their current service etc.;
- with respect to the Bodelwyddan Local Development Plan (LDP) development the developer would in due course be expected to contact a communications provider regarding installation of superfast fibre optic provision. It would not be appropriate for BT to approach the developer as they may wish to opt for an alternative provider;
- that since the Superfast Cymru Programme had been started an additional 50,000 premises had been added to the work programme, hence the reason that the programme had been extended to 2017;
- that it was widely acknowledged that connectivity was an integral part of day to day life in the 21<sup>st</sup> Century, data transfer speed of 20Mbps (megabytes per second) was more than sufficient for a household. The closer the premises was to the 'green cabinet' the higher the data transfer speed, it could be as high as 80Mbps. Data transfer speed would be lost the further away from the green cabinet the property was located i.e. over 3km from the green cabinet the transfer speed could potentially reduce to 10Mbps. The condition of internal wiring in premises could also compromise data transfer speeds, as could wireless connection;
- it was anticipated that by the time the rollout was completed that 95% of Denbighshire premises would have access to superfast broadband if they wished to take it up, and they could expect to receive an average data transfer speed of circa 24Mbps;
- that the WG had a Business Exploitation Team which offered free IT infrastructure reviews to businesses;

- that BT had recently signed a sponsorship deal with the Welsh Rugby Union (WRU), as part of this deal they were looking at how they could utilise the WRU to promote products etc., including specific 'green cabinet' go-live dates;
- the message on the Superfast Cymru Broadband Checker website was currently in the process of being amended with a view to encouraging residents who were known to live in 'not spots' to explore potential alternative solutions;
- that the situation with the roll-out of the remainder of the programme still remained fluid. However, as scheduled 'go-live' dates came nearer they would be in a better position to determine whether any delays could be experienced;
- that it was a bit early as yet to surmise what effect BT's recent acquisition of EE mobile provider would have on future broadband, 4G mobile coverage or not spot areas in the county;

The Chair read out e-mails received from residents who were concerned about the perceived lack of progress, and confusing communications being published, with respect to the Superfast Cymru Roll-out Programme in the Pentrecelyn and Carrog areas. BT representatives advised that there may be some confusion in relation to 'exchange go-live' dates and 'green cabinet go-live dates'. Also if ducts were being installed this would indicate that any actual go-live date would be some two to three months in the future. Delays were also being encountered as when engineers accessed ducts to install the fibre optic cabling they were coming across some that had not been opened for years and had consequently collapsed. These had to be repaired before any installation work could commence, therefore delays occurred. BT representatives requested a copy of the Carrog enquiry to enable further enquiries to be made.

BT representatives undertook to provide a map detailing the commercial and 'intervention' areas in Denbighshire, identifying those areas enabled to date, those planned for the remainder of the programme, and details of known 'not spots' along with details of fibre optic take-up across the county. They also agreed to enquire with WG and the UK Government on whether more could be done to ensure that developers include telephony/fibre optic installation plans with their utilities plans when planning development sites.

Members encouraged BT to share all available information with Elected Members, farming unions and business representatives with a view to increasing take-up of the superfast fibre optic broadband provision. They also requested that the Economic and Community Ambition (ECA) Board/Planning Department flag up the need for the developer of the Bodelwyddan site to make the necessary arrangements for superfast fibre optic provision to be installed to the site.

Members and officers confirmed their willingness to work with BT to promote the availability of Superfast Broadband to businesses, organisations and communities in Denbighshire. They also undertook to write to the Welsh Government to seek them to share the joint BT/WG map on the progress of superfast fibre optic provision in Denbighshire and known 'not-spots' with the Council and with stakeholders with a view to increasing take-up and assisting those residents who cannot benefit from the programme to seek alternative solutions.



At the conclusion of the discussion the Chair thanked BT's representatives for attending and answering Members' questions. It was:

**RESOLVED** – *subject to the above observations, and progression of the identified actions, to receive the presentation.*

## 6 SCRUTINY WORK PROGRAMME

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

A copy of the 'Member's Proposal Form' had been included in Appendix 2, Cabinet Forward Work Programme at Appendix 3, and a table summarising recent Committee resolutions and advising on progress with their implementation was attached at Appendix 4.

The SC explained that the Scrutiny Chairs and Vice-Chairs Group had met on the 21<sup>st</sup> April, 2016 and it had been agreed that the Performance Scrutiny Committee be requested to include the following items in its forward work programme:-

- Performance in Re-letting of Council Houses - July, 2016.
- Procurement Strategy and Revised Contract Procedure Rules – December, 2016

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

**9<sup>th</sup> June, 2016:** The Committee agreed that Lead Members Councillors R.L. Feeley, H.C. Irving and J. Thompson-Hill be invited to attend the meeting.

Appointment of Vice-Chair:- It was explained that the Constitution stated that candidates for the role of Vice-Chair were required to provide a written statement of how they meet the requirements in the role description, Appendix 5, and how they envisaged the Committee operating. As the Committee's next meeting was scheduled for the 9<sup>th</sup> June, 2016, after Annual Council, the Committee would be asked to appoint a Vice-Chair for the remainder of the Council term at that meeting. Committee Members wishing to be considered for the role were requested to forward their statements/CVs to the SC by the 1<sup>st</sup> June, 2016.

In response to concerns raised by Councillor G. Lloyd-Williams, the Chief Executive and Scrutiny Coordinator provided clarification regarding the resolution agreed by the Performance Scrutiny Committee, at the special meeting of the Committee held on the 12<sup>th</sup> April, 2016, in respect of the business item pertaining to In-house Care Services Review and Consultation. Members were informed that the recommendations made by the Scrutiny Committee would be presented to Cabinet for consideration.

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

## **7 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

Councillor A. Roberts explained that he had attended a meeting of the Schools Standards Monitoring Group (SSMG) where discussions had taken place with representatives from Ysgol Bodfari, Ysgol Gellifor and Ysgol Bryn Clwyd, Llandyrnog. Councillor Roberts stated that officers were currently monitoring the situation at Ysgol Gellifor and Ysgol Bryn Clwyd, Llandyrnog as both schools currently shared the services of a temporary Headteacher.

**RESOLVED** – *that the report be received and noted.*

Meeting ended at 12.20 p.m.

|                               |                                                                                                                     |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------|
| <b>Report to:</b>             | <b>Performance Scrutiny Committee</b>                                                                               |
| <b>Date of Meeting:</b>       | <b>9<sup>th</sup> June 2016</b>                                                                                     |
| <b>Lead Member / Officer:</b> | <b>Lead Member for Finance, Corporate Plan and Performance<br/>Head of Business Improvement &amp; Modernisation</b> |
| <b>Report Author:</b>         | <b>Strategic Planning Team Manager</b>                                                                              |
| <b>Title:</b>                 | <b>Corporate Plan Performance Report<br/>Quarter 4 – 2015/16</b>                                                    |

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

- 1.1 This report presents an update on the delivery of the Corporate Plan 2012-17 as at the end of quarter 4 of 2015/16.
- 1.2 Appendix 1 provides the Executive Summary including achievements and key exceptions.
- 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 4, 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, taking 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 details of achievements as well as key exceptions.

- 4.2 The Quarter 4, 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 Exceptions have been highlighted as follows:
- 'Red' for measures or indicators which are identified as a 'Priority for Improvement', or
  - 'Grey' where clarification with the data is required.
- 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 over the five years. It is anticipated the Corporate Plan will be delivered using this additional investment and 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 4, 2015-16**

This document provides a SUMMARY of performance against the council's corporate priorities at the end of quarter 4, 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 & PERFORMANCE SUMMARY

This is the summary position for each outcome in the Corporate Plan as at the end of Quarter 4 (March 31<sup>st</sup>, 2016). The overall evaluation for each outcome has been determined by taking account of the indicators, performance measures, and improvement activity.

### DEVELOPING THE LOCAL ECONOMY

|                           |                                    |            |
|---------------------------|------------------------------------|------------|
| <a href="#">Outcome 1</a> | Infrastructure for growth          | ACCEPTABLE |
| <a href="#">Outcome 2</a> | Supported and connected businesses | ACCEPTABLE |
| <a href="#">Outcome 3</a> | Opportunities for growth           | ACCEPTABLE |
| <a href="#">Outcome 4</a> | High quality skilled workforce     | GOOD       |
| <a href="#">Outcome 5</a> | Vibrant towns and communities      | ACCEPTABLE |
| <a href="#">Outcome 6</a> | Well-promoted Denbighshire         | EXCELLENT  |

Overall performance for this priority is positive with over 55% (17) of performance measures showing as excellent or good. In addition, 90% (20) of activities have been completed or are on target for completion.

The majority of the annual headline indicators for this priority such as, the numbers of new enterprises, those that have been in existence for 1 and 3 years, as well as turnover for Denbighshire based businesses, all show excellent performance. In addition, the results from the business survey show that 83% of businesses were satisfied with the quality of the advice and support provided.

In response to feedback from our 2015 Business Survey, we launched a new business support events programme 'March for Business', a month which provided free workshops, networking events and advice sessions for local businesses. 274 businesses took part – watch the highlight video [here](#).

We also held 3 'Social Media for Beginners' courses as part of our work to support businesses in Denbighshire to [explore technology](#) and exploit digital infrastructure. This was in response to demand identified in our annual Business Survey, which shows technology as a key issue for local business. Further courses will run throughout the year given their popularity.

However, there are a few areas of performance that should be monitored:

- The percentage of available land on Priority Strategic Employment Sites ready to be developed for quarter 4 was 3.7%.

- The percentage of available land on Priority Strategic Employment Sites developed for quarter 4 was 0%.

Whilst key areas of activity are on track, it should be noted that the Council play an enabling role and therefore have limited control over the actual outturn performance for indicators in this area. In addition, the indicators for the Strategic Employment Site project have been reviewed as there were significant issues with the previous figures. This was primarily due to there not being a definition of what constituted a Priority [Strategic Employment Site](#) , and strategic sites frequently changing, depending on progress and opportunity. For these reasons the project has now been baselined against the 2014 Employment Land Study, which provides a clear baseline of employment land supply, and is regularly reviewed by Planning as part of the Local Development Plan (LDP) review process. The most recent figures provided are correct.

[Local procurement spend as a % of total procurement spend](#) has been seen a significant decrease. At the end of quarter 4 performance was 23.5%. This is partly attributable to the increase in construction spend in 2015/16 associated with the school building programme, particularly the new Rhyl High School. The spend in these cases are attributable to the main contractor and therefore not counted as local, although efforts have been made in all cases to ensure there are sub-contracting opportunities for local businesses and suppliers. In the case of Rhyl High school, 71% of spend was actually captured within North Wales.

Denbighshire's monthly average for [The percentage of children aged 16 - 18 Not in Education, Employment or Training \(NEET\)](#), for 2015 was 7%.(165 of the total cohort of 2,500), which is ahead of the target for Wales (9% by 2017). The 165 comprises of 60 who are known to be wanting employment and training and working with Careers Wales; 45 who are not fit, ready or able to access Careers Wales support or enter employment or training, and 60 who have become 'unknown' to Careers Wales since they have left school.

The number of NEET young people on the census day (October 31<sup>st</sup>) was 38, which we are clearly not happy to have had but we are mindful that it is an improvement on the previous spike of 53 in 2013. Further measures have been put in place in 2016 to reduce this headline figure. Whilst annual variations occur with the differences in the Year 11 cohort, the overall trend (3 year moving averages), over the time period since 2007, shows a steady reduction in the percentage of leavers being NEET on 'census' day.

## IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

### **Outcome 7** Students achieve their potential

ACCEPTABLE

Nearly 80% (21) of the activities supporting delivery of this priority are 'complete' or 'on track'. In fact a special milestone has been reached with the opening of the brand new high school in Rhyl. The £25 million school has been built on Rhyl High's school playing fields and will accommodate 1,200 pupils as well as providing a base for 45 pupils from the nearby community special school, Ysgol Tir Morfa. The project was funded by Denbighshire County Council and the Welsh Government through its 21st Century Schools and Education programme. As well as the usual academic facilities, the school also boasts a café bar, construction yard and hairdressing salon.

Reporting on the annual education performance indicators was covered in the Quarter 3 report.

## IMPROVING OUR ROADS

### **Outcome 8** Improving our roads

ACCEPTABLE

Throughout the year the Council has undertaken a programme of planned and remedial activities to improve the road network across Denbighshire, including resurfacing works and strengthening and repair works (e.g. Elwy and Foryd Road bridges). As a result of work undertaken throughout the year and in the preceding years of the corporate plan, excellent performance has been achieved in the national indicator which measures the percentage of roads (classifications A, B and C) which are in overall poor condition. This has reduced from 11.2% (2011/12) to 8.4% (2015/16).

However, the [percentage of damaged roads and pavements made safe within target time](#) has slipped to 78.2% for quarter 4. This was due to a focus on winter maintenance duties and dealing with flooding issues during the winter months. To improve monitoring of work completion times, a daily report will now be issued each day at 3pm by the Symology Team highlighting any outstanding work.

## VULNERABLE PEOPLE ARE PROTECTED & ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

### **Outcome 9** Independent vulnerable people

GOOD

### **Outcome 10** Vulnerable people are protected

GOOD

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.

As part of our Corporate Plan 2012-17, we published an ambition to reduce the number of adults who needed residential care during the year by 200, from 815 in 2012 to 615 by 2017. Clearly we have made significant progress towards this

ambition (reducing the figure by 137 over the past 4 years). This demonstrates our success in supporting people to remain as independent as possible for as long as possible.

There is however, one indicator which despite showing improved performance is considered to be a Priority for Improvement (red); [the percentage of the population who cannot live independently \(aged 18 or over\)](#). As at 31<sup>st</sup> March 2015 the percentage of adults needing residential care because they were unable to live independently was 0.66% (499 people). This has decreased as at 31<sup>st</sup> March 2016 to 0.63% (473 people).

The actions required to support adult protection and Deprivation of Liberty Safeguards have been implemented through the introduction of the Single Point of Access which better manage referrals and with the appointment of a dedicated Safeguarding Team Manager. However, due to some concerns previously raised by CSSIW regarding the Protection of Vulnerable Adults (POVA) process, we are being cautious and evaluating Outcome 10 as `good` overall instead of `excellent`, despite the excellent performance in relation to all the indicators and measures. It is important to note that the concerns raised by CSSIW were based on their annual assessment for 2014/15, and various changes to our processes to respond to those concerns have now been implemented.

## CLEAN & TIDY STREETS

### [Outcome 11](#) Clean and tidy streets

**GOOD**

We aim to provide an attractive environment for residents and visitors alike, primarily through keeping our streets clean and tidy and tackling identified eyesore sites across the county. Overall our performance is good with residents reporting satisfaction with the levels of cleanliness of the streets within their local area and within their nearest town centre.

However, in Denbighshire the LEAMS survey used to calculate the [Keep Wales Tidy - cleanliness indicator](#) was carried out over 2 days in July 2015, resulting in an overall cleanliness grade of 66.7 for 2015/16. Each LEAMS survey covers a 6% sample of streets, selected at random from a full list of adopted highways provided by each local authority. All Wales local authority scores ranged from 62.1 to 75.8 at best. The Streetscene Team particularly in the North has gone through a period of leadership change and restructuring during the last nine months which may have impacted on service delivery. These issues are being addressed and plans are in place to recruit suitably qualified and experienced staff to fill important roles.

## ENSURING ACCESS TO GOOD QUALITY HOUSING

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

**GOOD**

In providing access to good quality housing the Authority have completed or are on track to complete 80% (24) of the activities planned to support delivery of this priority. In addition, it has achieved excellent performance in a range of measures including:

- The additional supply of affordable housing, including social housing which increased by 13 homes in this quarter making a total of 55, provided across the county for the year 2015/16.
- 95% of householder planning applications were determined within 8 weeks during 2015/16.
- The average number of days taken to deliver a Disabled Facilities Grant adaptation averaged 133 days for 2015/16.

Denbighshire was awarded an additional £846,000 of Social Housing Grant in this quarter from Welsh Government to be spent on affordable housing. This additional grant demonstrates the faith they have in our affordable housing delivery plan and will help accelerate the delivery of additional affordable houses next year (2016/17).

We have also extended the number of Registered Social Landlords who can operate in Denbighshire. Cartrefi Conwy, with the support of the Council's Strategic Housing Team, have been authorised by Welsh Government to be able to access funding opportunities within the county and their approach should assist us in increasing the number of affordable housing provided within Denbighshire.

The upper Denbigh Energy Conservation Project has improved the energy efficiency of 105 houses, 59 of which are council houses. All houses have had external wall insulation, bringing all properties above an "E" on the EPC rating. 9 houses have also had old inefficient gas boilers replaced with new, highly efficient, condensing combination boilers. This will also help to reduce annual fuel bills by over £250 per year for all households in the project. The Project has also provided building skills training opportunities to 19 unemployed individuals from the local area.

However, there are two measures where performance should be monitored:

- Number of additional affordable housing units granted planning permission as a percentage of all housing units granted planning permission
- Number of calendar days taken to let empty properties (council stock only)

The number of additional affordable housing units granted planning permission as a percentage of all housing units granted planning permission ([QLI-PLA006](#)) was 6% for quarter 4. The provision of affordable housing units on site is governed by a number of factors. Foremost of these is the adopted Local Development Plan Policy which is always the starting point when assessing planning applications. The relevant adopted policies in the Plan mean that only residential development schemes of 10 or more units could result in a new affordable dwelling being provided on site due to the agreed 10% provision. Many residential development schemes are for 9 or less dwellings. The size of residential schemes and the types of applications received are beyond our control making it very difficult to influence performance for this indicator.

We are working towards significantly improving the standard of properties we let. However, this has impacted on the [number of calendar days taken to let empty properties \(council stock only\)](#) - general needs and housing for older people. Performance for quarter 4 was an average of 58 calendar days. In the medium term we are aiming to increase standards whilst also increasing our resources to manage the additional work, alongside developing efficient processes to improve the turnaround time.

## 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

A range of activities are being undertaken to modernise the Council and in so doing, improve efficiency and services for customers. A prime example is the outlook migration project which is now complete. This was one of the major ICT transformation projects within the modernisation programme; ensuring all staff are fully equipped with up to date e-mail and mobile phone technology. We successfully migrated over 2,000 Lotus Notes mail boxes to outlook and installed nearly 600 new smartphones across the authority. The migration ran to time and budget and took 6 months in total to complete (June - December 2015).

A further example is the Electronic Document and Record Management System (EDRMS) project which is on track to complete in March 2017. We now have in excess of 600 users on the system having recently completed Flying Start and Foundation Teams implementation for Education. The timesheet element of work at Kinmel Depot has also been completed, reducing paper stored and speeding up access to documents for Catering, Cleaning, Refuse and Street Scene Teams.

The Council takes its responsibilities toward its staff very seriously, recognising them as a key asset and essential to delivering good quality services. The percentage of staff receiving a performance appraisal has increased to 95% as at the end of quarter 4 (year end 2015/16). This now meets the threshold at an 'acceptable' level. The Senior Leadership Team (SLT) are committed to ensuring accurate data capture and that 100% is achieved.

However, there are areas in which the Council recognises performance can be improved, such as timeliness of complaints handling and sickness absence levels.

In quarter 4, 88% of all [external stage 1 complaints](#) received by the council were responded to within corporate timescales. Performance against this indicator is automatically reported to and monitored by Scrutiny each quarter.

Corporate [sickness absence](#) levels continue to be a priority for improvement at 8.59 days as at the end of quarter 4. Our targets for the reduction in sickness absence are challenging. It should also be noted that the Council has lower sickness absence levels overall than most other local authorities in Wales. For 2014/15 we were positioned 3<sup>rd</sup> in Wales, the best in Wales being 6.66 days and worst being 11.94 days. Comparative data for 2015/16 will be available later in the year. New activities are included the Legal, HR and Democratic service plan 2016-17 to address sickness absence and promote staff well-being across the authority.

We remain unable to provide information for [carbon emissions](#) at present. All 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 have changed suppliers with effect from April 1st. However, in terms of spend there has been a considerable

reduction across all types of energy from £2,904,556 in 2014/15 to £2,518,000 for 2015/16.

# Appendix 2 – Corporate Performance Report

**QUARTER 4, 2015-16**

This document provides an update on performance against the council's corporate priorities at the end of quarter 4, 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 4 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

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Description</b>     | 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. |
| <b>Outcome Summary</b> | The overall status for these indicators is Orange: Acceptable. The status of these annual indicators has not changed since the Q3 2015-16 report, as validated annual data for 2015-16 will not be available until late 2016-17.                                                                                                                                                                                                                       |

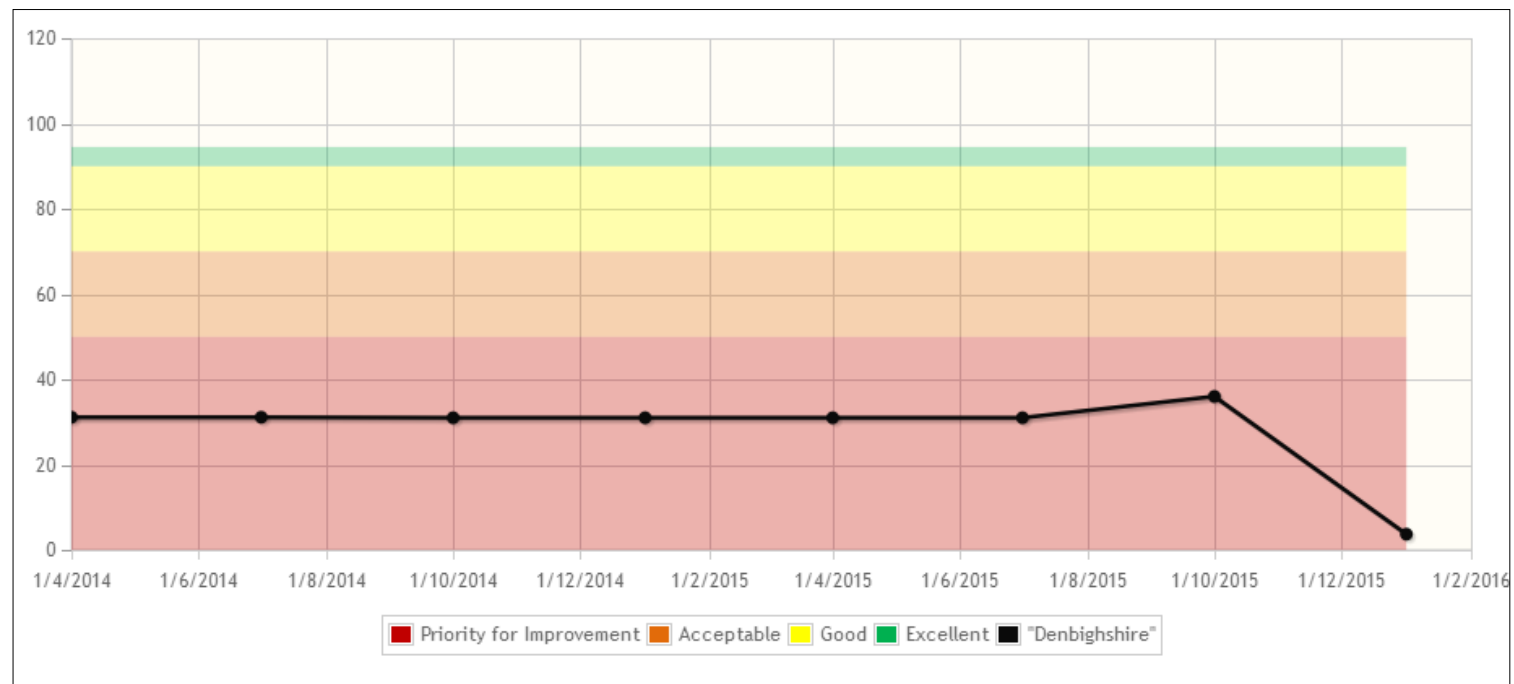
| Indicators    |                                                |
|---------------|------------------------------------------------|
| QECAHeadline1 | % Job Seekers Allowance claimant count         |
| ECAHeadline2  | Median Household Income                        |
| ECAheadline3  | The count of births of new enterprises         |
| ECAheadline4  | 1 year survival rate of new enterprises (%)    |
| ECAheadline5  | 3 year survival rate of new enterprises (%)    |
| ECAheadline6  | Turnover of Denbighshire based businesses (£m) |

#### OUTCOME 1 - INFRASTRUCTURE FOR GROWTH

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>ACCEPTABLE</b>                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Outcome Summary</b> | <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 OFCOM indicators have not been updated by OFCOM for some time. Their usefulness will be reviewed in the next quarter, but it should be noted that BT attended Performance Scrutiny to discuss the progress of the national</p> |

|  |                                                                                                |
|--|------------------------------------------------------------------------------------------------|
|  | <p>Superfast Broadband rollout.</p> <p>ECA1.2i and ECA1.3i have been reviewed – see below.</p> |
|--|------------------------------------------------------------------------------------------------|

| Indicators |                                                                                                                                                                                           |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            | <p>BusSurv1.9</p> <p>The percentage of businesses selling or sourcing goods or services online</p>                                                                                        |
|            | <p>OFCOMsuperfast - Annual</p> <p>Denbighshire's OFCOM five-point ranking for superfast broadband availability</p>                                                                        |
|            | <p>OFCOMtakeup Annual</p> <p>Denbighshire's OFCOM five-point ranking for broadband take-up</p>                                                                                            |
|            | <p>ECA1.2i</p> <p>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</p> |



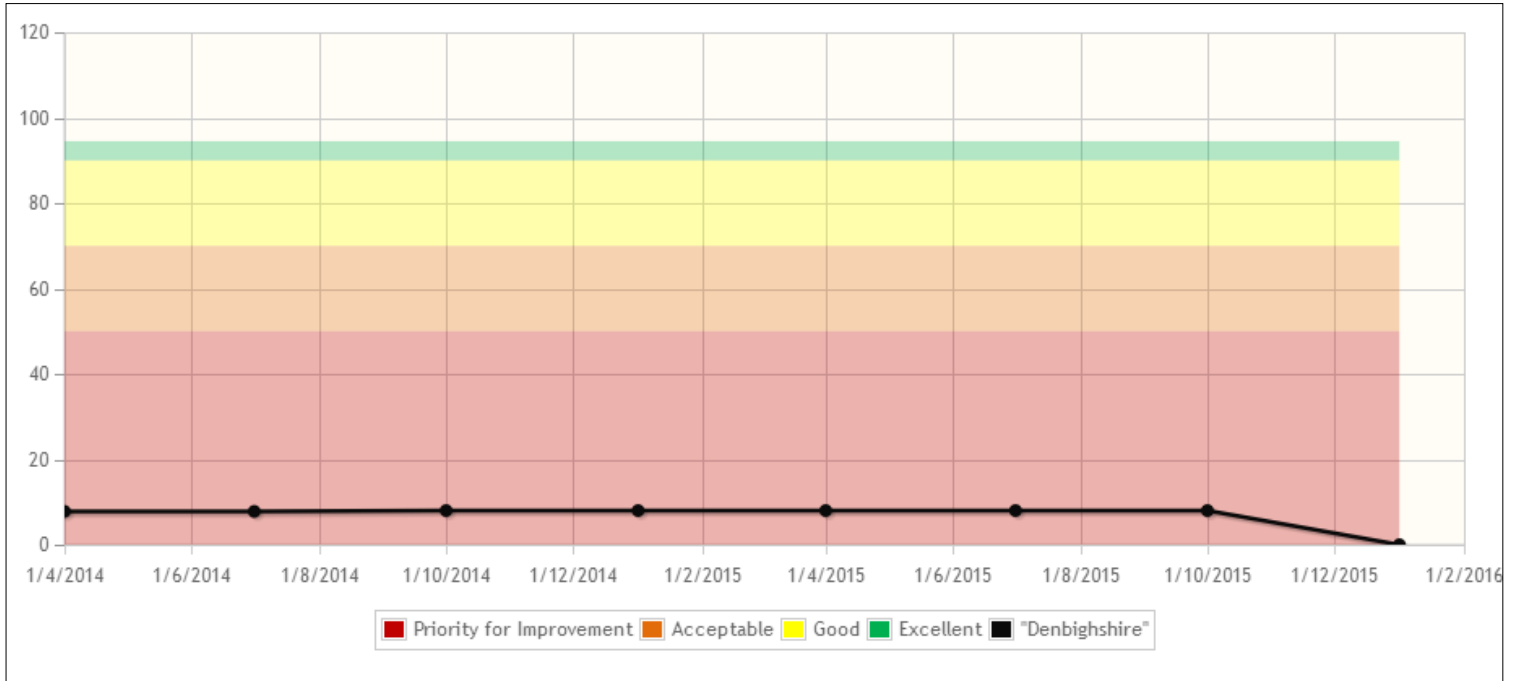
**Latest Data Comment**

Quarter 4 ECA1.2i and ECA1.3i

ECA1.2i, Quarter 4 = 3.7%. ECA1.3i = 0%. The indicators for this project have been reviewed. There were significant issues with the previous figures, namely: there was no definition of what constituted a Priority Strategic Investment Site, with strategic sites constantly changing, depending on progress and opportunity. For these reasons the project has now been baselined against the 2014 Employment Land Study, which provides a clear baseline of employment land supply, and is regularly reviewed by Planning as part of the LDP review process. On this basis, the most recent figures provided are correct.

|  |         |                                                                    |
|--|---------|--------------------------------------------------------------------|
|  | ECA1.3i | The percentage of available land on Priority Strategic Employments |
|--|---------|--------------------------------------------------------------------|

Sites developed, as a percentage of all available land on PSES's

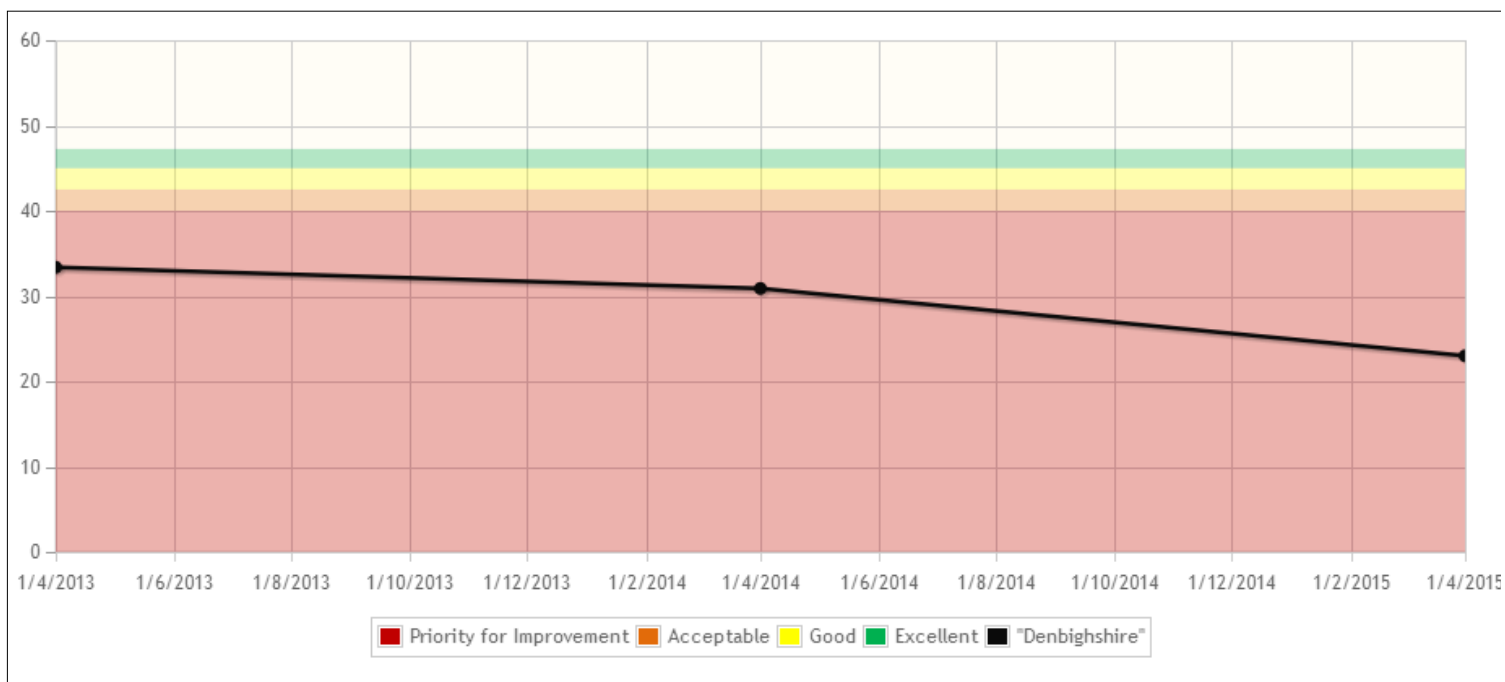


Activities

|          |                            |          |          |
|----------|----------------------------|----------|----------|
| 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            | <b>ACCEPTABLE</b>                                                                                                                                                                     |
| Outcome Summary   | The overall status for this Outcome is Orange: Acceptable.<br><br>This outcome is supported by annual indicators. The final data for the local procurement spend 2015/16 – see below. |
| <b>Indicators</b> |                                                                                                                                                                                       |
| FAA406m           | Local procurement spend as a % of total procurement spend                                                                                                                             |



**Latest Data Comment**

|                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual 2015-16 | Whilst there has been a significant decrease in the recorded percentage of local spend, this is partly attributable to the increase in construction spend in 2015/16 associated with the school building programme, particularly the new Rhyl High School. The spend in these cases are attributable to the main contractor and therefore not counted as local, although efforts have been made in all cases to ensure there are sub-contracting opportunities for local businesses and suppliers. In the case of Rhyl High school, 71% of spend was actually captured within North Wales. Quarter 4 is currently 23.5%. |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|            |                                                                                  |
|------------|----------------------------------------------------------------------------------|
| 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 £1 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<br>2.3a | PROCUREMENT: Strategy & revised CPR's   | 01/06/15 | 01/04/16 |
| PR003266/ECA<br>2.3b | PROCUREMENT: Local Supplier Development | 01/06/15 | 01/04/16 |
|                      |                                         |          |          |

**OUTCOME 3 - OPPORTUNITIES FOR GROWTH**

|                        |                                                                                                                                                                                                                                                                                                                                 |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>ACCEPTABLE</b>                                                                                                                                                                                                                                                                                                               |
| <b>Outcome Summary</b> | <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. This relates to indicators ECA3.1i and ECA3.2i.</p> <p>STEAM data is annual, and validated national data will be available at the end of quarter 1, 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 jobs in Growth Sectors                        |
| ECA3.3i | No. of Denbighshire residents employed in Growth Sectors |

**Activities**

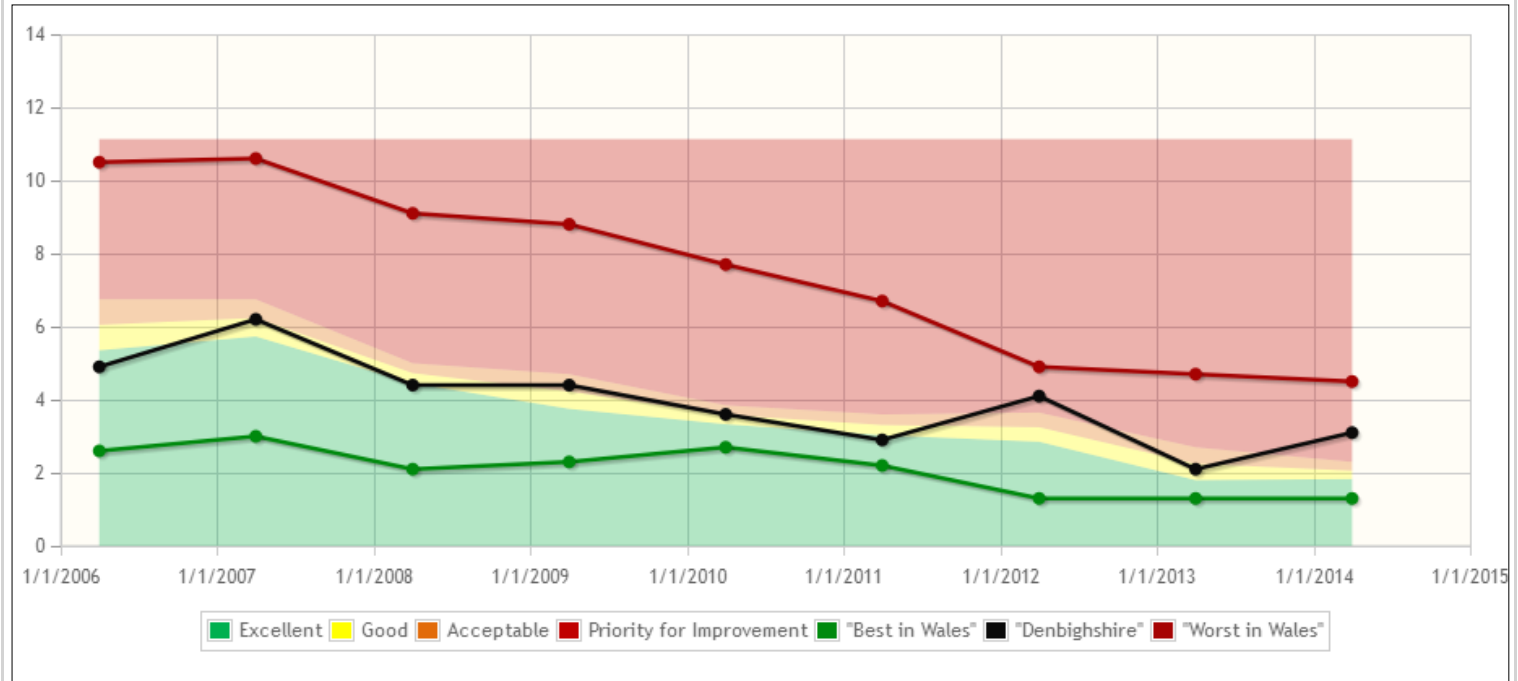
|             |                                                                                                                                                 |          |          |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
| 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**

|                        |                                                                                                                                                                         |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>GOOD</b>                                                                                                                                                             |
| <b>Outcome Summary</b> | <p>The overall status for this Outcome is Yellow: Good.</p> <p>There is one indicator that is considered to be a priority for improvement, which is detailed below:</p> |

Indicators

|  |        |                                                                                                                              |
|--|--------|------------------------------------------------------------------------------------------------------------------------------|
|  | Ed004i | The percentage of children aged 16 - 18 Not in Education, Employment or Training, at the preceding 31 August in Denbighshire |
|--|--------|------------------------------------------------------------------------------------------------------------------------------|



Latest Data Comment

|                |                                         |
|----------------|-----------------------------------------|
| Annual 2014/15 | This figure represents 38 young people. |
|----------------|-----------------------------------------|

|             |                                                                             |
|-------------|-----------------------------------------------------------------------------|
| 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 |
| eca4.10i    | % 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 |
|------------------------|------------|----------|----------|



|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>ACCEPTABLE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Outcome Summary</b> | <p>The overall status for this Outcome is Orange: Acceptable</p> <p>None of these indicators are updated on a frequency more than an annual, and data relating to the WIMD (LSOA) is only updated once every three years.</p> <p>Denbighshire's Business Survey 2015 did not include BusSurv2.1 % of town centre businesses reporting confidence in future prospects.</p> <p>Data for ECA5.4i will be available autumn 2016.</p> <p>Latest data for No. of LSOA with a claimant count (%) greater than Great Britain is August 2015 which is at an 'acceptable' level at 22.</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 2014 | % 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**

|                        |                                                         |
|------------------------|---------------------------------------------------------|
| <b>Status</b>          | <b>EXCELLENT</b>                                        |
| <b>Outcome Summary</b> | The projects are both currently at an Excellent status. |

| Activities |                 |                                                              |          |          |
|------------|-----------------|--------------------------------------------------------------|----------|----------|
|            | ECA 6.1 a-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

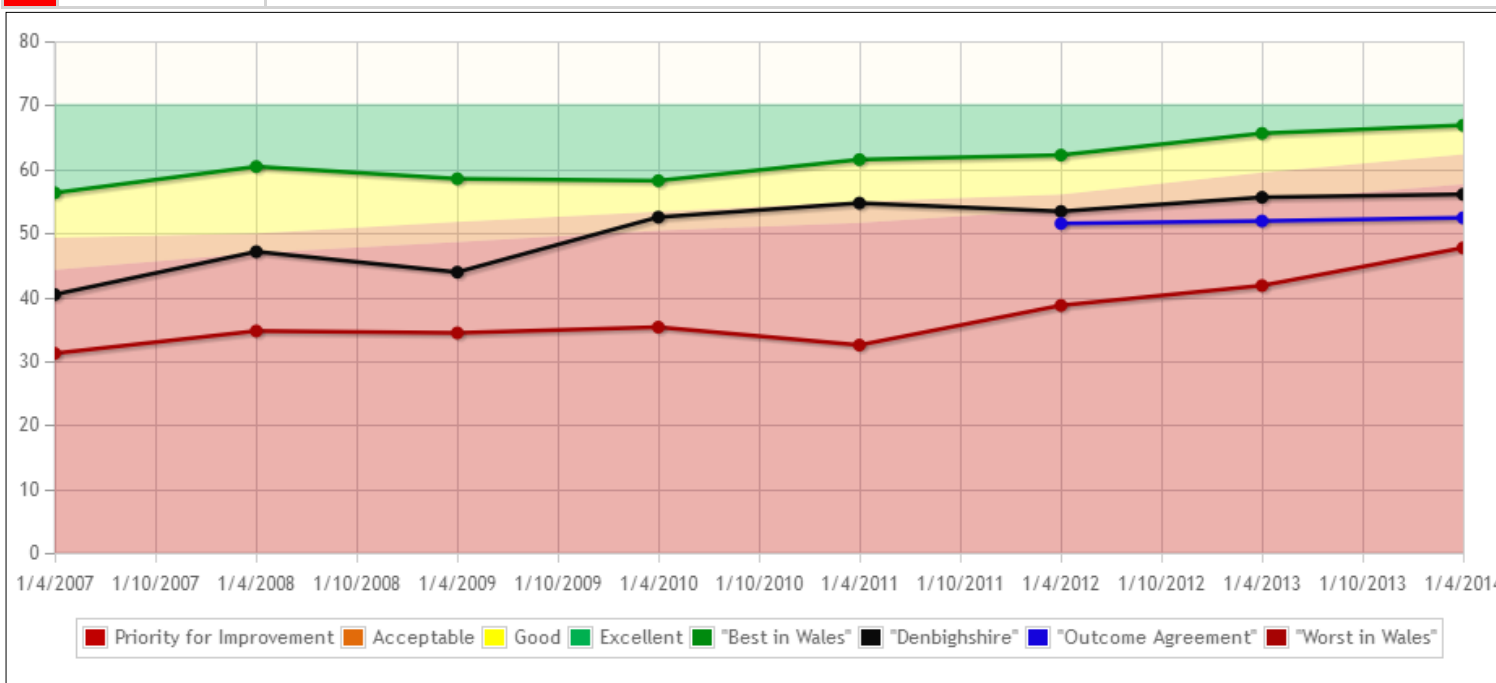
### OUTCOME 7 - STUDENTS ACHIEVE THEIR POTENTIAL

**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.

#### Indicators

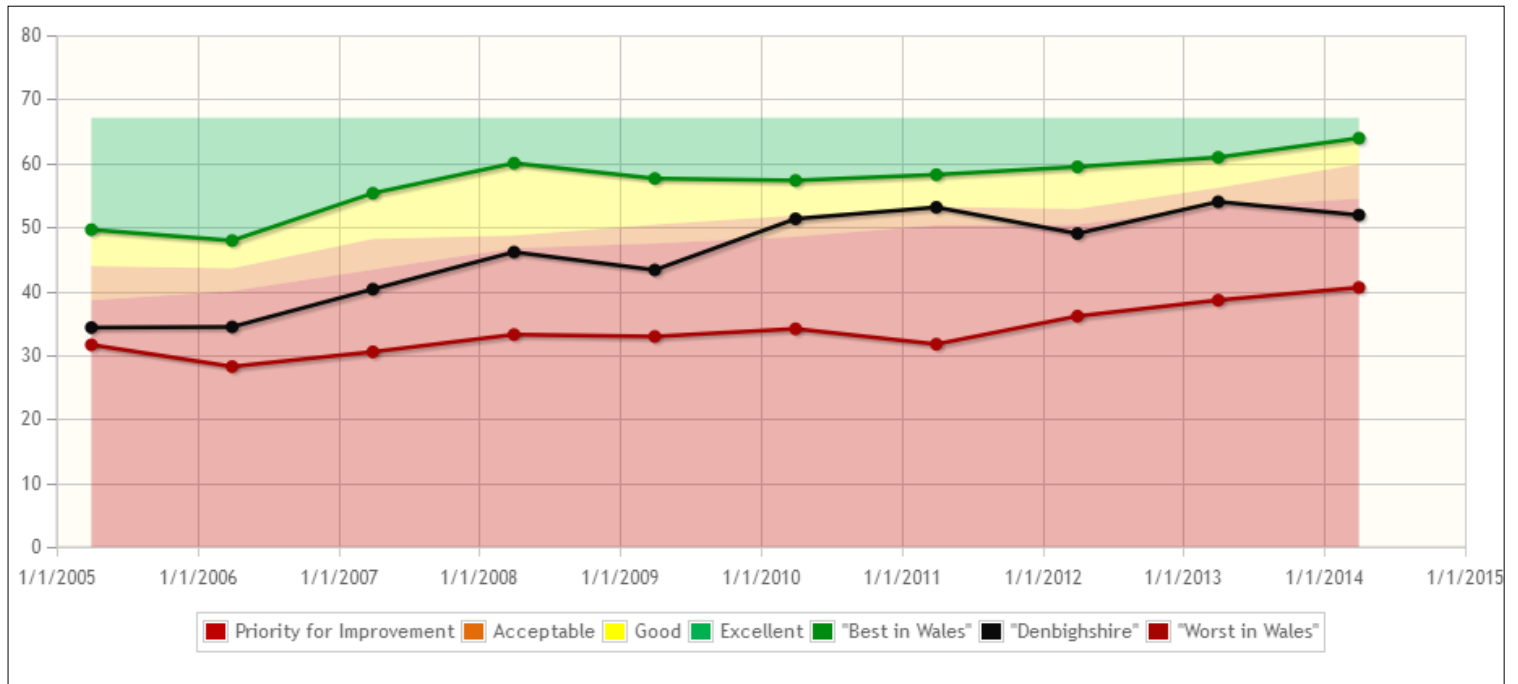
|        |                                                                                                                                         |
|--------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Ed001i | 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

**Annual** 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.

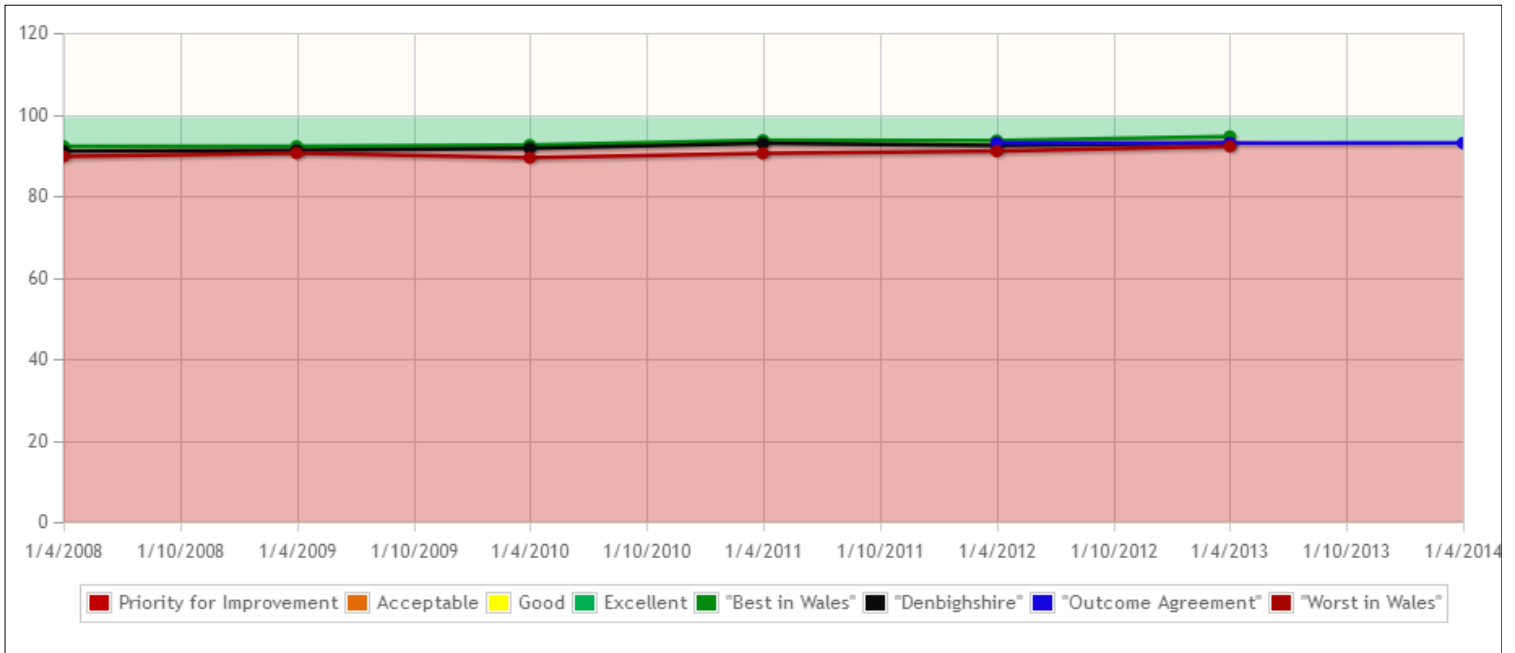
|        |                                                                                                 |
|--------|-------------------------------------------------------------------------------------------------|
| Ed006i | The percentage of pupils achieving the level 2 threshold or vocational equivalents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



**Latest Data Comment**

Annual 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.

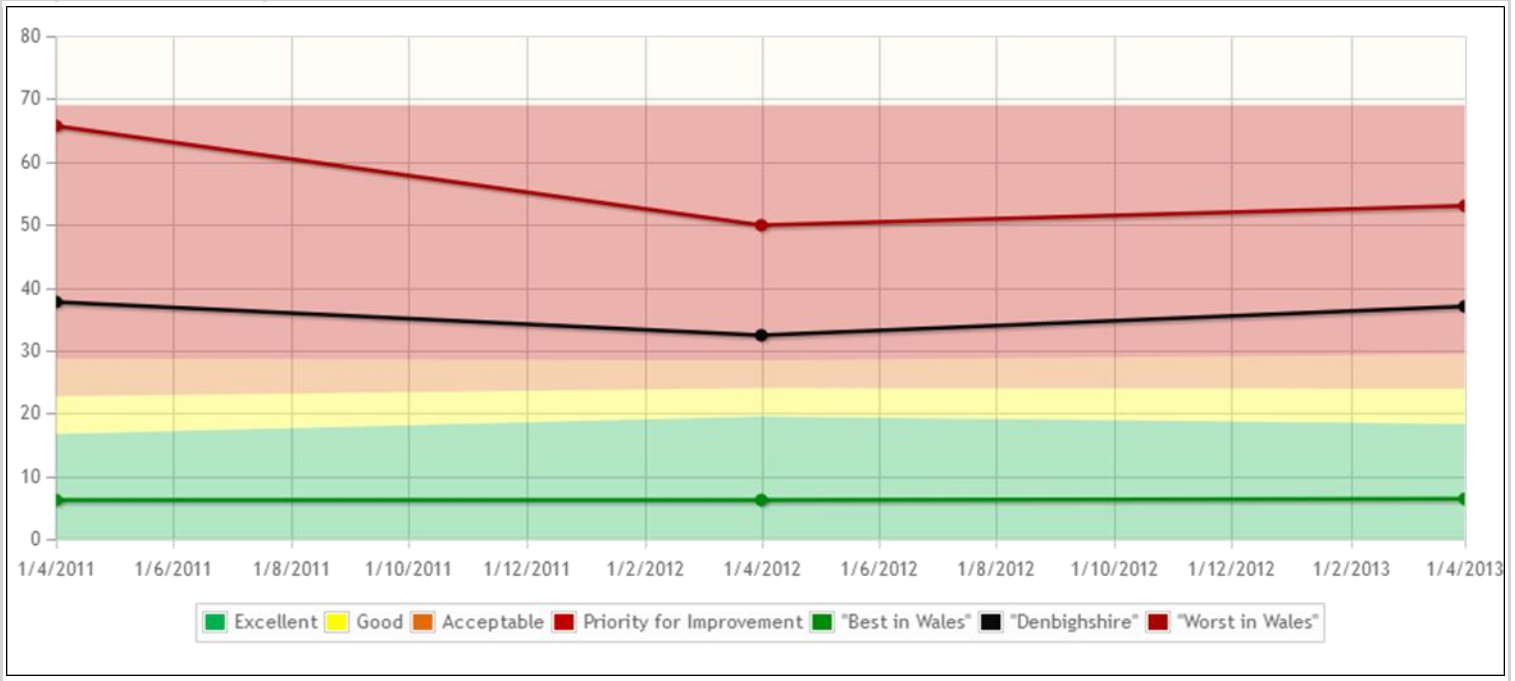
|           |                                                                                                                                                                                                                                                                |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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                                                                                                                                                                                                            |



### Latest Data Comment

|        |                                                                                                                                                       |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual | Validated data for 2014-15 academic year will be available in September. Current 2015-16 academic year performance at the end of April was at 93.72%. |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------|

|         |                                                                                                  |
|---------|--------------------------------------------------------------------------------------------------|
| EDU101i | The total rate per 1,000 pupils of fixed-term exclusions from local authority maintained schools |
|---------|--------------------------------------------------------------------------------------------------|



### Latest Data Comment

|        |                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual | 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 21 <sup>st</sup> Century Schools programme of work. Data is not yet available for these but will be included in the next quarter 1 report. |

| 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 | 29/07/16 |  |
| 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 data using a sample from our sixth-form schools                                                           | 01/07/15 | 31/10/15 |  |
| EDUa022              | Curriculum Enrichment Programme                                                                                                                               | 01/04/15 | 31/03/16 |  |

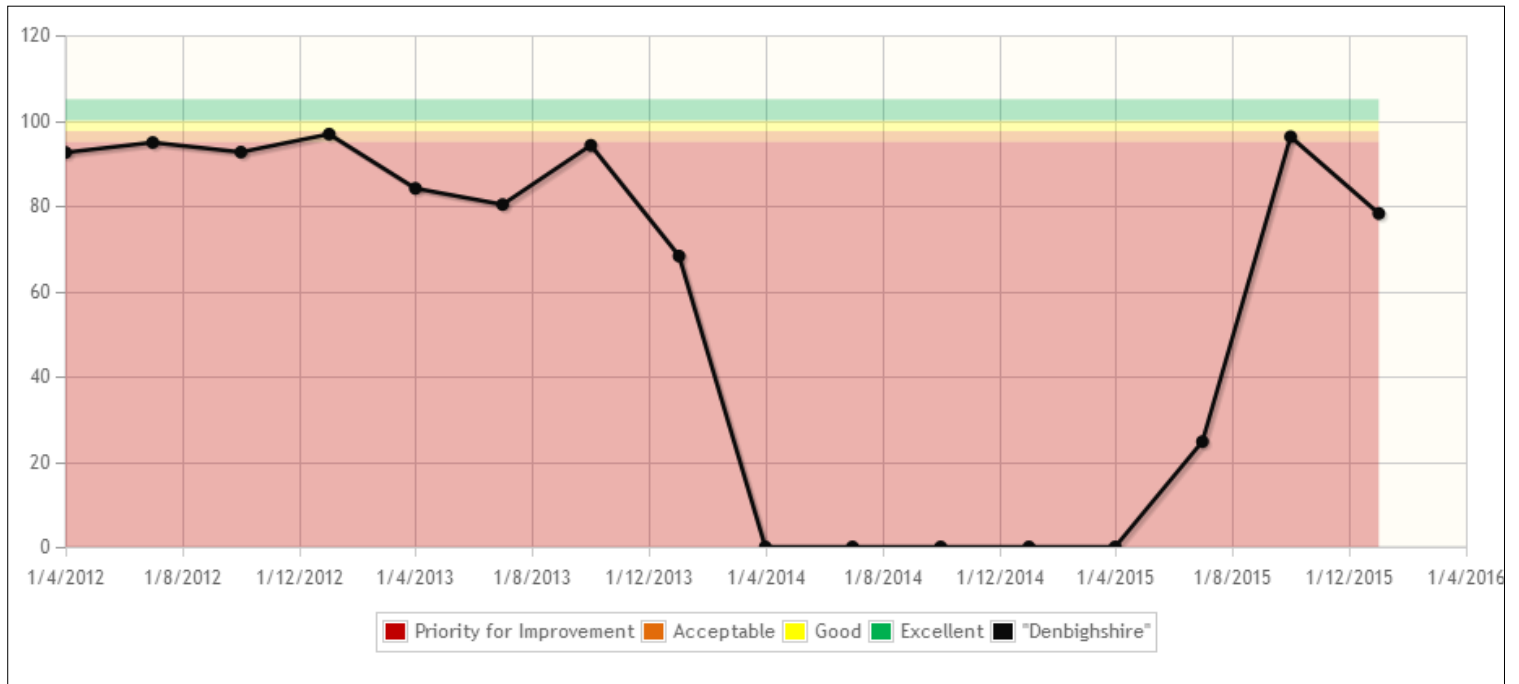
|          |                                                                                         |          |          |
|----------|-----------------------------------------------------------------------------------------|----------|----------|
| PR000359 | Rhyl New School                                                                         | 22/10/12 | 11/07/16 |
| PR000055 | Bodnant Community School Extension and Refurbishment                                    | 20/12/12 | 31/12/16 |
| PR000247 | Extending Secondary Welsh Medium Provision - Ysgol Glan Clwyd Extension & Refurbishment | 06/01/14 | 31/08/18 |
| PR000319 | Ruthin Area Review: Ruthin Town School Modernisation                                    | 21/04/14 | 01/09/18 |
| PR000330 | Ruthin Area Review: New Area School for Ysgol Carreg Emlyn                              | 01/01/14 | 30/10/17 |
| PR000332 | Ruthin Review -New Area School for Llanfair DC and Pentrecelyn                          | 01/08/14 | 03/09/18 |



**PRIORITY - IMPROVING OUR ROADS**

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

|                        |                                                                                                                                                                                                         |                                                                                                                                                                    |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>ACCEPTABLE</b>                                                                                                                                                                                       |                                                                                                                                                                    |
| <b>Outcome Summary</b> | 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. |                                                                                                                                                                    |
| <b>Indicators</b>      |                                                                                                                                                                                                         |                                                                                                                                                                    |
| HES101i                |                                                                                                                                                                                                         | The percentage of respondents reporting satisfaction with the council's work in maintaining rural roads in good condition                                          |
| RSQ09A                 |                                                                                                                                                                                                         | The percentage of respondents reporting satisfaction with the council's work in maintaining main roads in good condition (excluding don't know)                    |
| RSQ09B                 |                                                                                                                                                                                                         | The percentage of respondents reporting satisfaction with the council's work in maintaining streets in towns and villages in good condition (excluding don't know) |
| THS012 - Annual        |                                                                                                                                                                                                         | The percentage of principal (A) and non-principal (B) and (C) roads that are in overall poor condition                                                             |
| THS012a - Annual       |                                                                                                                                                                                                         | The percentage of principle A roads that are in overall poor condition                                                                                             |
| THS012b - Annual       |                                                                                                                                                                                                         | The percentage of non-principal/classified B roads that are in overall poor condition                                                                              |
| THS012c - Annual       |                                                                                                                                                                                                         | The percentage of non-principal/classified C roads that are in overall poor condition                                                                              |
| <b>Measures</b>        |                                                                                                                                                                                                         |                                                                                                                                                                    |
| APSEPI03c              |                                                                                                                                                                                                         | Percentage of damaged roads and pavements made safe within target time                                                                                             |



**Latest Data Comment**



|           |                                                                                                                                                                                                                                |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Quarter 4 | 78.2% completed due to staff sickness and winter maintenance duties. To improve monitoring of work completion times, a daily report will now be issued each day at 3pm by the Symology Team highlighting any outstanding work. |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

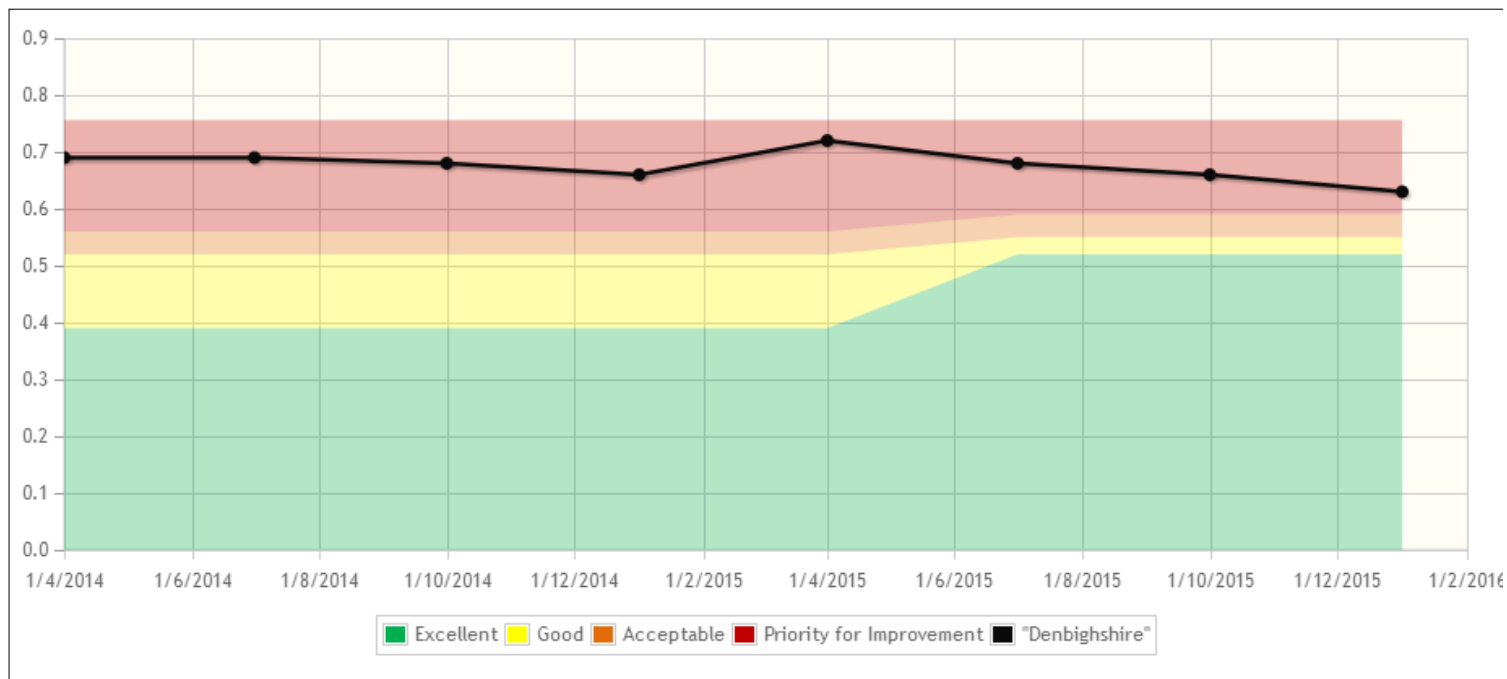
|         |                                                                                                                                                        |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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**

|                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                  |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>                                                                     | <b>GOOD</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                  |
| <b>Outcome Summary</b>                                                            | <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. The percentage of the population who cannot live independently (aged 18 or over). As at 31 March 2015 the percentage of adults needing residential care because they were unable to live independently was 0.66% (499 people). This has decreased as at 31st March 2016 to 0.63% (473 people). This has shown a decrease in the numbers throughout the year.</p> <p>However, as part of our Corporate Plan 2012-17, we publish an ambition to reduce the number of adults who needed residential care during the year by 200, from 815 in 2012 to 615 by 2017. Clearly we have made significant progress towards this ambition (reducing the figure by 137 over the past 4 years). This demonstrates our success in supporting people to remain as independent as possible for as long as possible.</p> <p>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> |                                                                                                                                  |
| <b>Indicators</b>                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                  |
|  | 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 4** The percentage of the population who cannot live independently (aged 18 or over). As at 31 March 2015 the percentage of adults needing residential care because they were unable to live independently was 0.66% (499 people). This has decreased as at 31st March 2016 to 0.63% (473 people). This has shown a decrease in the numbers throughout the year.

### Measures

|                            |                                                                                                                                                                                |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ABS <sub>m3</sub>          | 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 'Community Led Conversations' programme run by the NDTi       | 01/04/15 | 31/03/16 |
|            | MSSEWB2013/03 | Extra Care - Independent living in a safe and supported environment                                                                                                                                                                                            | 15/04/13 |          |

|          |                                             |          |          |
|----------|---------------------------------------------|----------|----------|
| PR000173 | Single Point of Access                      |          |          |
| PR002863 | Consultation on future of in-house services | 13/01/15 | 24/05/16 |

## OUTCOME 10 - VULNERABLE PEOPLE ARE PROTECTED

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>GOOD</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Outcome Summary</b> | <p>The overall position for this outcome is Yellow: Good.</p> <p>There are no exceptions to report on for quarter 4, 2015/16.</p> <p>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> <p>An update report will be discussed by Performance Scrutiny in September.</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 |

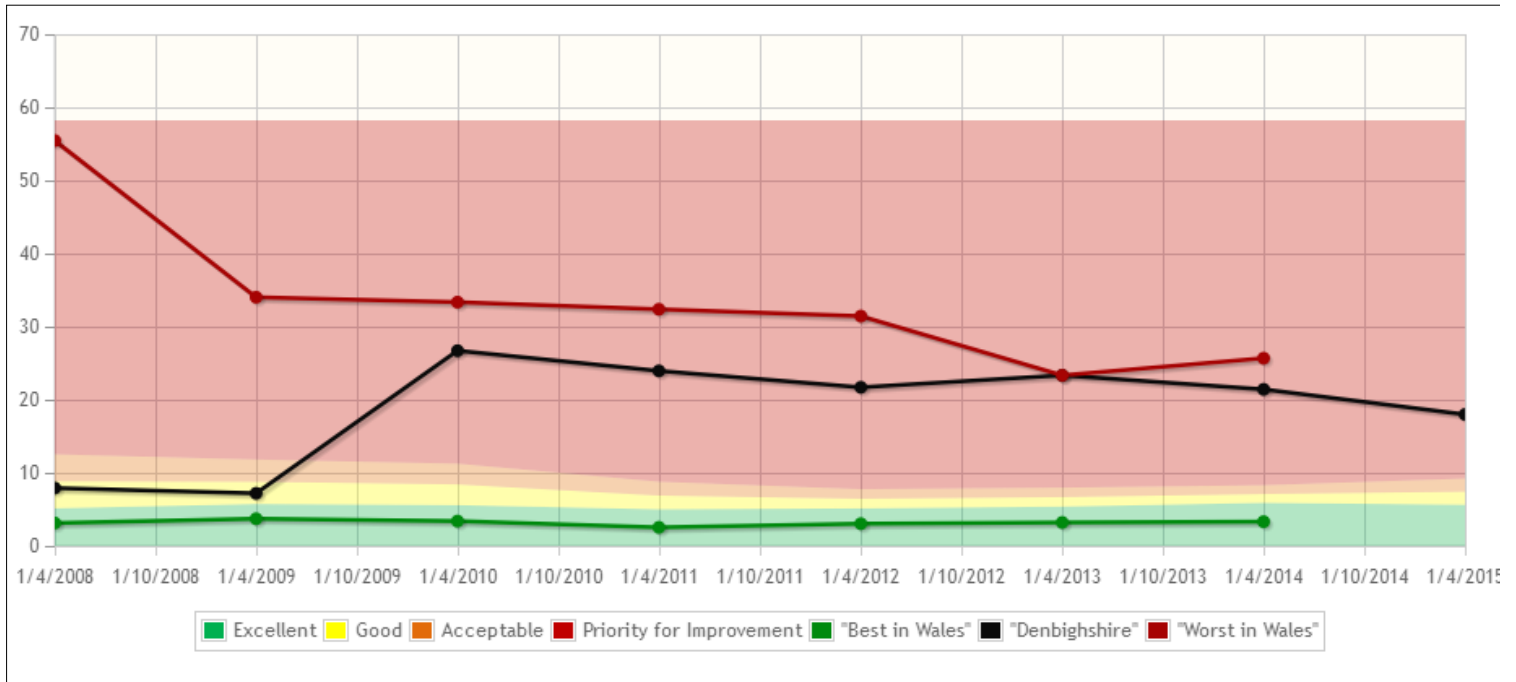


**PRIORITY – CLEAN & TIDY STREETS**

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

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>GOOD</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Outcome Summary</b> | <p>The overall position for this outcome is Yellow: Good.</p> <p>In Denbighshire the LEAMS survey was carried out over 2 days in July 2015, the outcome of which was an overall cleanliness grade of 66.7. The methodology for the LEAMS surveys reflects the Code of Practice for Litter and Refuse and Associated Guidance (COPLAR) 2007, which relate to Part IV of the Environmental Protection Act (EPA) 1990. Each survey covers a 6% sample of streets, selected at random from a full list of adopted highways provided by each local authority. LEAMS assesses the quality of the local environment through a visual survey of a 50m transect of one side of a street. All Wales local authority scores ranged from 62.1 to 75.8 at best for 2015/16.</p> <p>The Streetscene Team particularly in the North has gone through a period of leadership change in the last nine months. Two senior members of the team have been on long term sick leave which may have impacted on service delivery. These issues are being addressed and plans are in place to recruit suitably qualified and experienced staff to fill these important roles.</p> |

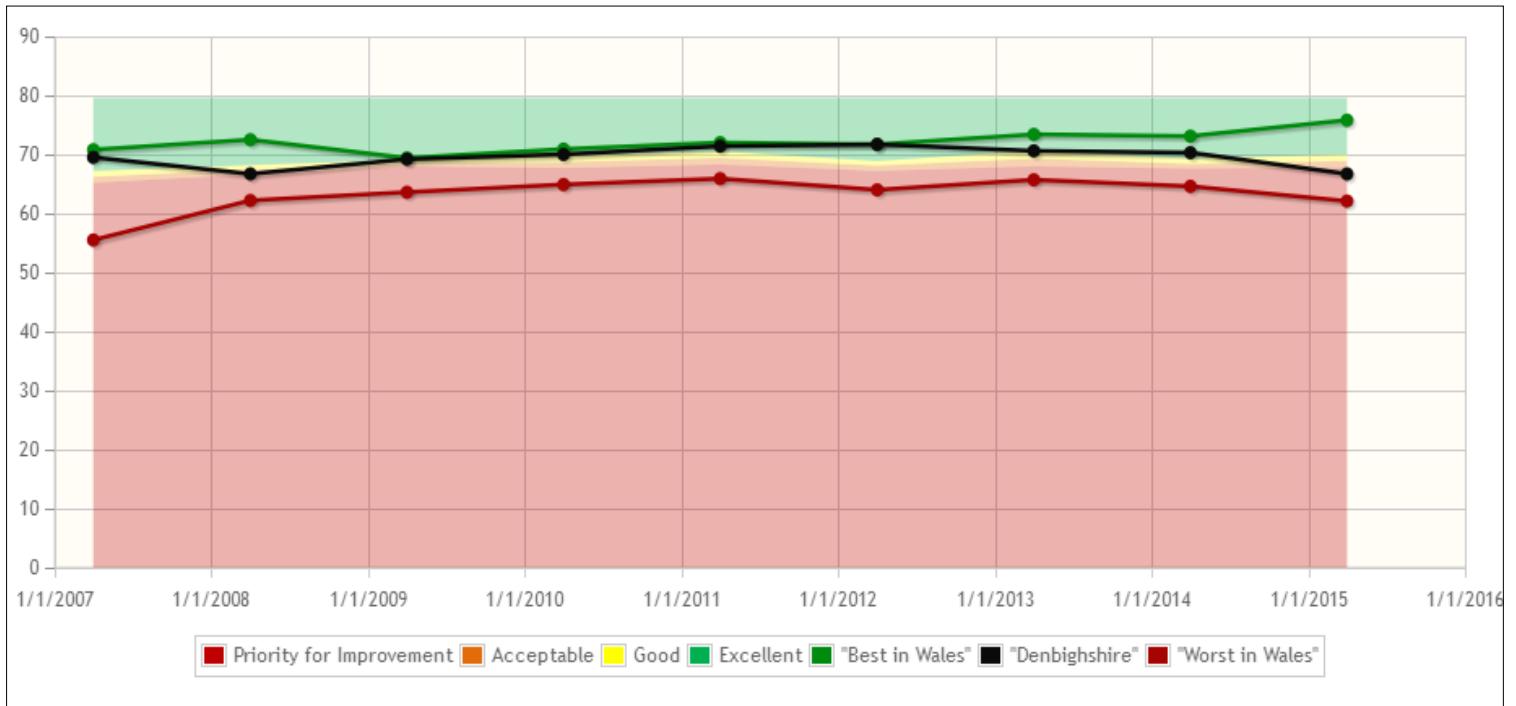
| Indicators                                                                         |                        |                                                                                                                                                      |
|------------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | 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                                                                                       |



**Latest Data Comment**

**Annual** The rate of fly-tipping in Denbighshire per 1,000 has decreased during 2015/16 with 1,699 incidents being recorded. Whilst this may remain high in the context of all Wales, we believe we are reporting this indicator differently from other councils. We include incidents that we identify ourselves through our street cleaning activities, in addition to incidents reported by the public.

**KWT001i** Keep Wales Tidy - Cleanliness Indicator



**Latest Data Comment**

|                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual 2015-16 | In Denbighshire the LEAMS survey was carried out over 2 days in July 2015, the outcome of which was an overall cleanliness grade of 66.7. All Wales local authority scores ranged from 62.1 to 75.8 at best for 2015/16. The Streetscene Team particularly in the North has gone through a period of leadership change in the last nine months. Two senior members of the team have been on long term sick leave which may have impacted on service delivery. These issues are being addressed and plans are in place to recruit suitably qualified and experienced staff to fill these important roles. |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**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**

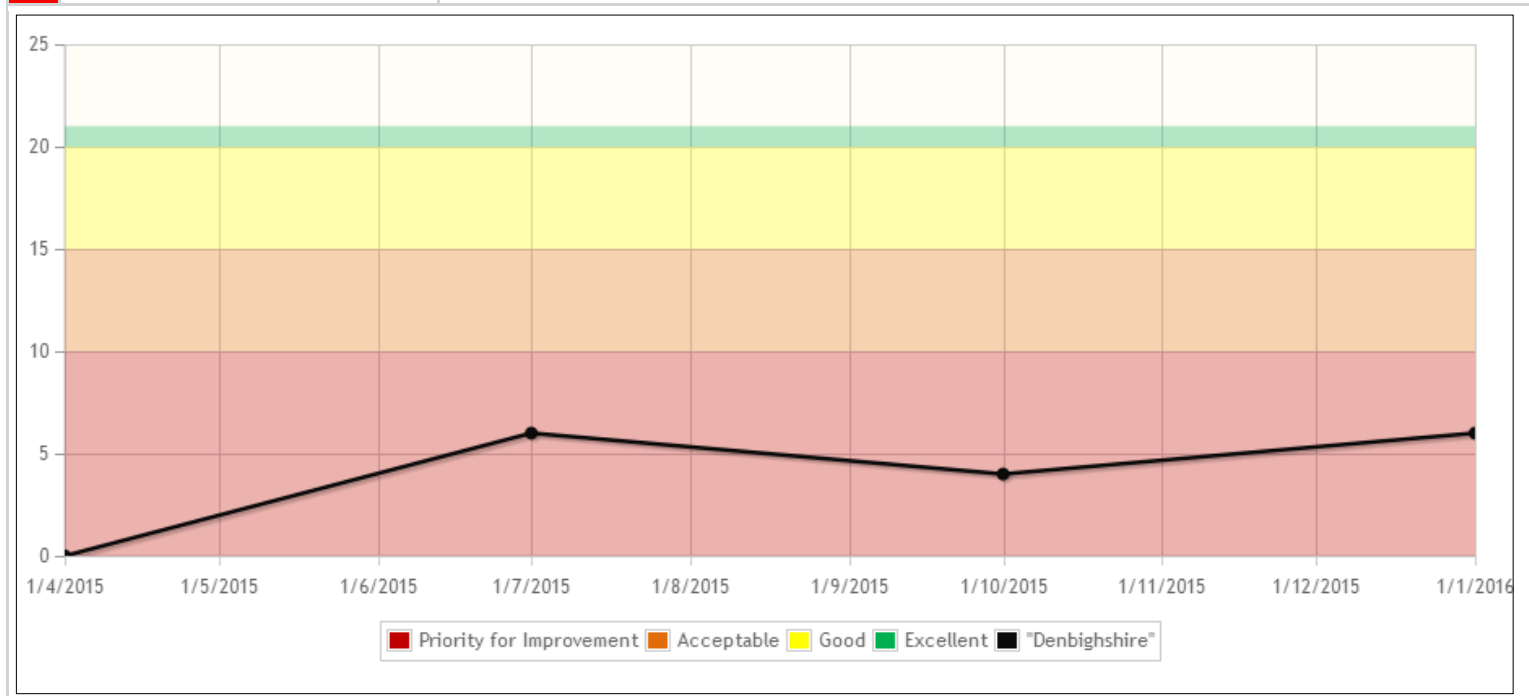
|  |          |                                                                                                     |          |          |
|--|----------|-----------------------------------------------------------------------------------------------------|----------|----------|
|  | HES204a  | Collaboration 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**

|                        |                                                                                                                                                                                           |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>GOOD</b>                                                                                                                                                                               |
| <b>Outcome Summary</b> | 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. |

| 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. |



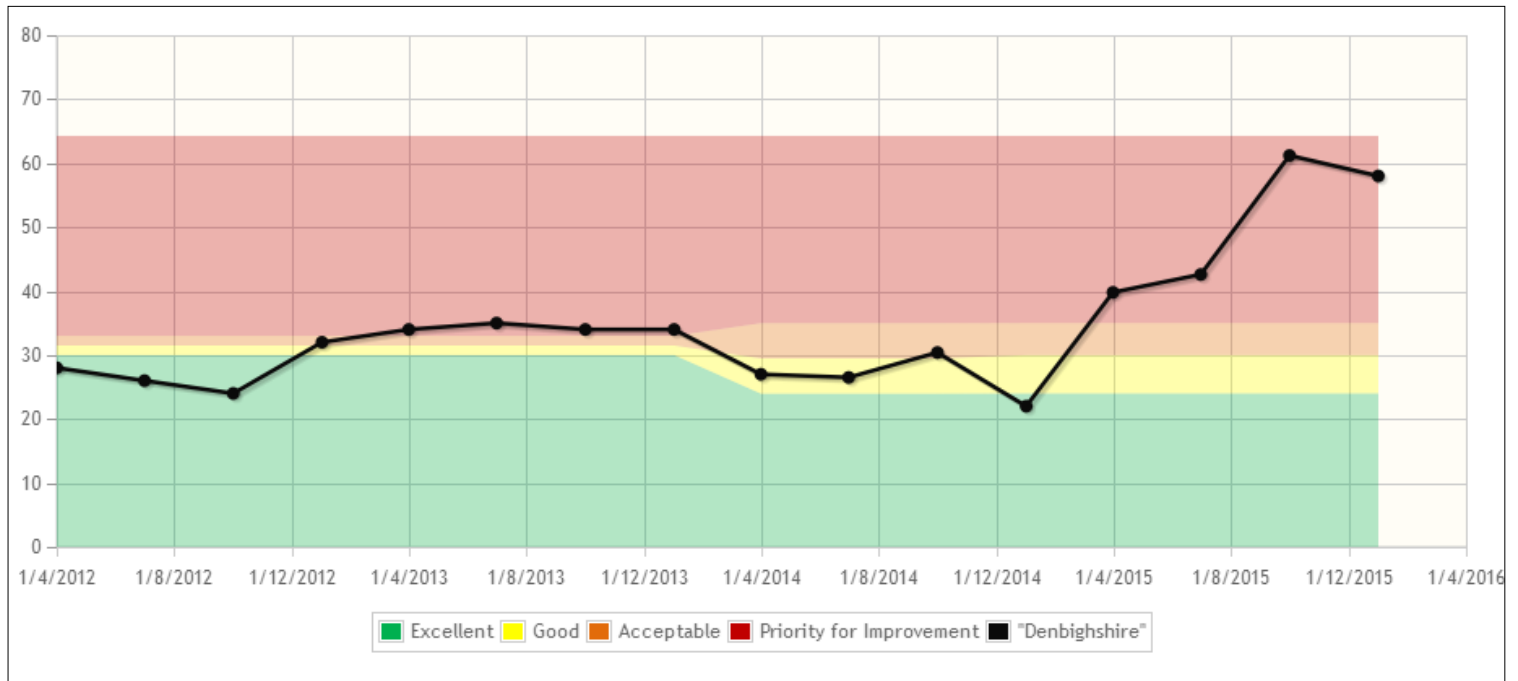
**Latest Data Comment**

|                  |                                                                                                                                                                                                                                   |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Quarter 4</b> | The provision of affordable housing units on site is governed by a number of factors. Foremost of these is the adopted Local Development Plan Policy which is always the starting point when assessing planning applications. The |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

relevant adopted policies in the Plan mean that only residential development schemes of 10 or more units could result in a new affordable dwelling being provided on site due to the agreed 10% provision. Many residential development schemes are for 9 or less dwellings. The size of residential schemes and the types of applications received are beyond our control meaning it is very difficult to influence the indicator.

**Measures**

|           |                                                                                                                                       |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------|
| Q-HMPI102 | Percentage of residents satisfied with the most recent repair (when surveyed in accordance with the organisation's own survey format) |
| 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 4** The turnaround time has slightly decreased as at the end of quarter 4, to 58 calendar days. We are significantly increasing the standard to which we let properties to ensure the highest possible standards. In the medium term we are aiming to increase standards whilst also increasing our resources to manage the additional work alongside developing efficient processes to improve the turnaround time.

|            |                                                                                               |
|------------|-----------------------------------------------------------------------------------------------|
| 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                                                                                                            |          |          |
| <b>Activities</b> |                                                                                                                                                                                                   |          |          |
| 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 |
| No Progress       |                                                                                                                                                                                                   |          | 29/04/16 |
| 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 | 30/09/16 |
| FAH405a           | Develop and implement policy to support energy efficient housing within the council's stock                                                                                                       | 01/01/16 | 30/04/16 |
| 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                                                                                                                                                 | 01/03/15 | 31/07/16 |

|               |                                                                                                                                                                                                                    |          |          |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
|               | contract in preparation for its renewal / replacement, in partnership with neighbouring authorities                                                                                                                |          |          |
| 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 | 30/06/16 |
| 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 | 31/07/16 |
| 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 | 31/03/17 |
| 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 & Housing Strategy | 01/02/16 | 30/09/16 |
| 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                                                                                                                                                                       | 01/04/14 | 31/03/16 |

|  |           |                                                                                                                                                                                                      |          |          |
|--|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
|  |           | improve the conditions of private sector housing and environmental enhancements                                                                                                                      |          |          |
|  | 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 |



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

### OUTCOME 13 - SERVICES WILL CONTINUE TO DEVELOP AND IMPROVE

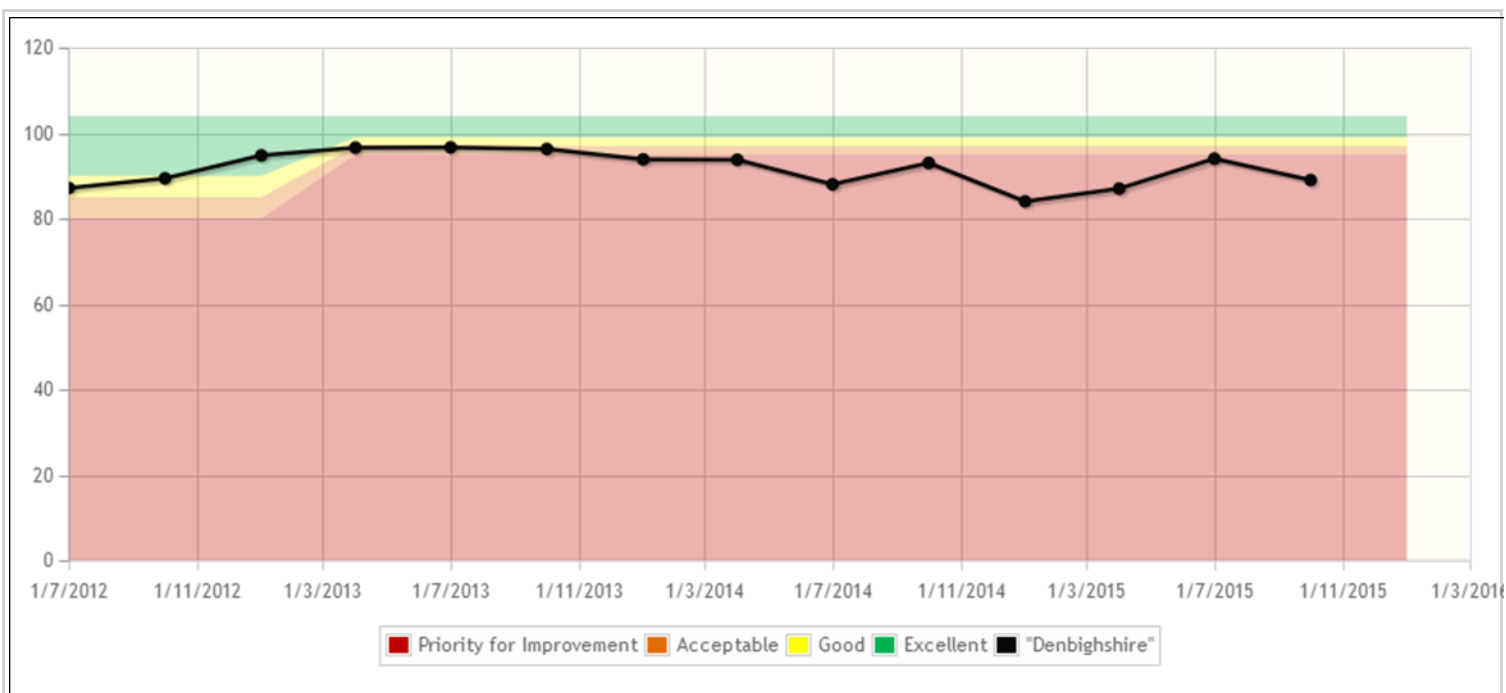
|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>ACCEPTABLE</b>                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Outcome Summary</b> | <p>The overall status for this Outcome is Orange: Acceptable.</p> <p>One measure has generated a Red: Priority for Improvement status. Only 88% of all external stage 1 complaints received by the council were responded to within corporate timescales.</p> <p>The new Well-being Impact Assessment tool will include an assessment of a project or policy's impact on people using Welsh and the promotion of the Welsh language.</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                                                                                                 |
|  | RSQ16C   | The percentage of residents responding positively to the statement: My council acts on the concerns of residents (excluding don't know)                                                                  |

#### Measures

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



### Latest Data Comment

Quarter 4 129 received in quarter 4, 114 responded to within timescale (88%). Monthly reports are provided to Heads of Service with performance against this indicator automatically reported to and monitored by Scrutiny every quarter.

ROCDCC

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

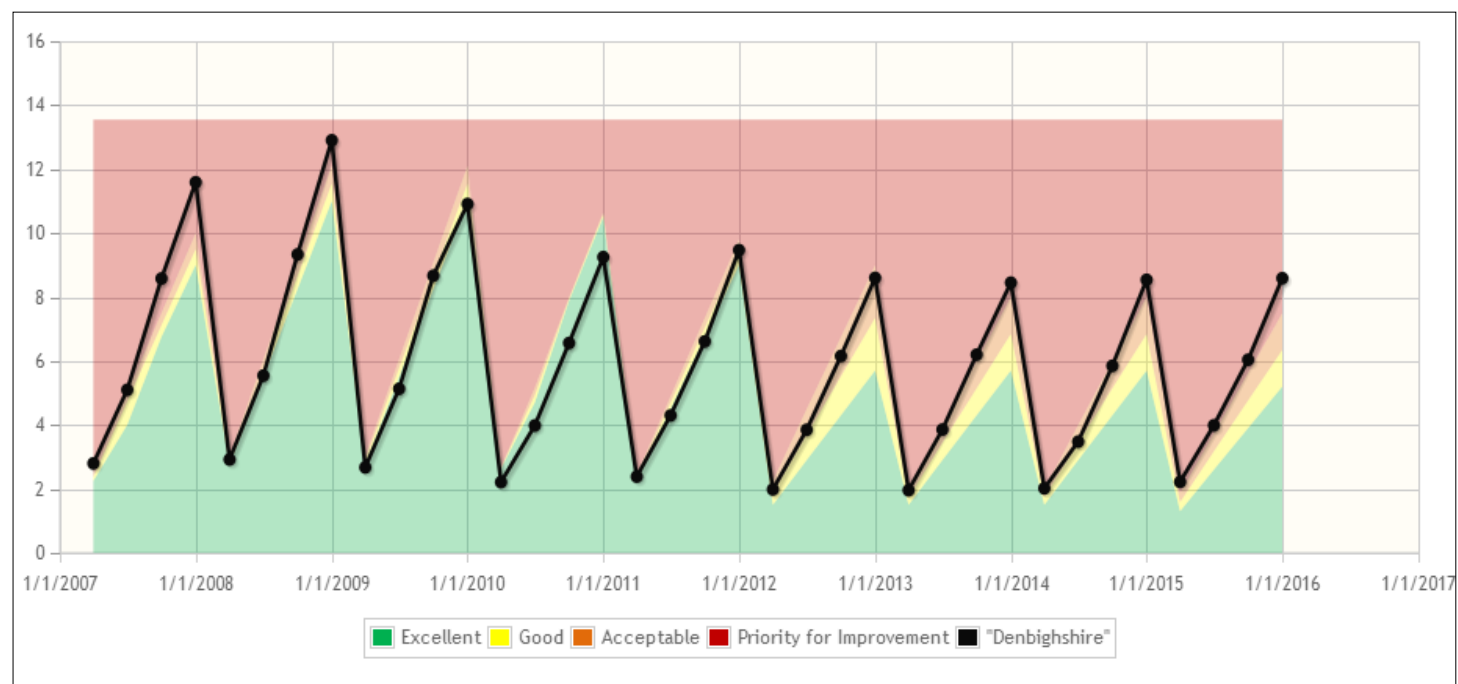
### Activities

|          |                                                                                                                                                                              |          |          |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
| 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

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>ACCEPTABLE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Outcome Summary</b> | <p>The overall status for this Outcome is Orange: Acceptable.</p> <p>Sickness absence remains a priority for improvement at 8.59 in quarter 4. 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. New activities are included in the Legal, HR and Democratic service plan 2016-17 to address sickness absence and promote staff well-being.</p> <p>Performance appraisal completion increased to 95% as at the end of quarter 4 and is now at an `acceptable` level.</p> |

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



### Latest Data Comment

|           |                                                                                                                                                                                                        |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Quarter 4 | Corporate sickness absence levels continue to be a priority for improvement at 8.59 days. The targets for the reduction in sickness absence are challenging, however, overall the levels are reducing. |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|  |                                                                                                                                              |
|--|----------------------------------------------------------------------------------------------------------------------------------------------|
|  | SSQ13a<br>The percentage of staff responding positively to the statement: I have access to the information and IT I need to work efficiently |
|  | SSQ1A<br>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 (desk based) who have been equipped with a laptop for agile working                                              |
| SHR104i  |  | The percentage of eligible staff that were due a performance appraisal within the last 13 months and have received one (corporately)     |

| 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:** 9<sup>th</sup> June 2016

**Lead Member/Officer:** Lead Member for Finance, Corporate Plan and Performance/Corporate Director: Economy and Public Realm

**Report Author:** Corporate Health and Safety Manager

**Title:** Annual Health and Safety Report

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## 1. What is the report about?

This report provides the annual update on Health and Safety management within DCC as seen from the perspective of the Corporate H&S team.

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

To provide an annual update on H&S management in DCC.

## 3. What are the Recommendations?

The committee review the report and comment on the activities and observations of the CH&S team.

## 4. Report detail – Summary

Our accident / incident statistics for the year April 2015 to March 2016 indicate a decrease in “all incident reports” from the previous year, 1517 to 1122 with an increase in the number of RIDDOR reportable incidents (Reporting of Injuries Diseases and Dangerous Occurrences Regulations) from 9 to 16. Of this number 7 were reported as lost time incidents.

There were a number of discussions with the Health and Safety Executive (HSE) over the year that resulted from complaints and alleged failures on the part of DCC. None of the allegations were substantiated. HSE carried out a thorough investigation following the death of a resident in one of our care homes and they carried out a systems audit on our waste collection service. The outcome from these two activities was positive with no action being taken and no “Fee for intervention” costs. Overall we received good feedback from the HSE.

The drive to develop our positive safety culture has continued and incorporates the approach that is found in the DCC leadership programme. H&S culture change is being delivered through a combination of focussing on training and supporting front line staff. This work is reinforced by our monitoring programme and the development of a more informed and strong leadership approach to H&S management.

During the monitoring activities we found examples of good practice supported by robust safety management systems. The monitoring has enabled us to target specific areas such as improving the consistency of risk assessments, safe systems of work and the management of lone working. The findings of the monitoring programme have also been used to develop a forward work programme aimed at further improving how DCC handle Health Safety and Welfare management.

Regardless of all the improvements that are being achieved in safety management we must not become complacent and we must persist with our continuous improvement program.

With reference to the diagram in appendix 4, I assess DCC as being in the reactive/calculative zones and believe we should continue to aspire to achieving the proactive level as soon as possible.

#### **4.1 HSE**

- HSE fully investigated an incident at Awelon care home in late 2015 where an elderly resident fell down a set of stairs and was hospitalized. Unfortunately the resident passed away whilst in hospital. HSE formally fed back confirming that they perceived DCC as having taken all reasonable precautions and in light of this no action was to be taken. See appendix 2 for further information (Appendix 2 is exempt from public disclosure by virtue of paragraphs 12 and 13 of Part 4 of Schedule 12A of the Local Government Act, 1972).
- HSE carried out a waste management audit in November. There were no follow up actions thus indicating a satisfactory outcome.

#### **4.2 Significant reported incidents\ near misses not involving HSE**

- Rhyl harbour wall – the wall is being managed
- Height restriction barrier at the children's village car park in Rhyl fell onto the car park surface. There were no injuries or vehicle damage. The incident was investigated by CH&S and follow up actions were taken.
- A young cyclist sustained head injuries at Central Beach Prestatyn when he cycled over the edge of a grass bank onto a lower seating area. He fell approximately 1.3m onto a hard surface. The incident was investigated by CH&S and follow up actions were taken.
- A contractor's van became impaled on the bus park barrier at Denbigh high school. There were no injuries but significant vehicle damage. The incident was investigated by CH&S and follow up actions were taken.

#### **4.3 Monitoring and activities**

- Ysgol Tir Morfa safety management audit following two significant injury incidents. The audit showed that the incident was due to weaknesses in the systems used by health. This has now been alerted to NHS managers and additional safeguards put in place at the school.
- Radon monitoring – monitors were placed in all DCC properties that have not previously been monitored. Monitors remain in place for three months usually covering the winter period. The monitors were removed in April and returned to Public Health England for analysis. We are currently awaiting the feedback.
- Cefndy Healthcare – regular ongoing H&S advice and support is provided
- A number of fire systems audits with North Wales Fire and Rescue Service

- We have supported schools during a number of school safety tours
- 8 post driving incident assessments were carried out by the road risk advisor. None of the incidents involved major damage or injuries.
- Improved data accuracy and reporting features have been developed for the accident\incident reporting process

#### **4.4 Training provided by the in-house team**

##### Driving

- D1 (mini bus)Assessments, Winter maintenance LGV Cat1, Telescopic handler, road sweeper, 4x4, Driving assessment, Lift truck

##### H&S Training

- SLT - safety leadership, Managing Safely in Denbighshire, careers experience preparation, how H&S case law can help us, Manual handling of objects, risk assessment, risk assessment with lone working, independent care homes, fire safety awareness, COSHH, work at height, confined spaces

#### **4.5 CH&S Team structure**

- An assistant advisor has been appointed to fill a vacancy. This was achieved from internal applications.

#### **4.6 Accident / Incident Reporting**

- See appendix 1

#### **4.7 Corporate H&S policy has been reviewed. Review document for consultation**

- See appendix 3

#### **4.8 Forward work program summary**

- Late 2016 - Re issue of the hazard and gap analysis tool previously used as part of the “strong Leadership” program in 2011\2012
- Continuation of H&S training provision from our in house team. This enables courses to be targeted at the activities of DCC employees and provides a significant cost saving when compared to using external training providers.
- SLT have agreed to make the “Managing Safely in Denbighshire” course mandatory for all middle managers (MMC). The intended target is to provide enough courses in one year for all MMC to have the opportunity of attending. The course is aimed at refreshing manager’s H&S knowledge and techniques for managing H&S.
- Continuation of internally provided driver and plant training
- Subject targeted H&S assessments to be carried out at our independent care home providers in support of Community Support Services.
- Hand Arm Vibration Syndrome (HAVS) monitoring in Highways and Environment.
- Safety systems monitoring in street scene.
- Continuation of Fire Risk Assessment and review program
- Continuation of accident report monitoring, investigation and follow up activities.
- Continuation of reactive work response.

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

The information contributes to the knowledge and understanding of the council about the arrangements in place for the management of Health and Safety.

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

There is no additional cost identified with the information. The CH&S team support all services within DCC.

**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 report is an information update on existing activities and has no adverse equality impact.

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

Consultation has been carried out with the Lead Councillor for H&S, Lead officer for H&S and Head of Service.

**9. Chief Finance Officer Statement**

This is an update report and has no financial impact.

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

This report indicates the council's progress on minimising H&S risk.

**11. Power to make the Decision**

The Health and Safety at Work etc... Act 1974, Section 2 requires amongst other things the sharing of H&S related information and a review of H&S measures.

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

**Contact Office:**

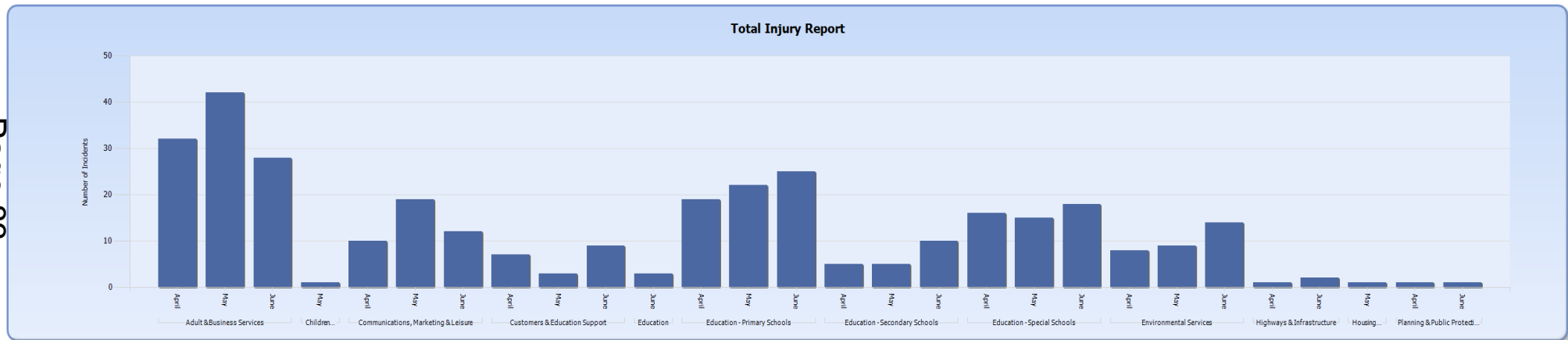
Corporate Health and Safety Manager

Tel: 01824 712541



# Total Injury Report April 2015 – July 2015

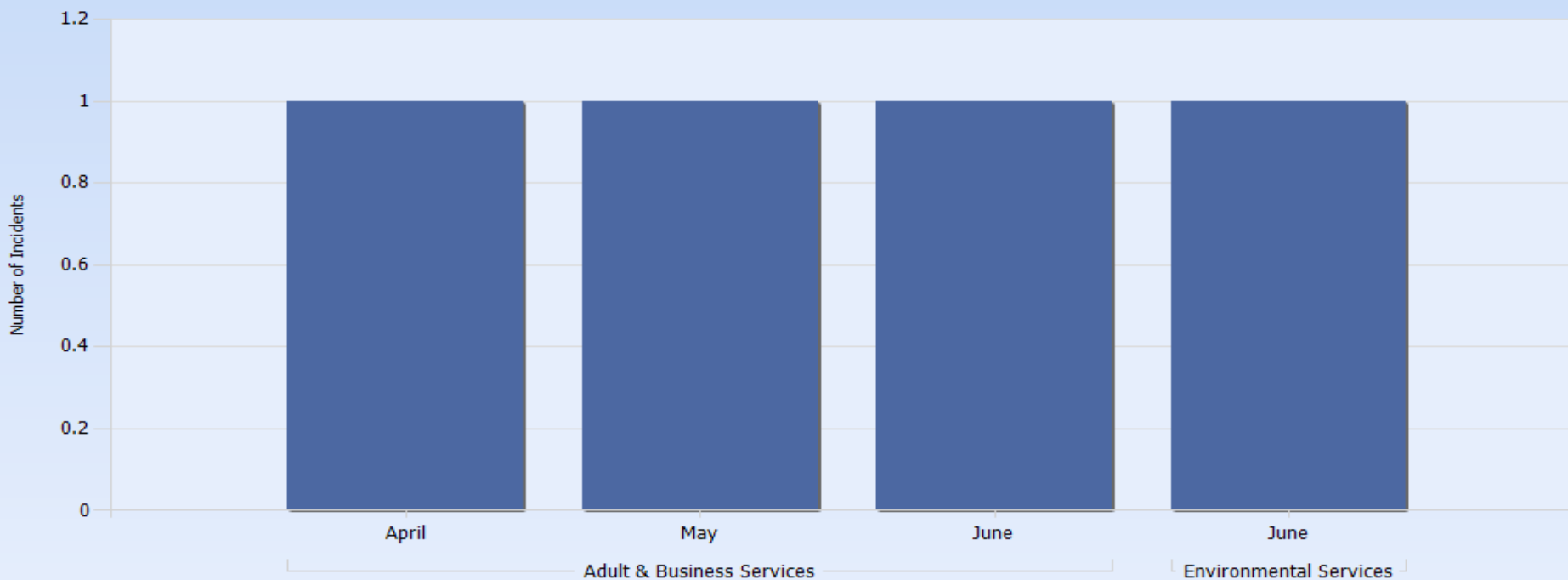
Page 83



| Incident Type                            | Month | Number of Incidents |
|------------------------------------------|-------|---------------------|
| Asset Damage -                           | Total | 9                   |
| Major Injury - Fracture                  | Total | 2                   |
| MAJOR INJURY - SOFT TISSUE INJURY        | Total | 2                   |
| MINOR INJURY                             | Total | 2                   |
| MINOR INJURY - ABRASION                  | Total | 22                  |
| Minor Injury - Asphyxiation              | Total | 1                   |
| Minor Injury - Bite (Human)              | Total | 4                   |
| Minor Injury - Bite / Sting (Animal)     | Total | 5                   |
| Minor Injury - Bump / Lump               | Total | 40                  |
| Minor Injury - Burn Chemical             | Total | 1                   |
| Minor Injury - Burn hot / Cold           | Total | 1                   |
| Minor Injury - Concussion                | Total | 2                   |
| Minor Injury - Contusion                 | Total | 4                   |
| Minor Injury - Crush / Impact            | Total | 22                  |
| Minor Injury - Dislocation               | Total | 5                   |
| Minor Injury - Eye Injury                | Total | 2                   |
| MINOR INJURY - FRACTURE                  | Total | 13                  |
| Minor Injury - Incised Wound (Deep Cut)  | Total | 3                   |
| Minor Injury - Inhalation of Substance   | Total | 1                   |
| Minor Injury - laceration - Rip/Tear     | Total | 8                   |
| Minor Injury - Loss of consciousness     | Total | 2                   |
| Minor Injury - Nose Bleed                | Total | 2                   |
| MINOR INJURY - PUNCTURE / STAB WOUND     | Total | 1                   |
| Minor Injury - Scratch                   | Total | 12                  |
| Minor Injury - Soft Tissue Injury        | Total | 37                  |
| Minor Injury - Spinal Injury or Fracture | Total | 6                   |
| Minor Injury - Swelling                  | Total | 11                  |
| Non Injury -                             | Total | 112                 |
| TEST                                     | Total | 1                   |
| Vehicle -                                | Total | 5                   |
| <b>Total</b>                             |       | <b>338</b>          |

# Major Injury Report April 2015 – July 2015

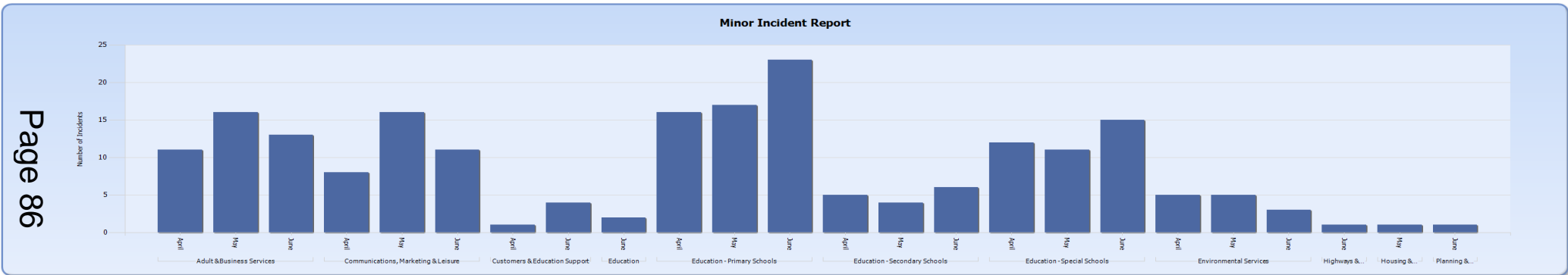
**Major Incidents Quarterly Service Report**



Page 85

| Incident Type                     | Month | Number of Incidents |
|-----------------------------------|-------|---------------------|
| Major Injury - Fracture           | Total | 2                   |
| MAJOR INJURY - SOFT TISSUE INJURY | Total | 2                   |
| <b>Total</b>                      |       | <b>4</b>            |

# Minor Injury Report April 2015 – July 2015



|                                             |              |            |
|---------------------------------------------|--------------|------------|
| <b>MINOR INJURY</b>                         | <b>Total</b> | <b>2</b>   |
| <b>MINOR INJURY - ABRASION</b>              | <b>Total</b> | <b>22</b>  |
| Minor Injury - Asphyxiation                 | Total        | 1          |
| Minor Injury - Bite (Human)                 | Total        | 4          |
| Minor Injury - Bite / Sting (Animal)        | Total        | 5          |
| Minor Injury - Bump / Lump                  | Total        | 40         |
| Minor Injury - Burn Chemical                | Total        | 1          |
| Minor Injury - Burn hot / Cold              | Total        | 1          |
| Minor Injury - Concussion                   | Total        | 2          |
| Minor Injury - Contusion                    | Total        | 4          |
| Minor Injury - Crush / Impact               | Total        | 22         |
| Minor Injury - Dislocation                  | Total        | 5          |
| Minor Injury - Eye Injury                   | Total        | 2          |
| <b>MINOR INJURY - FRACTURE</b>              | <b>Total</b> | <b>13</b>  |
| Minor Injury - Incised Wound (Deep Cut)     | Total        | 3          |
| Minor Injury - Inhalation of Substance      | Total        | 1          |
| Minor Injury - laceration - Rip/Tear        | Total        | 8          |
| Minor Injury - Loss of consciousness        | Total        | 2          |
| Minor Injury - Nose Bleed                   | Total        | 2          |
| <b>MINOR INJURY - PUNCTURE / STAB WOUND</b> | <b>Total</b> | <b>1</b>   |
| Minor Injury - Scratch                      | Total        | 12         |
| Minor Injury - Soft Tissue Injury           | Total        | 37         |
| Minor Injury - Spinal Injury or Fracture    | Total        | 6          |
| Minor Injury - Swelling                     | Total        | 11         |
| <b>Total</b>                                |              | <b>207</b> |

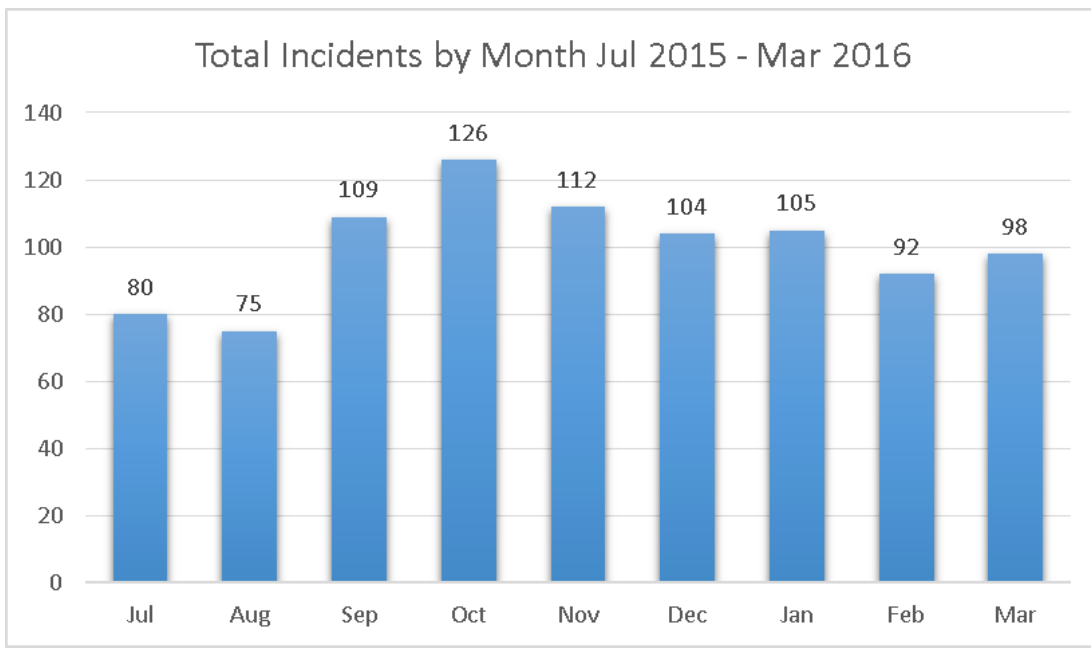
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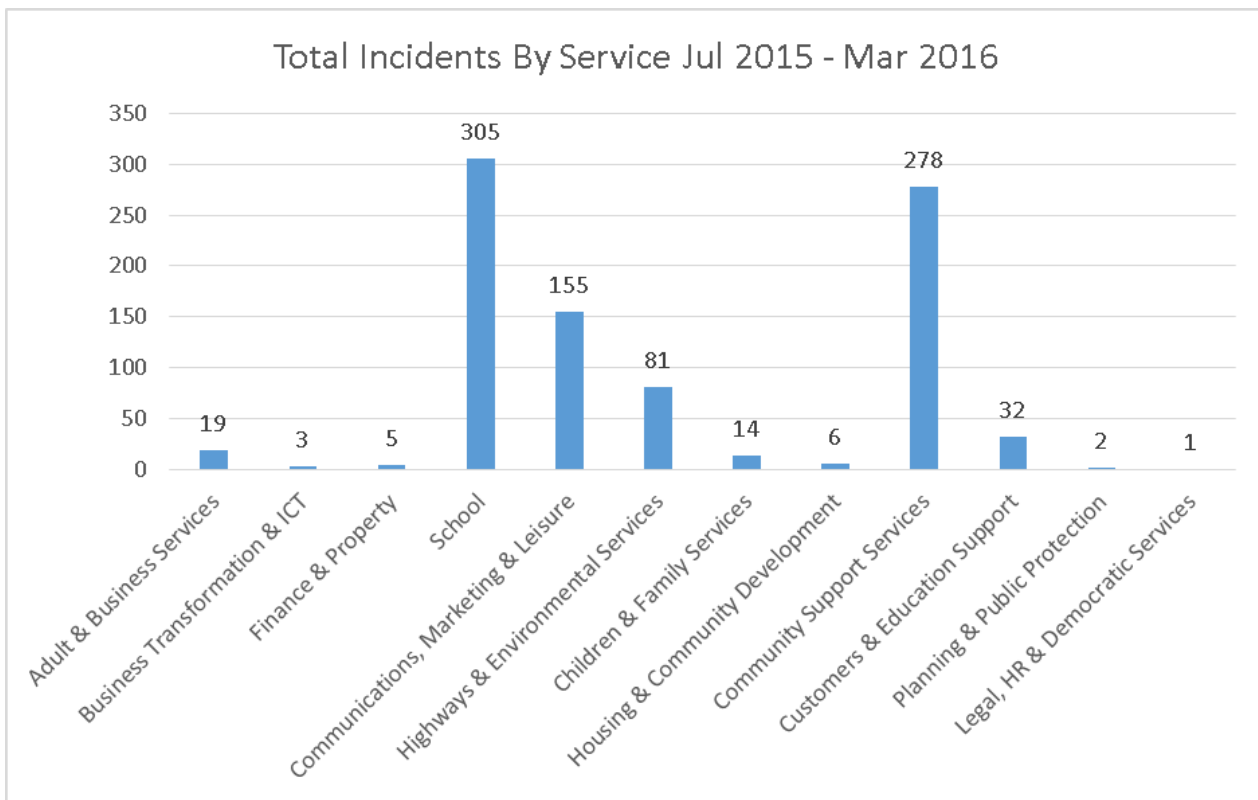
## Accident Incident Report

July 2015 – March 2016

## Total Reported Incidents



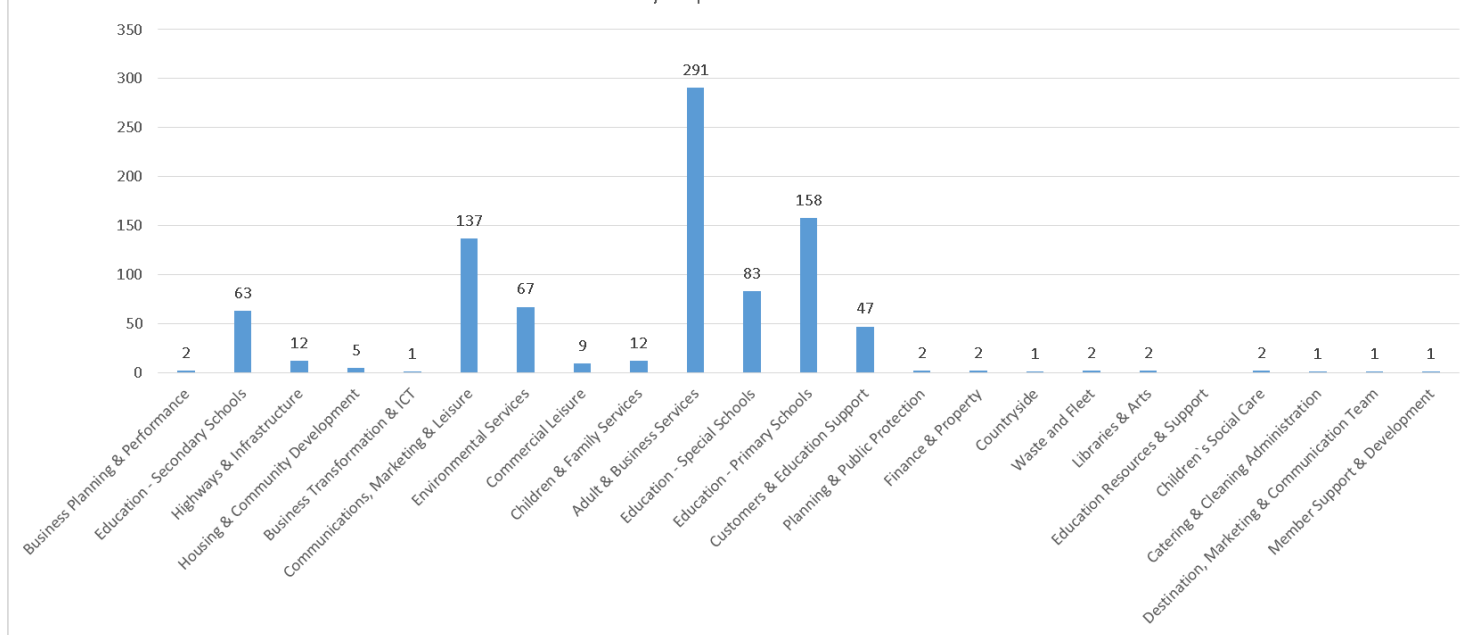
- Between this period, accidents/incidents peaked at 126 in October, compared to 75 in August. This pattern would fit with the school year.



- 33% of incidents reported took place in Schools, with 30% in Community Support Services.

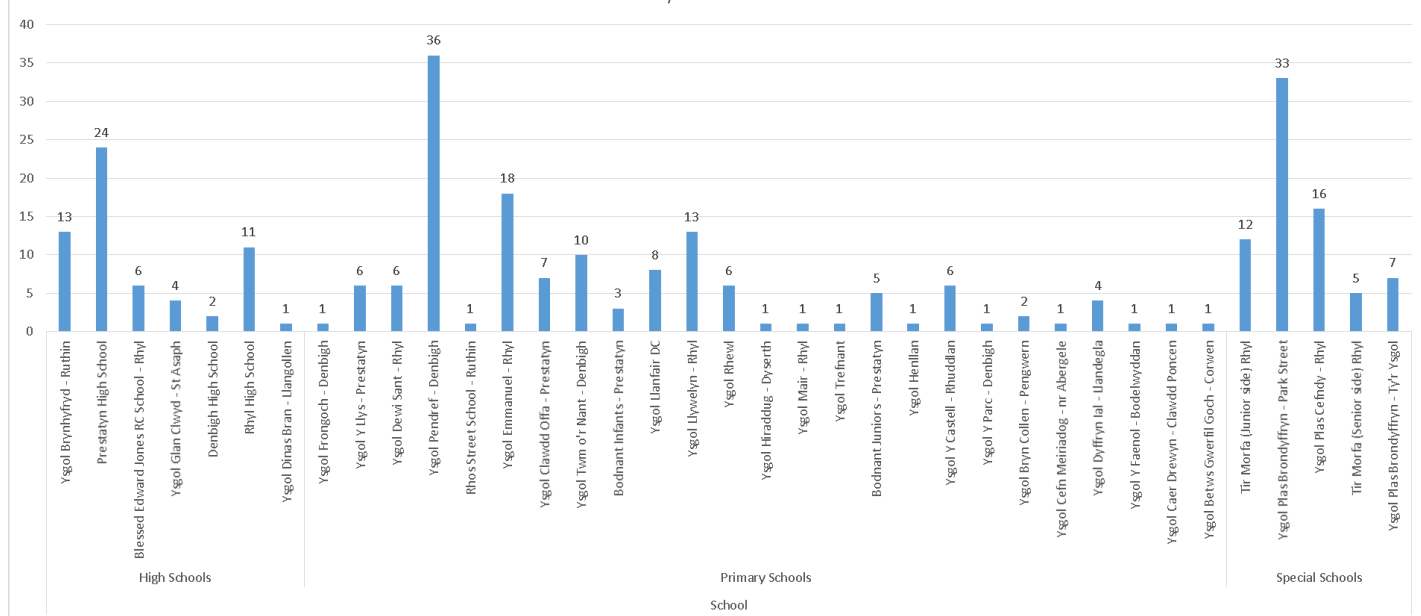


Total Incidents By Department Jul 2015 - Mar 2016

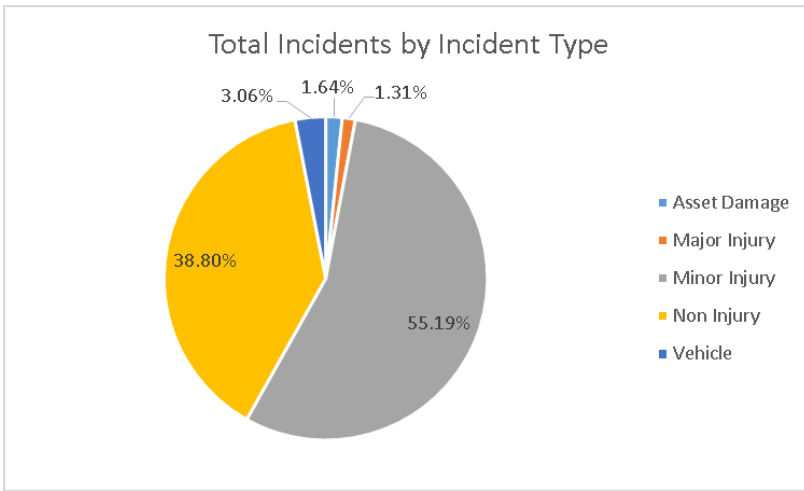


- The Department 'Adult & Business Services' reported 32% of incidents over the period. There is a discrepancy within reporting, as some of the Department 'Adult & Business Services' reports were logged under the Service 'Community Support Services', and some under the Service 'Adult & Business Services'.

Total Incidents By School Jul 2015 - Mar 2016



- Ysgol Pendref in Denbigh, and Ysgol Plas Brondyffryn in Denbigh, reported the most incidents.

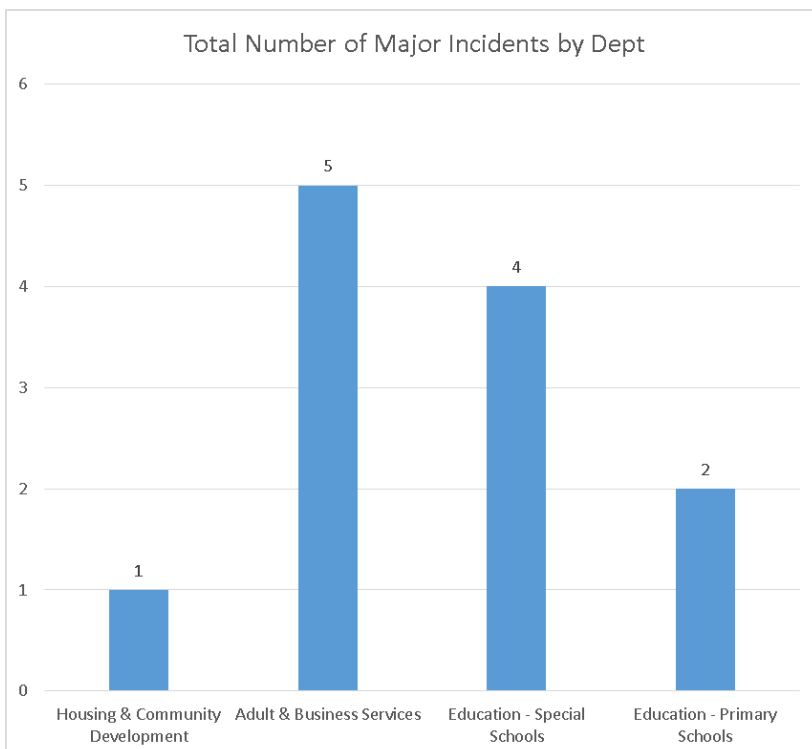


|                    |            |
|--------------------|------------|
| Asset Damage       | 15         |
| Major Injury       | 12         |
| Minor Injury       | 505        |
| Non Injury         | 355        |
| Vehicle            | 28         |
| <b>Grand Total</b> | <b>915</b> |

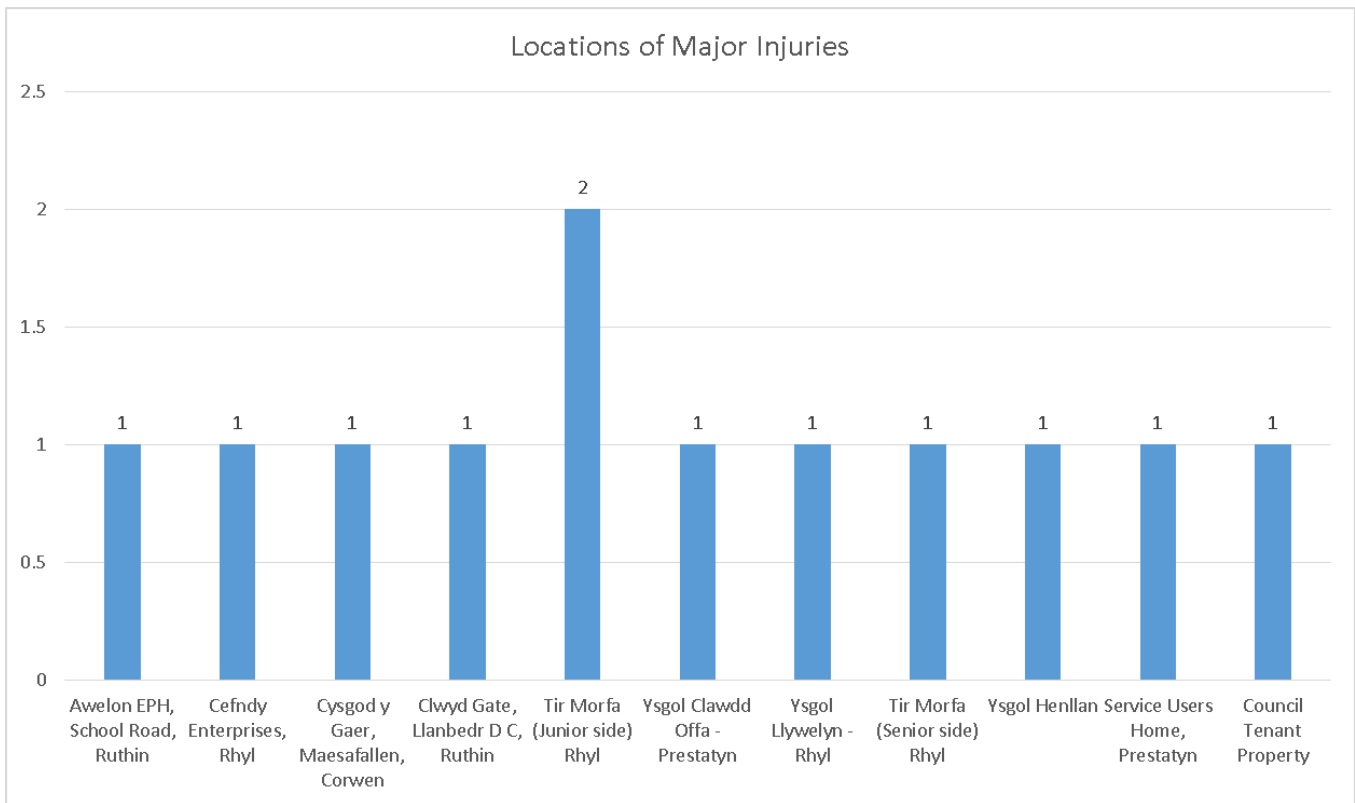
- 38% of incidents reported were non-injuries, and 4% involved asset or vehicle damage.
- Only 1.31% of incidents reported were major incidents.

| Location of Incidents |                       |              |                       |            |                         |                              |             |
|-----------------------|-----------------------|--------------|-----------------------|------------|-------------------------|------------------------------|-------------|
|                       | Denbighshire Property | Public Place | Road Traffic Incident | School     | School Offsite Incident | Third Party Private Property | Grand Total |
| Asset Damage          | 5                     | 7            |                       | 3          |                         |                              | 15          |
| Major Injury          | 3                     | 1            |                       | 6          |                         | 2                            | 12          |
| Minor Injury          | 245                   | 23           | 2                     | 222        | 2                       | 11                           | 505         |
| Non Injury            | 264                   | 24           | 1                     | 49         | 1                       | 16                           | 355         |
| Vehicle               | 5                     | 9            | 13                    |            |                         | 1                            | 28          |
| <b>Grand Total</b>    | <b>522</b>            | <b>64</b>    | <b>16</b>             | <b>280</b> | <b>3</b>                | <b>30</b>                    | <b>915</b>  |

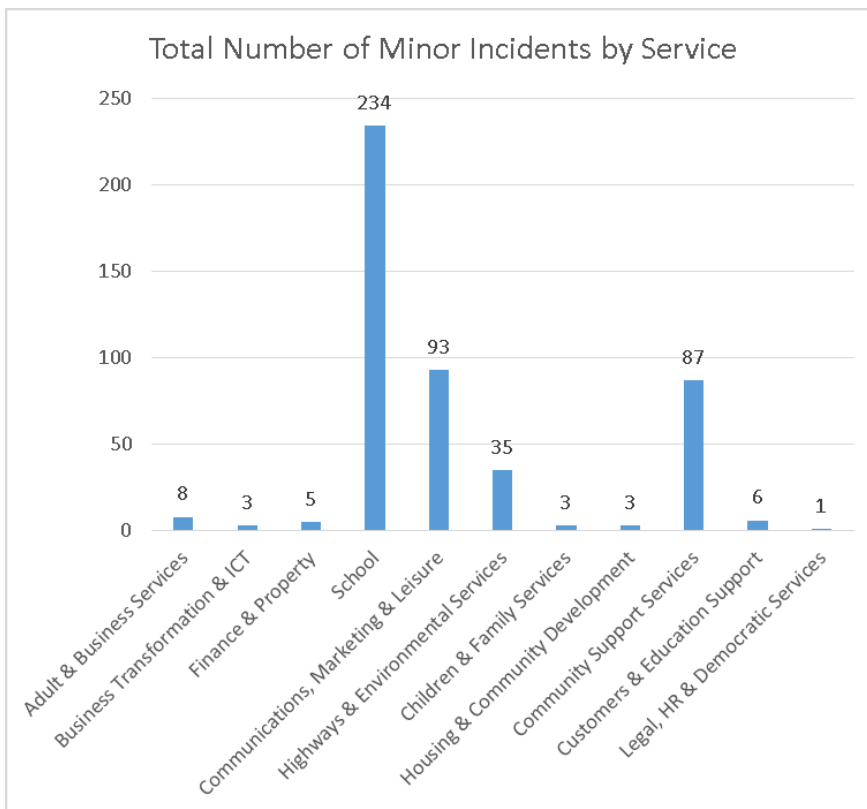
### Major Incidents

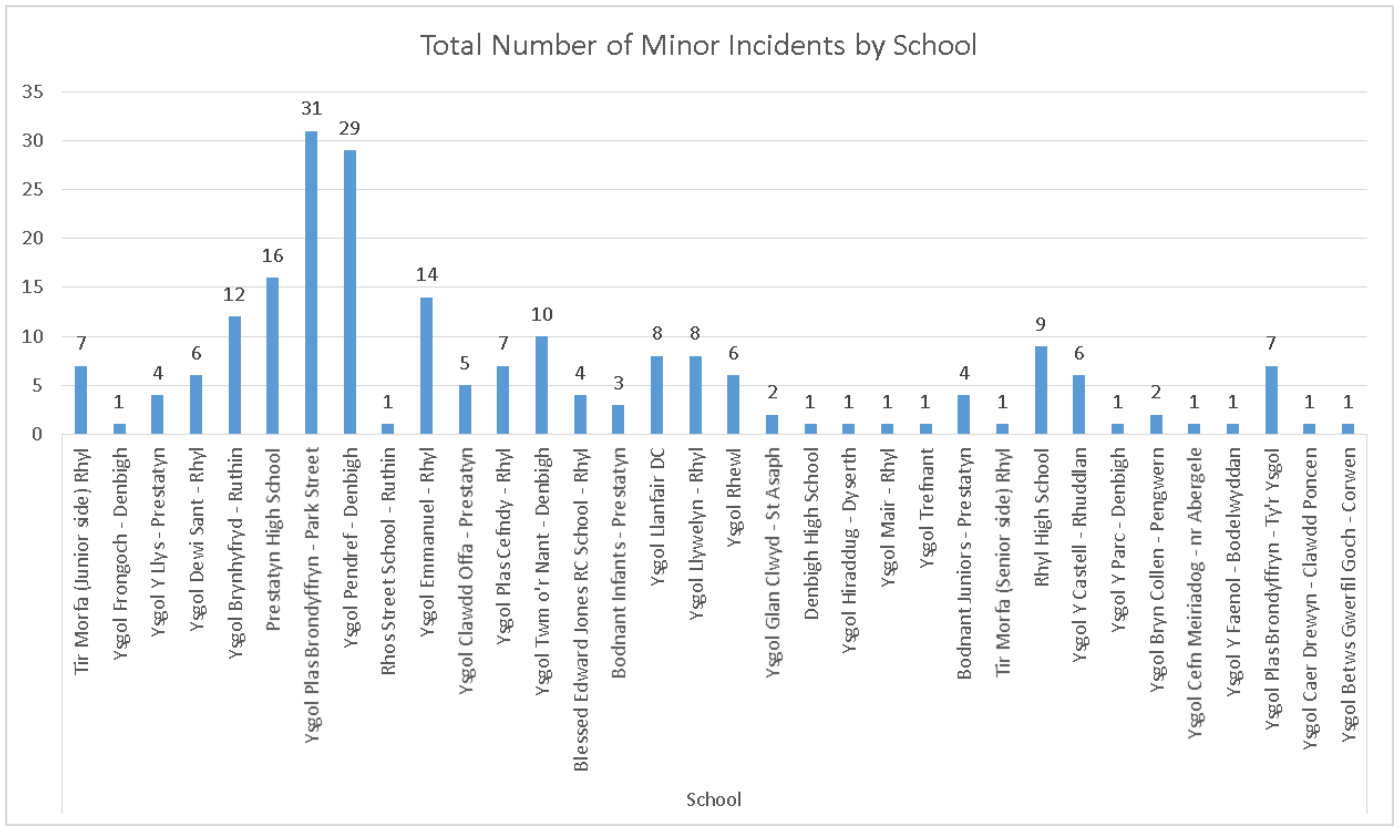
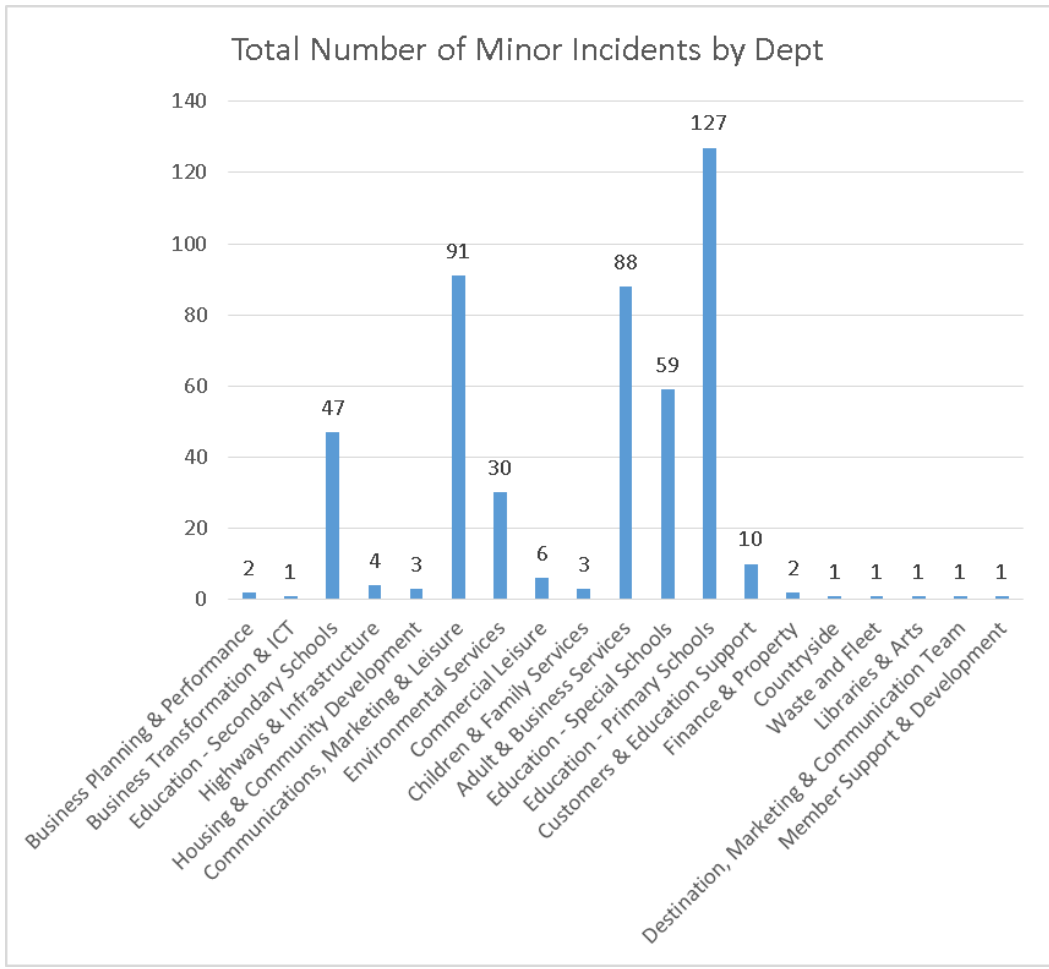


- 6 major incident reports from Schools, and 5 from Adult & Business Services.

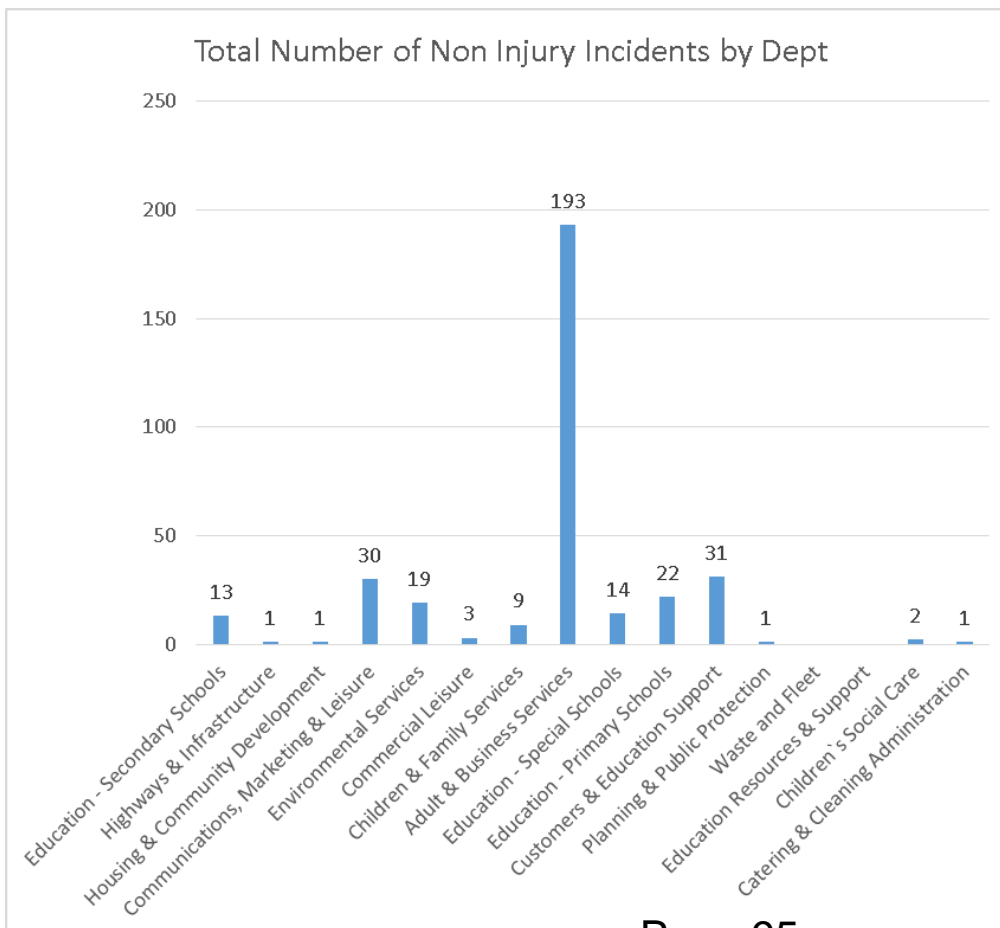
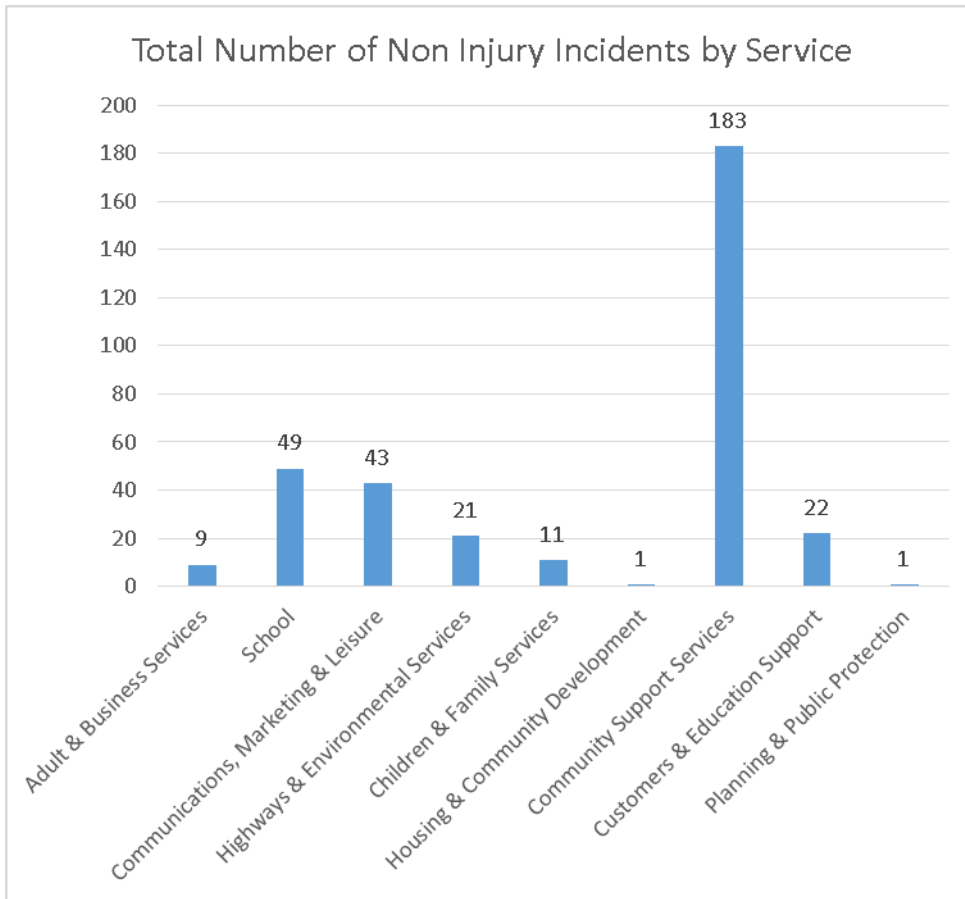


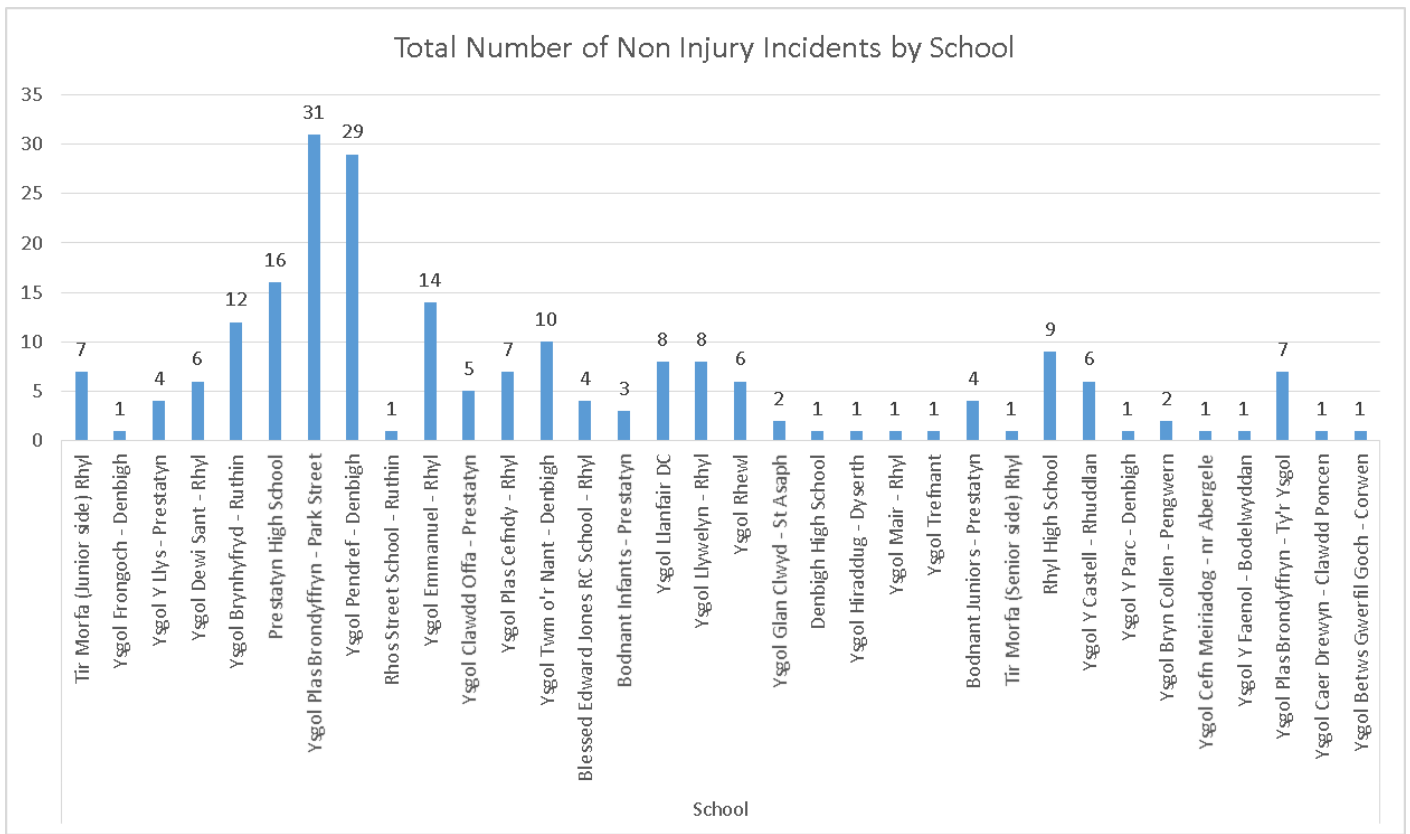
## Minor Incidents





## Non Injury Incidents



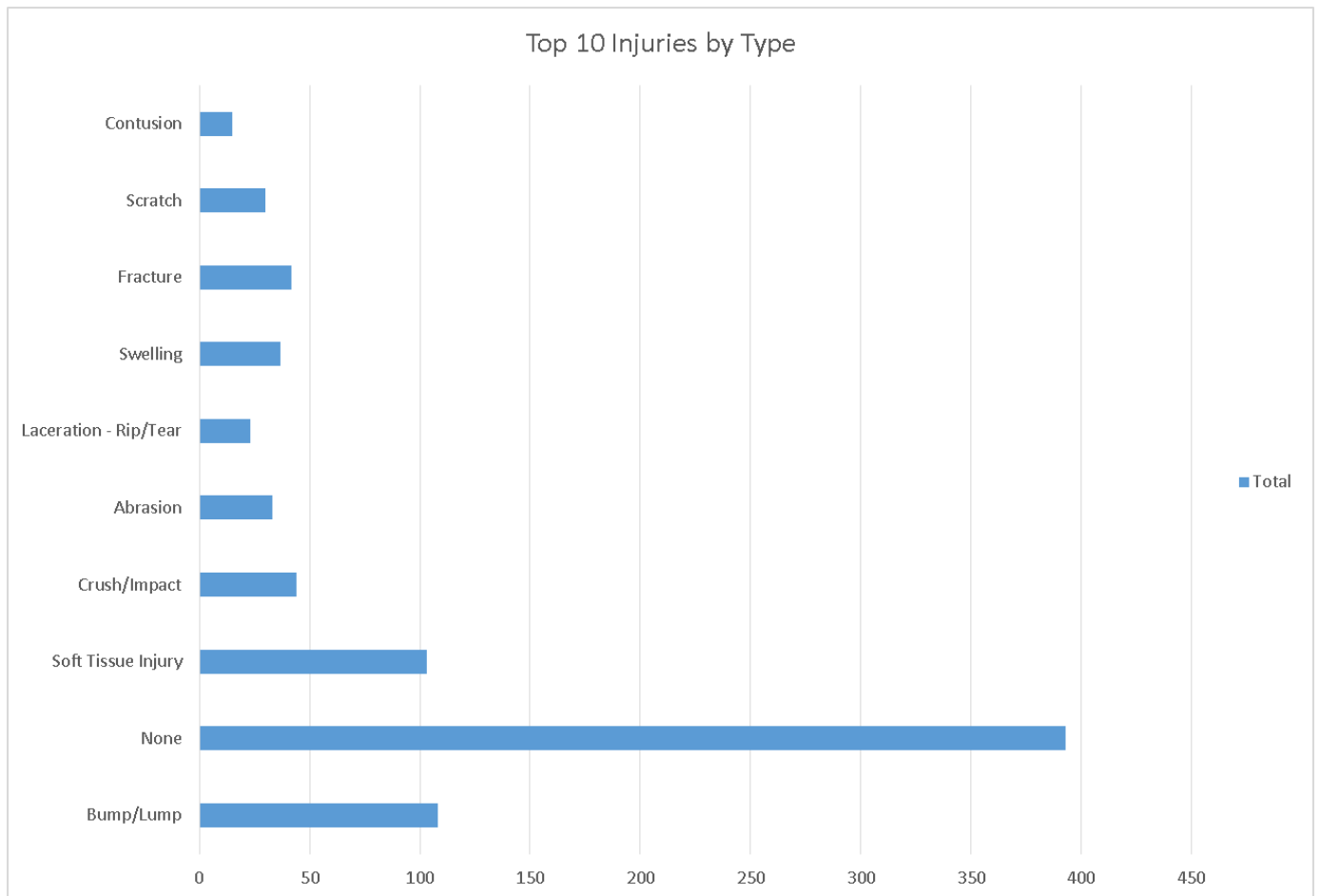
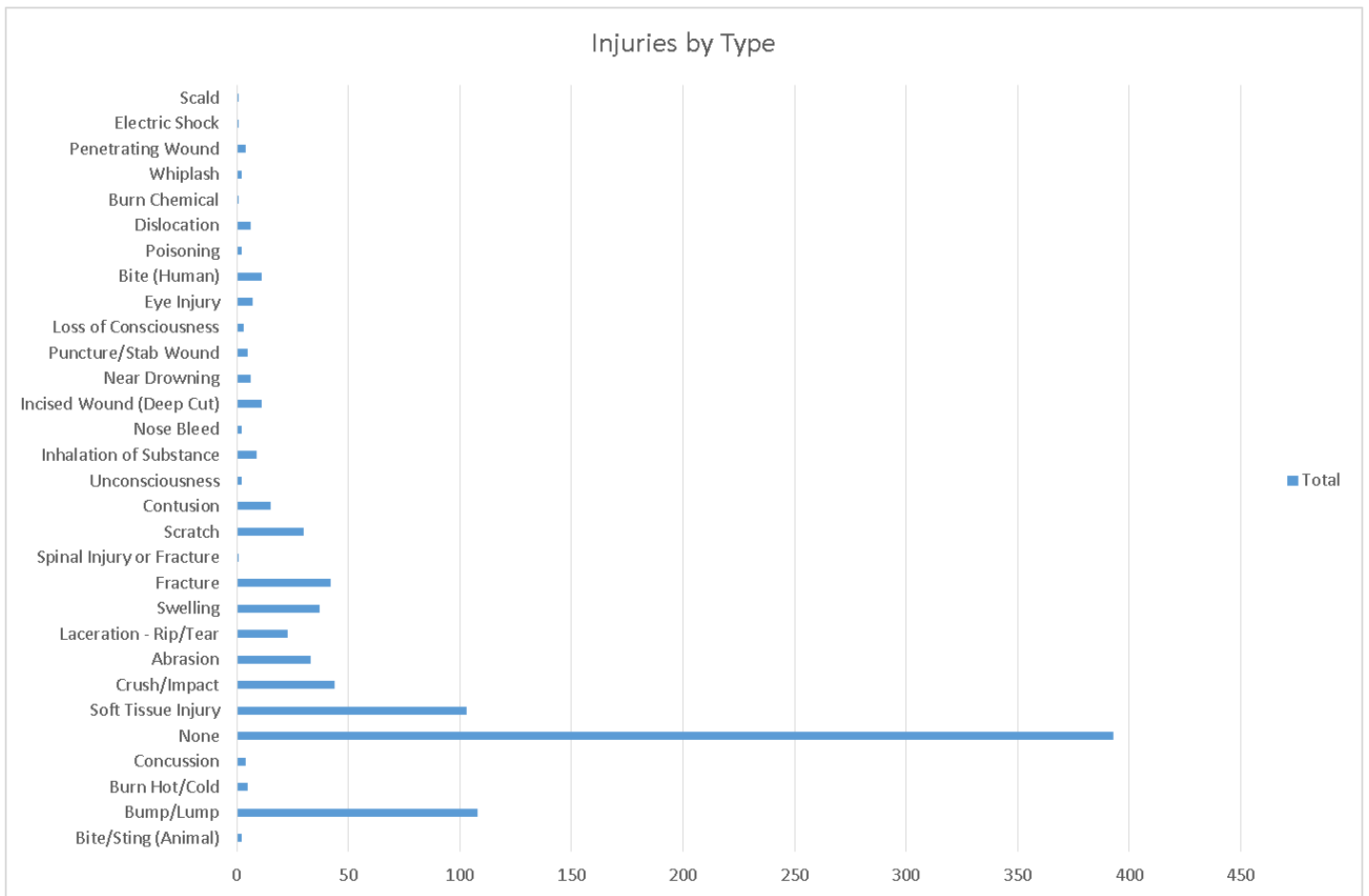


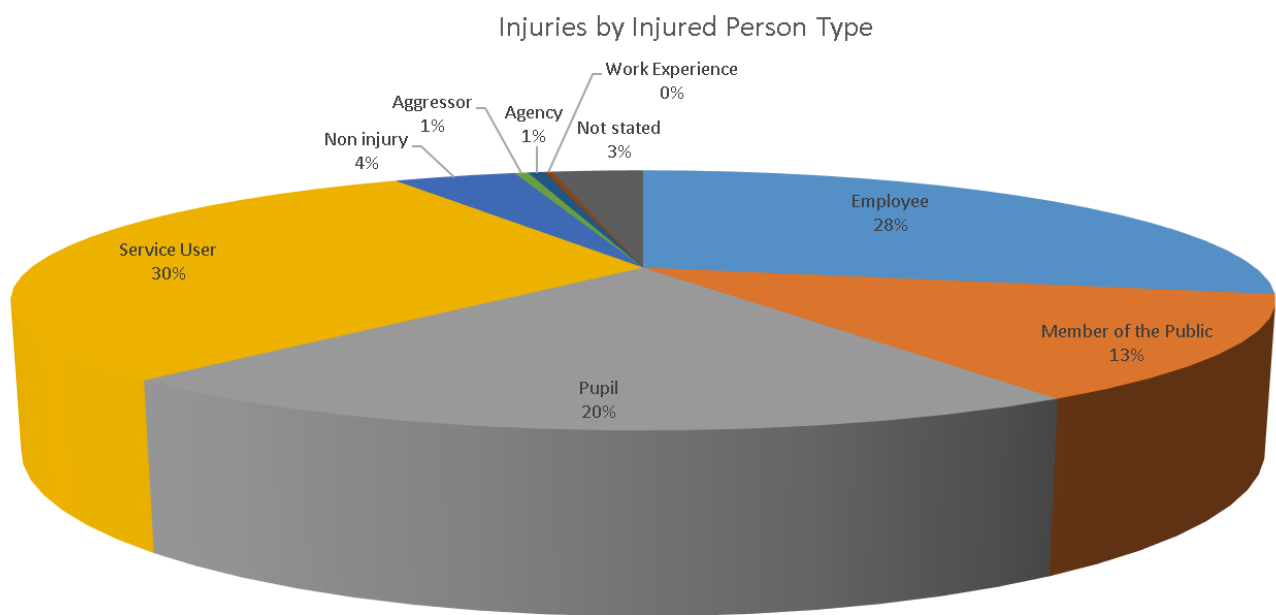
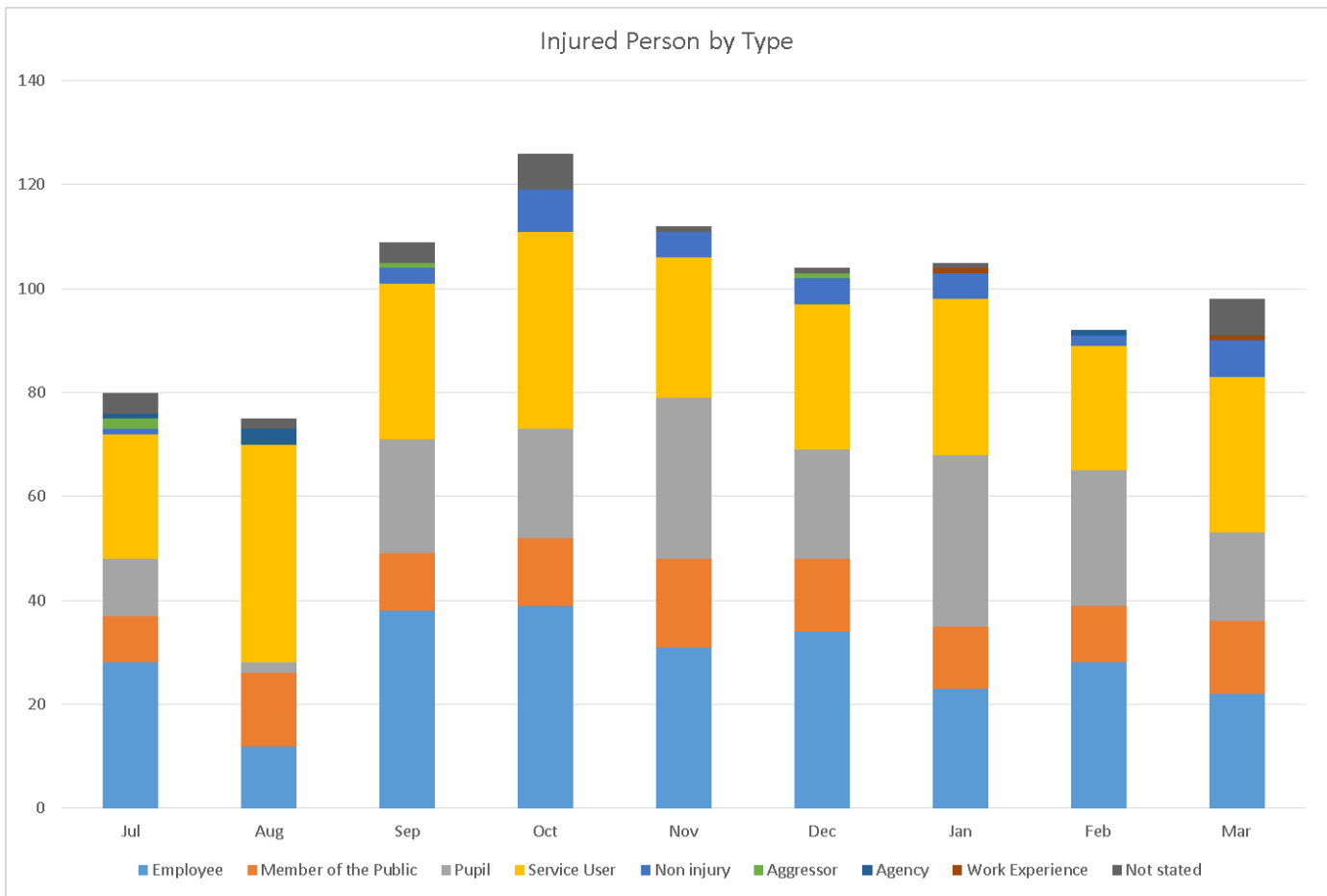
### Incidents Involving Vehicle & Asset Damage

| Total Number of Vehicle Incidents by Department |                       |
|-------------------------------------------------|-----------------------|
| Row Labels                                      | Count of Acc/Inc Type |
| Highways & Infrastructure                       | 3                     |
| Communications, Marketing & Leisure             | 7                     |
| Environmental Services                          | 13                    |
| Adult & Business Services                       | 1                     |
| Education - Special Schools                     | 1                     |
| Waste and Fleet                                 | 1                     |
| <b>Grand Total</b>                              | <b>26</b>             |

| Total Number of Asset Damage Incidents by Department |                       |
|------------------------------------------------------|-----------------------|
| Row Labels                                           | Count of Acc/Inc Type |
| Education - Secondary Schools                        | 1                     |
| Highways & Infrastructure                            | 1                     |
| Communications, Marketing & Leisure                  | 2                     |
| Environmental Services                               | 4                     |
| Education - Special Schools                          | 1                     |
| Education - Primary Schools                          | 1                     |
| Customers & Education Support                        | 4                     |
| Libraries & Arts                                     | 1                     |
| <b>Grand Total</b>                                   | <b>15</b>             |

## Injuries By Type



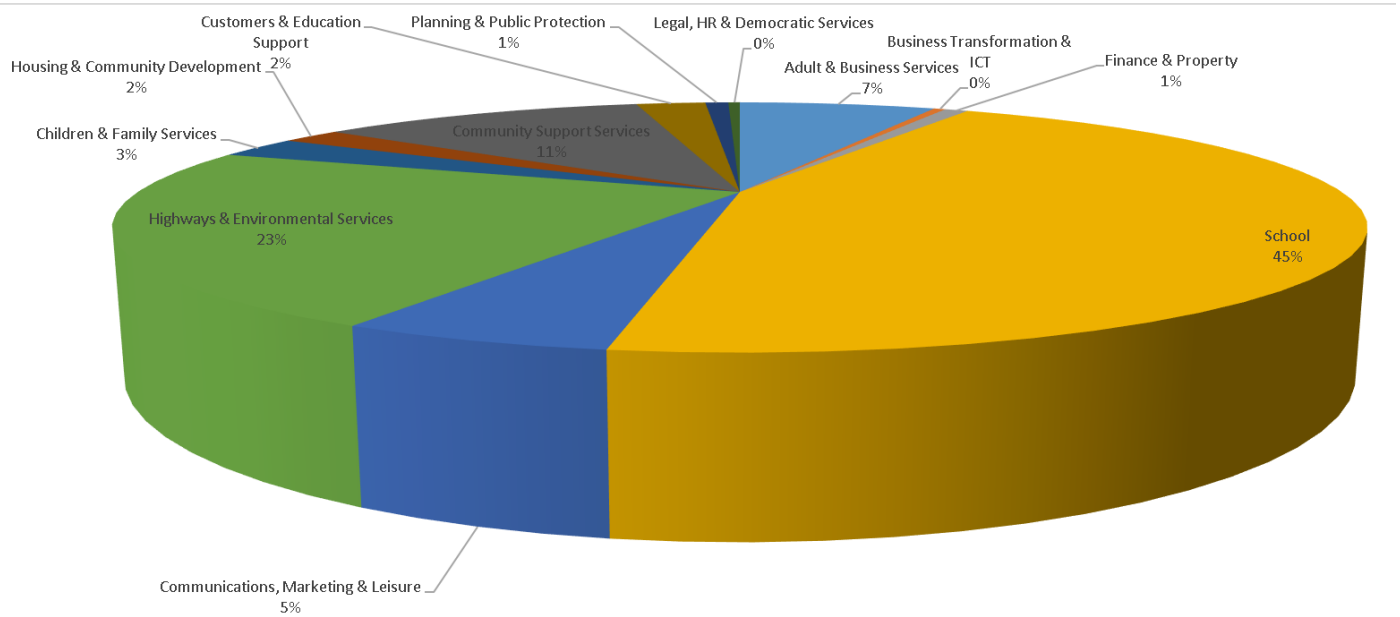




## Injured Person Type by Reporter Service

| Number of Recorded Injury/Accidents | Adult & Business Services | Business Transformation & ICT | Finance & Property | School     | Communications, Marketing & Leisure | Highways & Environmental Services | Children & Family Services | Housing & Community Development | Community Support Services | Customers & Education Support | Planning & Public Protection | Legal, HR & Democratic Services | Grand Total |
|-------------------------------------|---------------------------|-------------------------------|--------------------|------------|-------------------------------------|-----------------------------------|----------------------------|---------------------------------|----------------------------|-------------------------------|------------------------------|---------------------------------|-------------|
| Employee                            | 18                        | 1                             | 2                  | 117        | 15                                  | 59                                | 7                          | 5                               | 30                         | 8                             | 2                            | 1                               | 265         |
| Member of the Public                |                           | 1                             | 3                  | 1          | 102                                 | 3                                 |                            |                                 |                            | 6                             |                              |                                 | 116         |
| Pupil                               |                           |                               |                    | 179        | 6                                   | 1                                 |                            |                                 |                            |                               |                              |                                 | 186         |
| Service User                        |                           |                               |                    | 1          | 22                                  | 1                                 | 5                          |                                 | 243                        | 1                             |                              |                                 | 273         |
| Non injury                          |                           |                               |                    | 3          | 7                                   | 11                                | 1                          | 1                               | 4                          | 9                             |                              |                                 | 36          |
| Aggressor                           |                           |                               |                    | 2          |                                     |                                   | 1                          |                                 | 1                          |                               |                              |                                 | 4           |
| Agency                              |                           |                               |                    | 2          |                                     |                                   | 3                          |                                 |                            |                               |                              |                                 | 5           |
| Work Experience                     |                           |                               |                    | 2          |                                     |                                   |                            |                                 |                            |                               |                              |                                 | 2           |
| Not stated                          | 2                         | 1                             |                    | 3          | 5                                   | 4                                 |                            |                                 | 2                          | 11                            |                              |                                 | 28          |
| <b>Grand Total</b>                  | <b>20</b>                 | <b>3</b>                      | <b>5</b>           | <b>310</b> | <b>157</b>                          | <b>82</b>                         | <b>14</b>                  | <b>6</b>                        | <b>280</b>                 | <b>35</b>                     | <b>2</b>                     | <b>1</b>                        | <b>915</b>  |

## All Employee Injuries by Reporter Service



## Cause of Incident by Reporter Service

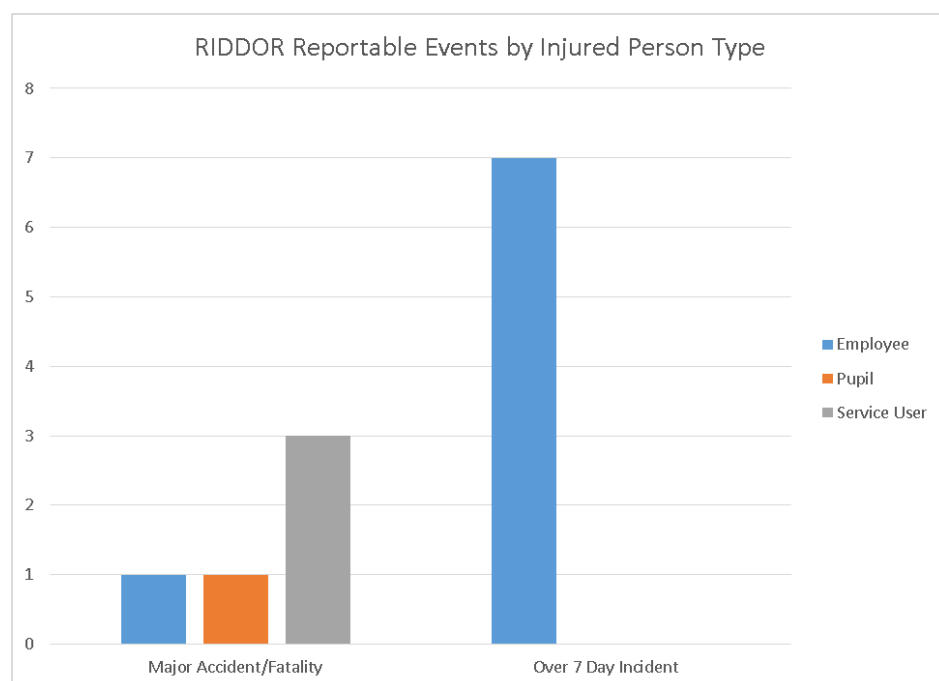
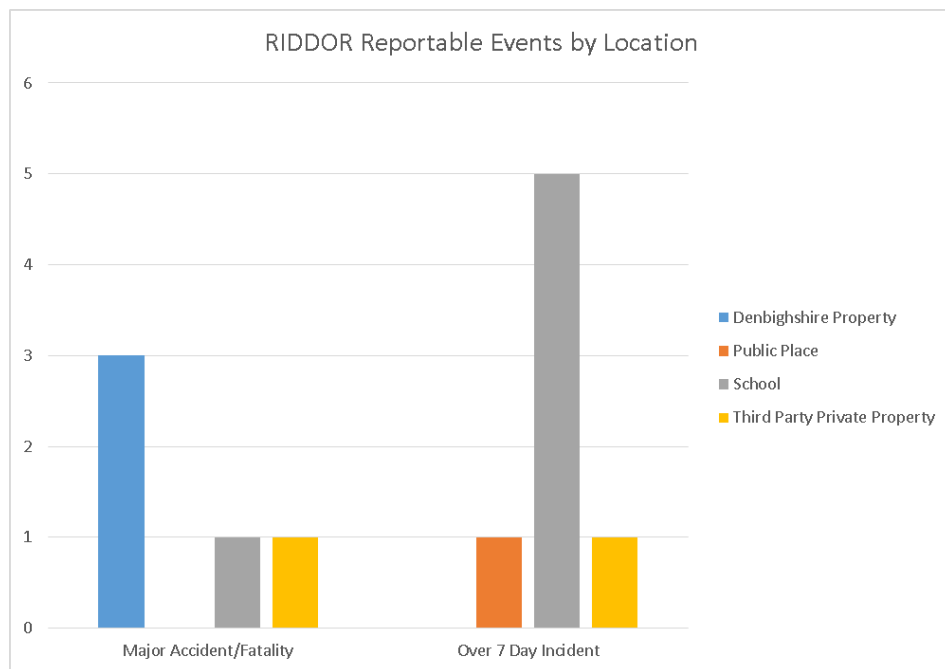
| Causes of Recorded Injury/Accidents | Adult & Business Services | Business Transformation & ICT | Children & Family Services | Communications, Marketing & Leisure | Community Support Services | Customers & Education Support | Finance & Property | Highways & Environmental Services | Housing & Community Development | Legal, HR & Democratic Services | Planning & Public Protection | School | Grand Total |
|-------------------------------------|---------------------------|-------------------------------|----------------------------|-------------------------------------|----------------------------|-------------------------------|--------------------|-----------------------------------|---------------------------------|---------------------------------|------------------------------|--------|-------------|
| Animal                              |                           |                               |                            |                                     |                            |                               |                    | 2                                 |                                 |                                 |                              |        | 2           |
| Challenging Behaviour               | 6                         |                               | 6                          | 6                                   | 18                         | 7                             |                    | 3                                 |                                 |                                 |                              | 98     | 144         |
| Client/Service User Observation     |                           |                               |                            | 1                                   | 5                          | 2                             |                    |                                   |                                 |                                 |                              | 1      | 9           |
| Contact with Moving Machinery       |                           |                               |                            |                                     |                            |                               |                    |                                   |                                 |                                 |                              | 1      | 1           |
| Electricity                         |                           |                               |                            | 1                                   |                            |                               |                    | 1                                 |                                 |                                 |                              |        | 2           |
| Fall From Height                    | 1                         |                               |                            | 3                                   | 4                          |                               |                    |                                   |                                 |                                 |                              | 9      | 17          |
| Falling Object                      |                           |                               |                            | 1                                   | 2                          | 1                             |                    | 2                                 |                                 |                                 |                              | 4      | 10          |
| Inappropriate Behaviour             | 2                         |                               | 4                          | 4                                   | 10                         | 8                             |                    | 1                                 |                                 |                                 | 1                            | 5      | 35          |
| Manual Handling                     | 3                         |                               | 1                          | 1                                   | 5                          |                               |                    | 4                                 |                                 |                                 |                              | 4      | 19          |
| Slip, Trip or Fall                  | 4                         |                               | 2                          | 43                                  | 179                        | 2                             | 4                  | 15                                |                                 | 1                               |                              | 70     | 320         |
| Dangerous Occurrence                |                           |                               |                            | 10                                  | 7                          |                               |                    |                                   |                                 |                                 |                              | 3      | 20          |
| Sports Injury                       |                           |                               |                            | 31                                  | 1                          | 1                             |                    |                                   |                                 |                                 |                              | 14     | 47          |
| Transport/Vehicle                   | 1                         |                               |                            | 8                                   | 1                          | 1                             |                    | 22                                |                                 | 1                               |                              | 2      | 36          |
| Chemical/Substance                  |                           |                               |                            | 2                                   | 2                          | 2                             |                    | 2                                 |                                 |                                 |                              | 8      | 16          |
| Trap, Pinch or Entanglement         |                           |                               | 1                          | 4                                   | 1                          | 2                             |                    | 2                                 |                                 |                                 | 1                            | 5      | 16          |
| Faint/Seizure                       | 1                         |                               |                            | 7                                   | 6                          | 1                             |                    |                                   | 1                               |                                 |                              | 3      | 19          |
| Verbal Assault                      |                           |                               | 1                          |                                     | 5                          | 1                             |                    | 3                                 |                                 |                                 |                              |        | 10          |
| Minor Medical                       |                           |                               |                            | 5                                   | 10                         | 1                             |                    | 1                                 |                                 |                                 |                              | 4      | 21          |
| Playground Incident                 |                           |                               |                            | 2                                   | 1                          |                               |                    |                                   |                                 |                                 |                              | 35     | 38          |
| Strike Against                      |                           |                               |                            | 9                                   | 6                          | 1                             |                    | 3                                 |                                 |                                 |                              | 12     | 31          |
| Thrown/Ejected Object               |                           |                               |                            | 3                                   |                            |                               |                    | 1                                 |                                 |                                 |                              | 3      | 7           |
| Property Damage                     |                           |                               |                            | 3                                   |                            |                               |                    | 3                                 |                                 |                                 |                              |        | 6           |
| Work Equipment/Machine              |                           |                               |                            | 1                                   | 5                          |                               |                    | 3                                 |                                 |                                 |                              | 2      | 11          |
| Witness                             |                           |                               |                            | 1                                   |                            |                               |                    |                                   |                                 |                                 |                              |        | 1           |
| Psychological                       | 1                         |                               |                            | 1                                   |                            | 1                             |                    |                                   |                                 |                                 |                              |        | 3           |
| Environment - Dust/Fumes/Heat/Noise |                           |                               |                            |                                     |                            |                               |                    | 9                                 |                                 |                                 |                              | 1      | 10          |
| Missing Client/Service User         |                           |                               |                            | 2                                   | 3                          |                               |                    |                                   |                                 |                                 |                              |        | 5           |
| Hot Material                        |                           |                               |                            | 1                                   | 1                          |                               |                    | 1                                 | 1                               |                                 |                              | 2      | 6           |
| Loss / Theft of Property            |                           |                               |                            | 3                                   |                            | 1                             |                    |                                   |                                 |                                 |                              |        | 4           |
| Physical Assault                    |                           |                               | 1                          | 1                                   | 2                          |                               |                    |                                   |                                 |                                 |                              | 12     | 16          |
| Sharp/Abrasive Material             |                           |                               |                            |                                     | 2                          |                               |                    | 3                                 |                                 |                                 |                              | 3      | 8           |
| Vandalism                           |                           |                               |                            | 1                                   |                            |                               |                    |                                   |                                 |                                 |                              |        | 1           |
| Hand Tools                          |                           |                               |                            |                                     | 1                          |                               | 1                  |                                   | 2                               |                                 |                              | 2      | 6           |
| Lifting equipment                   |                           |                               |                            |                                     | 1                          |                               |                    |                                   |                                 |                                 |                              |        | 1           |
| Sharp / Abrasive Material           |                           |                               |                            |                                     |                            |                               |                    |                                   | 1                               |                                 |                              |        | 1           |
| Fire/Explosion                      |                           |                               |                            |                                     |                            |                               |                    |                                   |                                 |                                 |                              | 2      | 2           |
| Not Specified                       | 1                         |                               |                            | 2                                   | 2                          | 3                             |                    | 1                                 |                                 |                                 |                              | 5      | 14          |
| Grand Total                         | 20                        | 3                             | 14                         | 157                                 | 280                        | 35                            | 5                  | 82                                | 6                               | 1                               | 2                            | 310    | 915         |

## Cause of Incident by Location

| Causes of Recorded Injury/Accidents | Denbighshire Property | Public Place | Road Traffic Incident | School | School Offsite Incident | Third Party Private Property | Grand Total |
|-------------------------------------|-----------------------|--------------|-----------------------|--------|-------------------------|------------------------------|-------------|
| Animal                              |                       | 1            | 1                     |        |                         |                              | 2           |
| Challenging Behaviour               | 44                    | 8            |                       | 86     |                         | 2                            | 144         |
| Client/Service User Observation     | 7                     |              |                       | 1      |                         |                              | 9           |
| Contact with Moving Machinery       |                       |              |                       | 1      |                         |                              | 1           |
| Electricity                         | 1                     | 1            |                       |        |                         |                              | 2           |
| Fall From Height                    | 7                     | 1            |                       | 9      |                         |                              | 17          |
| Falling Object                      | 4                     | 1            |                       | 5      |                         |                              | 10          |
| Inappropriate Behaviour             | 21                    | 6            |                       | 4      |                         | 4                            | 35          |
| Manual Handling                     | 8                     | 2            |                       | 4      |                         | 5                            | 19          |
| Slip, Trip or Fall                  | 245                   | 13           |                       | 57     | 1                       | 4                            | 320         |
| Dangerous Occurrence                | 16                    | 1            | 1                     | 2      |                         |                              | 20          |
| Sports Injury                       | 36                    |              |                       | 11     |                         |                              | 47          |
| Transport/Vehicle                   | 6                     | 14           | 15                    |        |                         | 1                            | 36          |
| Chemical/Substance                  | 8                     |              |                       | 8      |                         |                              | 16          |
| Trap, Pinch or Entanglement         | 9                     | 1            |                       | 5      |                         | 1                            | 16          |
| Faint/Seizure                       | 15                    | 1            |                       | 2      |                         | 1                            | 19          |
| Verbal Assault                      | 4                     | 2            |                       |        |                         | 4                            | 10          |
| Minor Medical                       | 16                    |              |                       | 5      |                         |                              | 21          |
| Playground Incident                 | 4                     |              |                       | 34     |                         |                              | 38          |
| Strike Against                      | 16                    | 1            |                       | 12     |                         | 2                            | 31          |
| Thrown/Ejected Object               | 3                     | 1            |                       | 3      |                         |                              | 7           |
| Property Damage                     | 4                     | 2            |                       |        |                         |                              | 6           |
| Work Equipment/Machine              | 7                     |              |                       | 3      |                         | 1                            | 11          |
| Witness                             |                       | 1            |                       |        |                         |                              | 1           |
| Psychological                       | 2                     |              |                       |        |                         | 1                            | 3           |
| Environment - Dust/Fumes/Heat/Noise | 9                     |              |                       | 1      |                         |                              | 10          |
| Missing Client/Service User         | 4                     | 1            |                       |        |                         |                              | 5           |
| Hot Material                        | 4                     |              |                       | 2      |                         |                              | 6           |
| Loss / Theft of Property            | 4                     |              |                       |        |                         |                              | 4           |
| Physical Assault                    | 3                     | 1            |                       | 12     |                         |                              | 16          |
| Sharp/Abrasive Material             | 4                     |              |                       | 4      |                         |                              | 8           |
| Vandalism                           |                       | 1            |                       |        |                         |                              | 1           |
| Hand Tools                          | 2                     | 1            |                       | 2      |                         | 1                            | 6           |
| Lifting equipment                   | 1                     |              |                       |        |                         |                              | 1           |
| Sharp / Abrasive Material           | 1                     |              |                       |        |                         |                              | 1           |
| Fire/Explosion                      |                       |              |                       | 2      |                         |                              | 2           |
| Not Specified                       | 6                     | 3            |                       | 5      |                         |                              | 14          |
| Grand Total                         | 522                   | 24           | 16                    | 280    | 3                       | 30                           | 915         |

## RIDDOR Reportable Events by Service

| RIDDOR Reportable Events | Adult & Business Services | School   | Housing & Community Development | Community Support Services | Grand Total |
|--------------------------|---------------------------|----------|---------------------------------|----------------------------|-------------|
| Major Accident/Fatality  |                           | 1        |                                 | 4                          | 5           |
| Over 7 Day Incident      | 1                         | 5        | 1                               |                            | 7           |
| <b>Grand Total</b>       | <b>1</b>                  | <b>6</b> | <b>1</b>                        | <b>4</b>                   | <b>12</b>   |



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By virtue of paragraph(s) 12, 13 of Part 4 of Schedule 12A  
of the Local Government Act 1972.

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## Corporate Health, Safety and Welfare Policy 2016

### 1. Policy Statement

Denbighshire County Council recognises its moral and legal duties with regard to Health, Safety and Welfare, so it will ensure, as far as is reasonably practicable, the health, safety and welfare of its employees whilst at work. It will also ensure, as far as is reasonably practicable, the health, safety and welfare of others who may be affected by its operations and activities.

As a responsible employer we aim to comply with the requirements of the Health and Safety at Work etc. Act 1974, its subordinate regulations and approved codes of practice. We also aim to fulfil our civil duty of care.

We will:-

- Assess and adequately control the risks arising from our activities
- Put in place appropriate safe systems of work
- Consult with our employees on matters affecting their Health, Safety and Welfare
- Provide information, instruction, training and supervision for employees
- Provide and maintain safe plant and equipment
- Maintain safe and healthy working conditions
- Endeavour to prevent accidents and cases of work-related ill health
- Ensure safe handling, use and storage of hazardous substances
- Ensure all employees are competent and capable of carrying out their work
- Record accidents and incidents and report them to the enforcing authority where required by legislation
- Monitor and review any systems we put in place for the purposes of Health, Safety and Welfare management.
- Apply consequences for non-compliance to our agreed standards.

To ensure successful implementation of this policy we will provide strong leadership and commitment from the very top of the organisation and throughout the management chain. We expect the same commitment from all our employees irrespective of what they do.

We will inform all employees of the expected standards and put in place a safety management system to support them.

We will strive to continuously improve our safety culture.

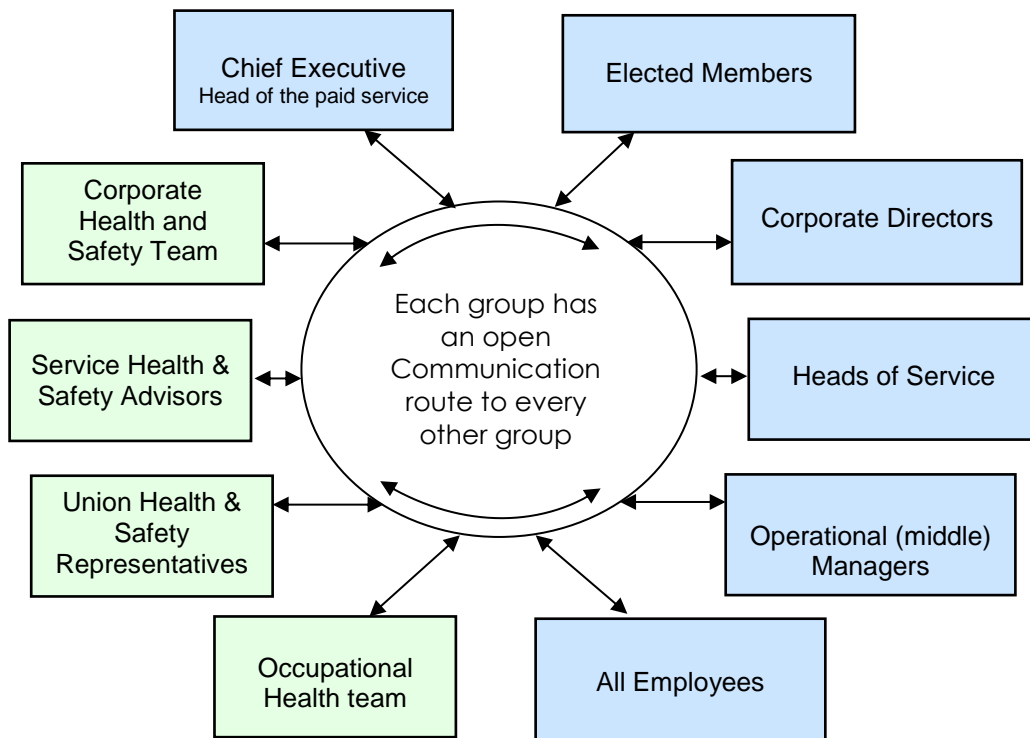
The policy will be reviewed periodically

*Mohammed Mehmet*

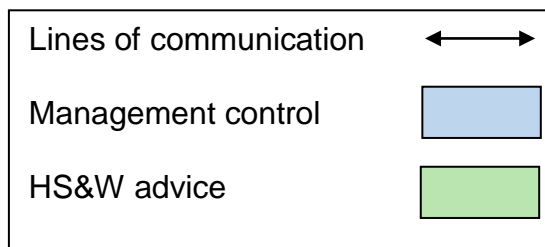
April 2016

## 2. Organisation

Organisation Diagram related to Health Safety and Welfare



### Key





## **Roles and Responsibilities**

The following roles have specific duties and responsibilities regarding Health, Safety and Welfare (HS&W) within Denbighshire County Council.

### **2.1 Chief Executive Officer**

The Chief Executive Officer (CEO), as the Senior Officer is recognised as the controlling mind of the organisation and has overall responsibility for HS&W within it. The CEO will:-

- Aim to ensure that the organisation complies with the requirements of Health & Safety legislation and its civil duty of care.
- Provide strong leadership and commitment to drive the continuous improvement of the organisations safety culture
- Put in place an organisation for the delegation of safety management activities.
- Ensure that appropriate HS&W planning and management systems are put in place so that a systematic and consistent approach to HS&W management is adopted across the organisation.
- Ensure that adequate resources are provided in respect of HS&W
- Ensure that appropriate communications processes regarding HS&W between the employer and the employees is in place and is effective

### **2.2 Corporate Directors**

The Corporate Directors are accountable to the CEO. They will:-

- Provide strong leadership and commitment to drive the continuous improvement of the organisations safety culture
- Support the delivery and maintenance of the organisations safety management arrangements.
- Ensure that HS&W responsibilities are clearly communicated and that adequate resources are allocated to maintain sound and efficient HS&W arrangements.

The Corporate Director identified as the HS&W lead will support their subordinates who have specific HS&W roles and provide a senior level focal point for HS&W issues

### **2.3 Heads of Service**

The Heads of Service are accountable to the Corporate Directors. They will:-

- Provide strong leadership and commitment to drive the continuous improvement of the organisations safety culture
- Ensure that Service frameworks for HS&W and safe systems of work are implemented and robustly managed.
- Ensure that effective injury & incident reporting is undertaken and that procedures are in place for reporting hazards and defective equipment.

## **2.4 Managers and Supervisors**

All Managers and Supervisors are accountable via their line manager to their Heads of Service for ensuring that the arrangements in place for HS&W are correctly interpreted and robustly implemented. They will:-

- Provide strong leadership and commitment to the HS&W of their employees by identifying the hazards involved in their operations and workplace. Assess, evaluate and record the risks and mitigate those risks by suitable departmental procedures and safe methods.
- Provide suitable & sufficient information, instruction, training & supervision to employees regarding hazards, risks and control measures used in the workplace.
- Ensure that all injuries and incidents are recorded and promptly reported on the intranet hosted report form
- Investigate all injuries and incidents and ensure remedial action is implemented where it is required.

## **2.5 Head teachers**

Our schools are managed by head teachers who work closely with school governors. Head teachers and governors are jointly responsible for HS&W in their work environments. Head teachers and governors are supported by DCC and receive HS&W support from the CH&S team.

## **2.6 Employees**

Employees are accountable to their Line Manager and will comply with our systems of work and instructions given in the interests of HS&W. Our employees are empowered to take action to minimise HS&W risks. They will:-

- Be expected to take reasonable care of themselves and others who may be affected by their acts or omissions.
- Report all injuries, incidents and dangerous occurrences to their line manager.

## **2.7 Corporate Health & Safety Team**

The Corporate Health & Safety Team will provide advice and guidance to the Chief Executive, County Councillors, Managers and Employees as appropriate. They will:-

- Provide a focus for HS&W leadership, advice and support for all DCC employees
- Develop and review a corporate Health and Safety policy
- Develop and review appropriate HS&W guidance.
- Develop and deliver a HS&W training programme.
- Ensure that effective arrangements for accident/incident reporting and investigation are in place and that HSE reporting is carried out in accordance with the Reporting of Injuries, Disease and Dangerous Occurrences Regulations (RIDDOR).
- Ensure that they have a systems monitoring programme in place.

## **2.8 Occupational Health Team**

The Occupational Health team will provide guidance and support on Occupational Health and Welfare. They will:

- Advise managers and employees regarding work related health issues and progress health concerns following referral
- Collaborate with managers to advise on reasonable and practicable adjustments for employees with medical conditions
- Conduct health surveillance when applicable in accordance with managerial risk assessment requirements
- Arrange counselling and physiotherapy support as appropriate
- Provide educational information regarding health and wellbeing matters e.g. alcohol, smoking, diet etc.

## **2.9 Service Level Health & Safety Advisors**

The Service Level Health & Safety Advisors provide competent advice to managers and employees within their specific competence and Service areas. They will:-

- Provide operational HS&W advice within their area of expertise.
- Ensure that effective systems for HS&W are in place within their service area.

## **2.10 Union Safety Representatives**

Safety Representatives represent the employees in their workplace regarding matters of HS&W at work. They will:-

- Support employees on HS&W matters as appropriate
- Consult and co-operate with managers and Health & Safety Advisors to promote and develop measures to ensure the HS&W of their colleagues.

### 3. Arrangements

The arrangements section of the policy describes what we do to achieve our HS&W objectives. We have in place a Safety Management System (SMS) as a means of managing all aspects of safety throughout the organisation. The SMS offers a systematic, explicit and comprehensive process which is woven into the fabric of our organisation. The elements of the SMS include:-

- The Corporate H&S Policy itself
- Senior people with delegated responsibility for HS&W (Lead elected council member, nominated Director and Head of Service)
- Professional H&S advisory team
- Service advisors and union safety representatives
- An on line accident \ incident reporting and investigation process
- On line staff protection register
- A Corporate risk register
- On line guidance documents supporting risk assessment and safe system of work development
- Corporate Health and Safety action plan and training plan
- Control of contractor commissioning and monitoring process

#### 3.1 Policy & Planning

##### **Corporate Health and Safety Policy**

The Corporate Policy is written with respect to Health Safety and Welfare. A separate Policy is in place for Fire Safety Management.

The Corporate HS&W Policy states that DCC aim to comply with the requirements of the Health and Safety at Work etc Act 1974 and all subordinate legislation, therefore further policy statements for individual pieces of legislation are unnecessary. Emphasis is instead placed on providing information and guidance on how to keep people safe and healthy in the workplace, comply with Health and Safety legislation and fulfil our duty of care.

##### **Corporate Risk Register**

A Corporate Risk Register is in place to detail business and regulatory risks that potentially affect all Services within the organisation. This register is collated from all identified Service level business risks and business plans and is maintained by the Corporate Improvement Team.

##### **Corporate Health and Safety Management Plan**

The objectives detailed in the Corporate Health and Safety Management plan are aligned with the needs of the organisation. The plan is developed using information gathered from the services and uses objectives and key performance indicators that are specific, measurable, achievable, realistic and time limited (SMART).

The CH&S plan is available on the DCC intranet system.

### **Corporate Emergency Planning & Resilience**

Corporate level emergency planning and civil contingency preparedness for major incidents is facilitated by the Joint Emergency Planning Unit based in Flintshire.

### **Service Level Health and Safety Framework**

DCC is a diverse and complicated organisation. It is not practicable for the Corporate Health and Safety Policy to detail local management structures and arrangements. Therefore, to manage health and safety effectively within individual Services, each Service will prepare a Service Level Health and Safety Framework that satisfies local Service requirements.

The Framework will include the Chief Executive's Policy statement as a common item but would then describe the Service organisation and detail the Service and Department Arrangements for managing HS&W such as hazard identification, risk assessment, safe systems of work, monitoring and supervision.

### **Individual Facility Health and Safety Framework**

Where a facility operates autonomously under local management control (E.g. a school, factory or care home), a Facility Health and Safety Framework would be a practicable solution to managing local health and safety issues. Again, the Chief Executive's Policy statement would be referred to as a common aim with local management organisation and arrangements listed in an appropriate local format.

### **Service Health and Safety Risk Registers**

A hazard and GAP analyses process has been used throughout the organisation to identify and record local hazards and control measures. The process establishes where further management controls are required and enables the development of SMART action plans to drive a continuous improvement program.

Each Head of Service and Operational Departmental Manager is responsible for the work planning and completion of the action plans under their control.

## **3.2 Organisational Arrangements**

### **Corporate Health and Safety Guidance Documents**

Corporate HS&W guidance documents are prepared by the Corporate Health and Safety Team to highlight the key requirements of health and safety legislation. The documents are all available on the Health and Safety web page of the DCC intranet.

Corporate Guidance documents are relevant to all employees.

## **Corporate Health and Safety forms and templates**

Documents, forms, templates and worked examples for HS&W activities such as risk assessments and accident reporting are available electronically on the intranet. Where necessary, personal support and advice is available.

## **Corporate Health and Safety Newsflash**

The newsflash is intended as a means of rapidly communicating urgent information around the organisation. Newsflashes will be prepared and communicated to relevant areas of the organisation by email, DCC intranet system and local management routes as appropriate.

## **Corporate Health and Safety Consultation documents**

The Corporate Health and Safety Policy will be reviewed and revised periodically. The revised policy will be made available to all members of the Corporate Health and Safety Committee, Members of the Council, Senior Leadership, Union Representatives and employees for consultation prior to formal Council ratification and general issue.

All other documents prepared by Corporate Health and Safety will be made available to relevant committees and interested parties for consultation prior to general issue.

## **Corporate Health and Safety Documents (Network Server and Intranet)**

Corporate Health and safety documents that make up the health and safety management system will be stored centrally on a common departmental drive. All document content and revisions will be suitably controlled and made available in electronic, read only, format for reference on the Corporate Health and Safety page of the DCC intranet system. Forms and templates will be made available in an uncontrolled, editable electronic format which can be downloaded for immediate use.

## **CIVICA**

CIVICA is an Electronic Document Retrieval and Management System (EDRMS) which will be used to drive and record all health and safety processes including accident/incident reporting and the tracking of completed process and report actions.

## **SHE System**

The base accident data from the redundant SHE system, will be retained indefinitely to allow historic accident reports and safety records to be accessed and reviewed.

## **Health and Safety Law Poster and Notice Boards**

Health and safety law posters, will be prominently displayed at all Denbighshire facilities.

At facilities where employees do not have routine access to the computers and where practicable at other facilities, health and safety notice boards will be installed to display hard copies of health and safety information.

## **Competence**

Competence requirements for individual job roles will be defined in job descriptions as part of the Human Resources (HR) recruitment process.

A competent person is generally defined as a person having suitable knowledge, training and experience of a subject and who also understands the limits of their own abilities.

## **Corporate Training Matrix**

To ensure the training element of competence a training matrix has been developed listing job roles (from Chief Executive to Volunteers). Recommended training for each role group is indicated on the matrix.

Training courses are delivered or organised by the Corporate Health and safety Team. Training needs are agreed between Line Managers and employees as part of the annual performance appraisal system or identified by risk assessment and booked via the HR Trent system.

## **Corporate Training Course program**

An annual health and safety training program has been developed to satisfy the demand generated by the Training Matrix. The program includes both internal and external courses and is managed using the HR Trent system.

Additional specific and bespoke training courses or tool box talks will be developed and delivered, depending on demand.

## **Training Provider competence**

The competence of external training providers and individual trainers will be confirmed prior to any training courses.

All internal health and safety training will be provided by competent Health and Safety Practitioners. Competence will be confirmed through continued membership of the Institution of Occupational Safety and Health (IOSH), continuing professional development (CPD) and appropriate Trainer training.

## **Health and Safety Training Records**

Trent is the Corporate HR system for recording an individual's personnel information. Records of health and safety training events attended by employees will be recorded by Line Managers using the Trent database system.

## **Corporate Health and Safety Committee**

The Corporate Health and Safety Committee, made up of representatives of the Senior Management, elected Members, Occupational Health & Safety and Employee's Representatives, will meet a number of times per year to discuss health and safety performance across the Authority. The committee has agreed terms of reference.

The Committee will consider corporate issues, examine the minutes of Service Group Health and Safety committees review completed actions identified. Committee members will scrutinise outstanding actions and status reports from managers responsible for those actions.

### **Service Group Health and Safety Committee**

Each individual Service is required to monitor and review its own HS&W performance regularly. For convenience, the Services are combined into Service Groups with similar interests and risk profiles. There are currently three Service Groups, each with a combined Health and Safety Committee.

Each Service Group Committee will meet a number of times a year to discuss health and safety performance across the Services and Departments under their control. The minutes of the meetings will be recorded for the attention of the Corporate Committee.

### **Departmental Health and Safety Meetings**

Where a Head of Service and Managers identify the need for Departmental Health and Safety meetings, those meetings will be managed within the structure of the local Service Health and Safety Framework. The minutes of those meetings will be recorded for the attention of the Service Group Committee and communicated to all employees.

### **H&S Union Representatives**

Recognised Trade Union Representatives will be consulted on health and safety matters that impact on themselves or their union members.

All draft Corporate Health and Safety Documents will be made available for consultation on the DCC Intranet Site.

### **Risk Assessment**

In line with the Management of Health and Safety at Work Regulations, all Service and Operational Managers will ensure that suitable and sufficient risk assessments are undertaken for the risks to the HS&W of employees and others not employed by DCC. The risk assessment will be recorded and reviewed at appropriate intervals.

The risk assessments are a line management responsibility but the task may be delegated to a competent person(s) who has relevant knowledge, training and experience of the work activity.

### **Fire Risk Assessments**

Corporate Health and Safety is tasked with undertaking specialist assessments for fire risk in all County owned premises and other premises that Council Employees or Service Users may use. These fire risk assessments are required under the Regulatory Reform (Fire Safety) Order 2005 and are detailed further in the DCC Fire Policy.



Risk assessments will invariably identify actions to reduce risk. All such control measures and actions will be recorded, be assigned to an action owner and be given an expected completion date. Identification of hazards, risk and control measures facilitate the development of safe systems of work.

### **Safe Systems of Work**

Where significant hazards cannot be physically eliminated or controlled a safe system of work will be developed, implemented, monitored and revised as necessary. The line manager will ensure that this is prepared by a competent person or persons.

The safe system of work must address the hazards and risks identified in the risk assessments, the people involved, the equipment, materials and methods to be used and may include written procedures and more formal permit to work systems for high risk operations.

The safe system of work must be a logical and well thought out method for carrying out the work safely with suitable instructions communicated to the persons carrying out and supervising the work.

### **Lone Working and Safeguarding Systems**

A lone worker is someone who works by themselves without close or direct supervision for brief or extended periods of time. Lone working is an acceptable method of work as long as the employer ensures that their lone working employees are looked after with due regard to their HS&W. DCC will ensure that at operational team level the risks involved with lone working are assessed and will take steps to manage the risks.

The Safeguarding Vulnerable Groups Act places a statutory duty on all those working with vulnerable groups to register and undergo advanced vetting with criminal sanctions for non-compliance. DCC will ensure that all employees working with vulnerable groups are suitably vetted and adequately trained in safeguarding requirements.

Corporate guidance for lone working and safeguarding is sign-posted in the health and safety section of the DCC intranet system.

### **Corporate Procedures**

Where there is a need to describe a safe system of work or control process in greater detail, a procedure may be written. Corporate Procedures are common to all managers and employees across the Authority, regardless of Service Group, Department or location. An example of a Corporate Procedure is the method detailed for recording and reporting accidents and injuries.

It is envisaged that there will be very few Corporate Health and Safety Procedures as most work processes will be controlled by Service/Department procedures as part of a locally risk assessed and managed safe system of work.

Corporate Procedures are detailed on the health and safety section of the DCC intranet system.

It is not practicable for the Corporate Health & Safety Team to put in place procedures that will address every task or situation. As part of their Service Level Health and Safety Frameworks, individual Services and operational teams will develop local procedures to manage their activities and control significant hazards identified by risk assessment. This will be supported by Corporate Health and Safety Advisors where requested.

### **Permit to Work Procedures and Systems**

A permit-to-work system is a formal, written system used as part of a safe system of work to control certain types of work that are potentially hazardous.

Corporate Health and Safety have a template permit to work for identified high risk work (e.g. work in confined spaces, roof access), this can be found on the intranet. CH&S will support operational managers to implement adequate systems of control where requested.

### **Control of Contractor Procedures**

All Contractors, Consultants and Suppliers undertaking work for the Council will have their competence assessed prior to being engaged. The approval process requires the completion of a pre-qualification questionnaire as part of a competency and resources vetting process.

Contractors will be required to risk assess their activities and provide agreed safe systems of work. Contractors work will be defined and limited by a schedule.

### **Emergency Procedures**

Corporate level emergency procedures for major incidents and civil contingency are facilitated by the Joint Emergency Planning Unit based in Flintshire. A generic emergency plan template will be provided on the intranet.

Service and Departmental areas will prepare local emergency procedures for their operations based on their individual identified risks.

All Facilities and Building Managers will prepare emergency procedures based on the local risks identified at their facilities.

The arrangements put in place for health and safety will be actively reviewed by a combination of reactive and proactive monitoring to ensure that they are effective and enable the objectives of the health and safety policy to be met.

### **Accident/Incident Reporting**

DCC uses an on line accident \ incident reporting process.

All accidents and incidents will be recorded and reported to the Corporate Health and Safety Team using the on line reporting system. Where it is not practicable to directly access the on line reporting system an emulated form is available as an interim measure until access to the on line system is available. Incidents will be reported as soon as reasonably practicable after the event.

Incidents that are reportable under the Reporting of Injuries Diseases and Dangerous Occurrence Regulations (RIDDOR) will be reported by the Corporate Health and Safety team to the HSE.

Statistical information regarding all accident/incidents and RIDDOR reports will be collated and reported to the safety committees. The data will also be used to identify trends and other information that will be used as a means of targeting and eliminating reoccurring problems.

### **Accident Investigation and Reporting**

All accidents and incidents will initially be investigated by the Operational line manager/supervisor. The level of investigation and reporting will be directly proportional to the severity of the event. Incidents that are deemed worthy of fuller investigation and all RIDDOR incidents will be investigated by the Corporate Health and Safety team.

Where an HSE visit, investigation or initiative results in a requirement for some action, the corporate team will provide a suitable and sufficiently resourced response or co-ordinate a rigorous Service Level response to the HSE as appropriate.

Any lessons learned from incidents and investigations will be used to support corrective action to prevent recurrences.

### **Complaints**

Any complaints received regarding HS&W provisions or practices will be investigated and appropriate action taken.

Safety tours form a part of the proactive monitoring process. Safety tours will be carried out at the operational level and involve management, union representatives and employees as appropriate. The Corporate Health and Safety team will also undertake safety tours as part of the teams monitoring program.

Safety tours will be recorded and will result in an action plan, safety advice and if necessary a formal report with time limited actions.

### **Safety campaigns**

Safety campaigns will be developed and delivered in response to topical issues.

### **Work related Health**

We will assess our occupational health risks. Where a significant risk to health is identified we will take action to prevent, reduce or control the risks to an acceptable level. Where the need for health surveillance is identified by risk assessment or highlighted in a new starter health declaration form, appropriate health surveillance will be implemented by the Occupational Health Department.

The results of the Health Surveillance will be reported to the employee and their manager with recommended actions. Results will be recorded on the employee's case notes using the OPAS Medical record database and the employee will be further monitored at an agreed frequency.

### **3.4 Audit**

Formal audits of HS&W management systems and processes will be undertaken by the Internal Audit Team as part of their continuous auditing process.

An audit plan will be developed and implemented to monitor activities and compliance within departments.

### **Safety Systems Assessments**

Facility safety systems assessments carried out by the Corporate Health and Safety team are planned and carried out when mutually convenient. Targeted subjects are assessed during the visits.

The objectives of health and safety assessments are to:

- Compare individual facilities or activities within the organisation to best practice.
- Provide evidence that the organisation is satisfying statutory requirements. (The level of evidence required will depend on the complexity and risk of the activities being undertaken and the responses received from assessment process.
- Enable evaluation of management systems, determine any deficiencies and action cost effective and efficient solutions,

- Check practices against procedures and to document any differences,
- Identify new or improved standards, guidance or policies which could promote a safer environment within the organisation.

The health and safety assessments will generate a formal report with an action plan for relevant managers. The results of the assessment process will be used to inform the review and revision of the Health and Safety Policy.

### **3.5 Policy Review**

The Corporate Health and Safety Policy will be reviewed periodically by the Corporate Health and Safety Team. The review will ensure that the organisation and arrangements remain relevant and up to date.

Following a consultation period, the revised, dated and signed Policy will be re-issued via the DCC intranet system.

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## Health & Safety Culture



Adapted from a Latitude Productions Ltd. presentation

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## **Appendix 5**

# Performance Scrutiny Committee report 09.06.2016

## Equality Impact Assessment

# CH&S committee report

**Contact:** Gerry Lapington, Environment and Highways,  
CH&S

**Updated:** 09.06.2016

**1. What type of proposal / decision is being assessed?**

Other

**2. What is the purpose of this proposal / decision, and what change (to staff or the community) will occur as a result of its implementation?**

To provide an annual update information to the Performance Scrutiny committee on H&S management in DCC

**3. Does this proposal / decision require an equality impact assessment? If no, please explain why.**

*Please note: if the proposal will have an impact on people (staff or the community) then an equality impact assessment **must** be undertaken*

No

This report is an annual update report on existing activities

**4. Please provide a summary of the steps taken, and the information used, to carry out this assessment, including any engagement undertaken**

*(Please refer to section 1 in the toolkit for guidance)*

No assessment needed

**5. Will this proposal / decision have a positive impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?**

*(Please refer to section 1 in the toolkit for a description of the protected characteristics)*

<Please summarise any likely positive impact and identify which protected characteristics will benefit>

**6. Will this proposal / decision have a disproportionate negative impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?**

|                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------|
| <Please summarise any disproportionate negative impact and identify which protected characteristics will be affected> |
|-----------------------------------------------------------------------------------------------------------------------|

**7. Has the proposal / decision been amended to eliminate or reduce any potential disproportionate negative impact? If no, please explain why.**

|                 |                                 |
|-----------------|---------------------------------|
| <Please Select> | <If yes, please provide detail> |
|-----------------|---------------------------------|

**8. Have you identified any further actions to address and / or monitor any potential negative impact(s)?**

|                 |                                                                      |
|-----------------|----------------------------------------------------------------------|
| <Please Select> | <If yes please complete the table below. If no, please explain here> |
|-----------------|----------------------------------------------------------------------|

| Action(s)                                      | Owner        | By when?   |
|------------------------------------------------|--------------|------------|
| <Please describe>                              | <Enter Name> | <DD.MM.YY> |
| <Please describe>                              | <Enter Name> | <DD.MM.YY> |
| <Please describe>                              | <Enter Name> | <DD.MM.YY> |
| <Please describe>                              | <Enter Name> | <DD.MM.YY> |
| <Unrestrict editing to insert additional rows> | <Enter Name> | <DD.MM.YY> |

**9. Declaration**

Every reasonable effort has been made to eliminate or reduce any potential disproportionate impact on people sharing protected characteristics. The actual impact of the proposal / decision will be reviewed at the appropriate stage.

|                     |          |
|---------------------|----------|
| <b>Review Date:</b> | 09.06.16 |
|---------------------|----------|

| Name of Lead Officer for Equality Impact Assessment | Date     |
|-----------------------------------------------------|----------|
| Gerry Lapington                                     | 09.06.16 |

**Please note you will be required to publish the outcome of the equality impact assessment if you identify a substantial likely impact.**

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|                               |                                                                  |
|-------------------------------|------------------------------------------------------------------|
| <b>Report To:</b>             | <b>Performance Scrutiny Committee</b>                            |
| <b>Date of Meeting:</b>       | <b>9 June 2016</b>                                               |
| <b>Lead Member / Officer:</b> | <b>Lead Member for Social Care / Director of Social Services</b> |
| <b>Report Author:</b>         | <b>Principal Manager: Support Services</b>                       |
| <b>Title:</b>                 | <b>Director of Social Services Annual Report: 2015/16</b>        |

---

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

- 1.1. Every Director of Social Services in Wales is required to produce an annual report which summarises their view of the effectiveness of the authority's social care services and priorities for improvement.
- 1.2. A draft annual report for 2015/16 is attached at Appendix I. The report is intended to provide the public with an honest picture of services in Denbighshire and to demonstrate a clear understanding of the strengths and challenges faced.

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

- 2.1 To enable Members to scrutinise the draft report prior to it being submitted to the Care & Social Services Inspectorate Wales (CSSIW).

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

It is recommended that Members consider whether:

- 3.1 the report provides a clear account of performance in 2015/16;
- 3.2 the report raises any performance issues / concerns that require further scrutiny.

## **4. Report details.**

- 4.1 Overall, the report shows that we continued to provide high quality social services during 2015/16, and that we achieved some excellent performance in areas that are important to our communities. We also continued to make real progress with our aim to transform social services in response to the challenges posed by the financial position and the Social Services and Well-being (Wales) Act 2014.
- 4.2 Clearly, not everything went as well as we had planned, and the report identifies a number of areas where improvements could still be made. However, we have plans in place to address these issues, as highlighted in the report.

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

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

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

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

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

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

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

- 8.1 We have drawn on feedback from service users and carers about our services as part of our existing quality assurance system.
- 8.2 It is proposed that the draft report will be circulated to partners (e.g. health, 3<sup>rd</sup> sector) for comment, prior to publication.

## **9 Chief Finance Officer Statement**

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

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

- 10.1 There is a detailed risk register for Adult & Business Service and for Education & Children's Services. As this is a report about Social Services in Denbighshire, any risks associated with the issues covered by this report (and

actions to mitigate and manage them) are captured in the service risk registers.

## **11 Power to make the Decision**

- 11.1 Statutory Guidance (including the requirement to publish an annual report) is issued within the Code of Practice on the Role of the Director of Social Services under Part 8 of the Social Services and Well-being (Wales) Act 2014.
- 11.2 Article 6.3.4(b) sets out scrutiny's powers with respect to performance monitoring and policy objectives.

### **Contact Officer:**

Principal Manager – Business Support

Tel: 07825 457448

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Director of Social Services  
Annual Performance  
Report 2015-16

## LANGUAGE SIGNPOST

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



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

By email:  
[corporate.improvement@denbighshire.gov.uk](mailto:corporate.improvement@denbighshire.gov.uk)

By telephone:  
01824 706161

Corporate Improvement Team  
Denbighshire County Council  
County Hall  
Wynnstay Road  
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LL15 1YN

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

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

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

Se você precisar de nova informação, por favor pergunte alguém você sabe quem diz o galês o'r inglês para telefonar 01824 706161

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

如果您需要更多信息，请向你认识的人谁讲英语或威尔士电话：  
01824706161

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

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

## Foreword

I am pleased to present my Annual Report 2015-16 for Denbighshire County Council. The purpose of this report is to outline how well we have delivered social services in the past year and what our priorities for improvement are for 2016-17. The report provides a detailed assessment of how effective social services are for adults, children and families in Denbighshire.

During 2015/16, I took on a new role as Corporate Director for Communities, as well as holding the position as the Statutory Director of Social Services. This means that I have a wider brief which allows me to facilitate mutual support and collaboration between social services and other areas, including education and customer services. I am also the corporate lead for tackling poverty and promoting the Welsh language, which again fits well with social services.

I would like to take this opportunity to acknowledge the departure of Leighton Rees, our Head of Children & Family Services, who recently retired from the council. I'd like to thank Leighton for his service, and for leaving the council in such a strong position. We now have an exciting opportunity to build on that position with our newly merged Education and Children's Services, which is already presenting opportunities for closer working between these two key areas.

I am also pleased with the progress made in relation to our new Community Support Services, which incorporates Housing Solutions and Adult Social Care. These areas fit well together, and we are already seeing the benefits of these functions being managed within one service.

We did a lot during 2015/16 to prepare for the implementation of the Social Services & Wellbeing (Wales) Act, and I am leading on our "Implementing the Act Board" to ensure that we take a systematic approach to addressing all aspects of the Act. However, it is important to stress that the Act, and our response to it, is not just about social services, and covers the wider responsibilities of the council in relation to promoting the wellbeing of citizens.

I am also delighted to see the creation of the new health central team (covering Denbighshire and Conwy) that came into being in the year. I am very excited about the opportunities that closer working is already bringing and, although it is still early days, the future in terms of closer working with health looks very promising indeed.

Finally, I would like to thank all our staff and partners for their continued hard work, determination and professionalism. This truly is a team effort, and together we are making a difference.



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## Introduction

At the end of each financial year, the director of social services in each local authority in Wales must prepare and publish a report about the delivery of the local authority's social services functions during the past 12 months. The purpose of this annual report is to evaluate the performance of the local authority in relation to the delivery of its social services functions and to highlight any lessons learned or improvements required. The report must also set out objectives in relation to promoting the well-being of people who need care and support, and carers who need support, for the forthcoming year.

This annual report has been structured to show how Denbighshire County Council has achieved the six quality standards of well-being outcomes as described in the Social Services & Wellbeing (Wales) Act (the "Act"). This format for the annual report is a new requirement under the Act, and there is a new framework for *measuring social services performance* which shows which indicators and performance measures should be used to evaluate our success in relation to each of the six quality standards of well-being outcomes. However, this national performance framework for social services only applies from 2016/17 onwards, and this report is about 2015/16. We have therefore used the most relevant information available to show how we achieved the six quality standards of well-being outcomes during 2015/16.

## Overall Evaluation of Performance

### Strengths

1. The number of adults needing residential care, because they are unable to live independently in their own home, reduced again during 2015/16. As part of our Corporate Plan 2012-17, we published an ambition to reduce the number of adults who needed residential care during the year by 200, from 815 in 2011/12 to 615 by 2016/17. Since 2011/12, the figure has reduced by 137, from 815 to 678. This demonstrates that we have made considerable progress towards achieving our Corporate Plan ambition, and we have successfully supported many more people to remain as independent as possible for as long as possible.
2. We purchased a key strategic site in Denbigh to enable the development of a new extra care housing scheme. There are already 3 very successful extra care housing schemes in Denbighshire (in Ruthin, Rhyl and Prestatyn), and we identified the development of additional schemes as a priority within our Corporate Plan 2012-17. Construction will begin on the site during 2016/17.
3. We have made changes to our Protection of Vulnerable Adults (PoVA) processes to address concerns highlighted by CSSIW last year. Our Internal Audit Team have since reviewed our PoVA arrangements and concluded that the changes we have made are leading to improvements in our management of PoVA cases. The report states that *“The impact of recent staffing changes is not yet fully embedded but our testing of a sample of POVA referral cases was generally positive, suggesting that the actions already implemented are addressing issues raised in the CSSIW report”*. We will obviously continue to focus on this area of work during 2016-17 to ensure that these improvements are fully embedded.
4. A Signs of Safety approach to risk analysis has been adopted in child protection conferences. Evaluations of the impact of this, including those from service users, suggest the approach is helping to clarify concerns and strengths on which to base effective protection plans, and achieve improved outcomes for families with children on the Child Protection Register. It is straightforward in that it identifies specific risks, strengths, grey areas and complicating factors and children and their families help to complete the analysis so they know what is being addressed. The approach is compatible with the new culture of collaborative working across partner agencies and service users.
5. The department has actively embraced the Extended Child Practice Reviews into situations where a child known to the department dies or is seriously injured and abuse or neglect is thought to be involved. It looks at lessons that can help prevent similar incidents from happening in the future. We have been involved in two cases and arranged learning events so staff involved can reflect and improve practice.
6. We have contributed to the corporate safeguarding activity to ensure the whole council, and its partners providing commissioned services, is aware of their safeguarding responsibilities, report concerns and comply with safer recruitment practices.

7. Creating good outcomes for vulnerable children and adults relies on experienced, well trained and supported staff. We therefore continue to invest in staff, offering career progression, training, mentoring. As we are no longer reliant on agency staff, the quality of social work provision remains stable.

### Objectives for the forthcoming year

1. We will continue to implement and embed the requirements of the Social Services & Well-being (Wales) Act.
2. We will complete our current review of in-house adult care services, and implement any decisions made by Cabinet in relation to the future of those services.
3. We will continue to facilitate the development of additional Extra Care Housing schemes in Denbighshire.
4. We will undertake a further review of our PoVA processes and the operation of our new Adult Safeguarding Team to ensure that the concerns raised by CSSIW in last years' annual report have been fully addressed.
5. We will continue to embed the merger of Education and Children's Services to ensure streamlined provision and improved benefits for children and young people.
6. We will continue to protect vulnerable children from significant harm.
7. We will continue to work with vulnerable families to avoid escalation of difficulties and reduce risk of family breakdown.
8. We will continue to ensure that looked after children have positive placement experiences within permanent, stable, secure and loving families that promote and encourage them to achieve their potential and have a smooth transition into adulthood.
9. We will continue to ensure that children with complex additional needs are provided with a range of opportunities to maximise their potential and social inclusion within their family.



## Quality Standard 1

**Local authorities must work with people who need care and support and carers who need support to define and co-produce personal well-being outcomes that people wish to achieve.**

In order to achieve this, in the exercise of their social services functions local authorities must:

- a) Work with partners to ensure access to clear and understandable information, advice and assistance to support people to actively manage their well-being and make informed decisions.
- b) Work with people, as partners, to prevent the need for care and support and with other partners to arrange services in a way that prevents or delays peoples need for care and support.
- c) Work with people as partners to undertake an assessment of personal well-being outcomes in a timely manner.
- d) Ensure decisions made have regard to a person's individual circumstances and the UN convention on the rights of children and the UN principles for older people and the UN convention on the rights of disabled people.
- e) Treat people with dignity and respect.
- f) Ensure people have control over the planning and delivery of their care
- g) Arrange an independent advocate to facilitate the involvement of an individual where that person can only overcome the barrier(s) to fully participating in the process of determining, reviewing and meeting need, through the support of an advocate.
- h) Have in place suitable arrangements for assessing and determining need and eligibility.
- i) Ensure people who have a care and support plan have a named contact who shares relevant information with partners to allow a seamless transition of care and support across services.
- j) Ensure that the impact of the care and support on people's lives is measured, as well as the achievement of personal outcomes.
- k) Work with other professionals, including providers, to facilitate and lead a multi-disciplinary plan for care and support.
- l) Have in place suitable arrangements to make people aware of paying for care and charging arrangements.

### Overall Evaluation of Progress Towards Achieving Quality Standard 1

#### Adults

We have a well-established Single Point of Access (SPoA) for adult social care and community health services, and this is how we are fulfilling our duty to ensure that people have access to clear and understandable information, advice and assistance to support people to manage their wellbeing and make informed decisions. Our social services staff work alongside colleagues from health and the 3<sup>rd</sup> sector to provide a primarily phone-based service for people who have concerns about their wellbeing, or have concerns about a friend or family

member. The SPoA operators can have an informed conversation with the caller to find out “what matters to them”, before providing appropriate information, advice or assistance. If necessary, the SPoA can refer people for a more detailed conversation with formal health or social care services.

Our aim is that fewer people will need to be referred to formal services because we will be providing better information, advice and assistance at the earlier stage, and that will remove or delay their need for support from formal services. The proportion of people not being referred to formal Health and Social Care Services by the SPoA during 2015/16 was 35%. The proportion of total contacts to the SPoA which did not lead to a referral to formal Health and Social Care Services was similar, at 30.9%. We only began collecting this information during 2015-16, so we are unable to compare the figures until we have collected data for another year.

We have also established Talking Points in our larger towns and residential areas in Denbighshire to enable residents to drop-in and have a conversation with someone about their wellbeing. Again, Talking Points are a joint venture with health and 3<sup>rd</sup> Sector colleagues, and the focus is on supporting people to manage their wellbeing; remain independent; and prevent or delay their need for care and support. The SPoA can also arrange for someone to have an appointment in a Talking Point within their community if the issue cannot be resolved over the phone.

#### **Case Study from a local Talking Point**

*[This case study will be included once we have confirmed that the subjects have given consent for its use]*

In line with the Social Services and Wellbeing (Wales) Act, we are also changing the way we engage with people when they contact us. We are working with people as partners to establish “what matters to them” as opposed to “what is the matter with them”. The majority of our adult social care staff have now been trained in how to have these different conversations, which aim to identify the personal wellbeing outcomes that are important to that individual. The next stage in the process is then to work with the person to identify the assets already at their disposal to achieve their outcomes. This will include friends and family as well as universal services and assets that exist within the local community. Only where it is clear that the individual is not able to achieve those outcomes without support from the local authority, will we start to discuss care and support from social services.

We are also working to develop a process whereby anyone who needs support from adult social services will receive a “Support Budget” which will enable them to have control over the planning and delivery of their care. However, this is still work in progress, and we are currently working with independent sector providers to develop a process for giving citizens and providers more flexibility about how and when care is provided.

In terms of some of the work being done in relation to supporting adults with complex disabilities, the time limited progression support project (procured via a local social enterprise) identifies from the outset the outcomes to be achieved and the time scales for achievement. The success of the project is measured in relation to the achievement of

personal outcomes for each of the individuals referred. This is also the case with the Woodland Skills Centre, which is a community-owned, not for profit, Social Enterprise who run a range of courses in traditional crafts, bushcraft courses and courses for youth and community groups situated in Bodfari. The council contract with the Centre to provide services for adults with learning disabilities. Both of these projects were really successful during 2015/16 in terms of the outcomes achieved for people around developing skills and increasing their independence.

We have a well established process of collecting feedback from adult service users, which we are then able to use to improve services and inform our quality assurance processes. Several of the questions asked in our existing service user questionnaires are relevant to Quality Standard 1, and the responses we received to these questions remained very positive during 2015/16, with:

- 98% (432 out of 442) saying that they were treated with dignity and respect <sup>1</sup>
- 95% (355 out of 372) saying that they had the opportunity to explain their problems and views on their situation during their assessment. Although this is down slightly from 98% in 2014/15, we feel that 95% still represents excellent performance.
- 97% (437 out of 452) saying that the person who visited them listened to their concerns.
- 98% (356 out of 365) saying that they were satisfied overall with the care and support services they received.
- 98% (2,227 out of 2,270) of current service users also stating that they are satisfied with the service they are receiving.
- 98% of adult service users (2,237 out of 2,277) stating that they were satisfied about how the services they received were meeting their needs.
- 80% of people saying that information about support or services was very or fairly easy to find.
- 76 people also providing feedback about the usefulness of information. Most of the responses were very positive and highlighted how useful and helpful having the information has been.

*"I had received help in the past and I just rang the telephone number and was given assistance virtually straight away, but I did feel beforehand that I would have to move out of my property, but the help I received has enabled me to stay in my own home." (Service User).*

## Children & Families

Since establishing a Children and Families Gateway last year, we have developed this offer to build capability in signposting children and their families to preventative services if their well-being outcomes will best be supported without the need for formal social services intervention. We have built on our child-centred approach and are having conversations with citizens at first contact to establish what matters to them, what well-being outcomes they are

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<sup>1</sup> Although 98% is a very high level of satisfaction, 2% (or 10 people) did not feel that they were treated with dignity and respect. It is of concern to us if anyone feels that they were not treated with dignity and respect, and we always contact anyone who gave a negative response and indicated that they were willing to discuss their answers. We also ask whether they are happy for us to share their comments with the relevant team so that we can learn from the feedback. However, some people do not wish to be contacted.

hoping to achieve, and what support they have within their social and family network and wider community to help them achieve well-being outcomes. This is underpinned by new software, developed from the Adults' SPOA, and a new process for handling referrals and escalating matters where there is a child in need of a care and support plan or child protection.

Our engagement with partners in the third sector is increasing, and we have been proactive in encouraging partners to adapt DEWIS as a tool for communicating services to citizens. We have also worked with colleagues within the council and external partners to promote inclusive play and leisure opportunities for children with additional needs. This has entailed rolling out our self-assessment toolkit to settings across the county and setting aside a small grant pot for equipment and minor enhancements to settings.

Our engagement with the Police is also developing. We have piloted a Multi-Agency Safeguarding Hub and are now exploring with senior police officers ways of developing the child-centred approach across agencies and redesigning forms used by the Police to develop a "what matters" approach.

Core training in the social services and well-being act has been fully attended and we have actively promoted the values and principles within the UN Convention on the Rights of the Child, particularly in the Part 2 and Parts 3 and 4 training courses. This is reinforced through our ongoing project "Voice of the Child" and the role of Independent Reviewing Officers (IROs) in supporting and improving our child-centred conversations.

Considerable work has been undertaken in our project entitled 'capturing the voices of children, young people and families'. It was established to look at how to improve the engagement of children, young people and families in our service delivery and how we can improve our processes for capturing, hearing and responding to their voices. Children, young people and families will be actively involved in this project and there will be an increased use of mobile technology and social media in our approach to engagement and involvement. This project is also linked to a task group that was set up by the Regional Safeguarding Children's Board (RSCB) Local Service Delivery Group that is looking at strengthening the voices of children and young people in safeguarding processes and activities. The Outcomes Framework pilot will compliment this well with regards to a different conversation with children and families that is focussed on the identification and achievement of personal outcomes.

To date the project has created a new Facebook page for Children's Services, researched practice in this area, and is further developing potential innovative methods of communication and engagement. We have also consulted with our key stakeholders to understand what methods of communication they currently use and identify the barriers to engagement. Other new products have been launched including information for children in respect of child protection processes and reviews. Future plans include creating a Twitter account for the Service, looking into the benefits of creating 'closed' Facebook group for looked after children; revising the process for how children and young people participate in their looked after reviews; the use of blogs, briefing videos, audio recordings and podcasts.

It is important that we have suitable arrangements in place for assessing and determining need and eligibility, and this includes being able to complete assessments within statutory timescales. The number of initial assessments for children completed within 7 working days during 2015/16 was 91.1% (451 out of 495). The average time taken to complete initial assessments that took longer than 7 working days to complete, was 16.5 days during 2015/16. Scrutiny of those assessments not within timescale, identified that delays were usually due to the availability of families following allocation of the assessment on the client information system.

The percentage of required core assessments for children completed within 35 working days was 97% (96 out of 99) during 2015/16. The average time taken to complete those required core assessments that took longer than 35 days, was 69.3 days during 2015/16. Whilst only a few assessment are out of timescale, these have been scrutinised and we found that they were delayed due to the complexity of the assessment required. We firmly believe that the quality of assessment is vitally important, and if this requires further time to complete then this is discussed and agreed with the social worker's practice leader.

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## Quality Standard 2

**Local authorities must work with people who need care and support and carers who need support and relevant partners to protect and promote people’s physical and mental health and emotional wellbeing.**

In order to achieve this, in the exercise of their social services functions local authorities must:

- a) Jointly develop with partners and people the means to promote and support people to maintain a healthy lifestyle.
- b) Support people to access services which enable them to maintain a good level of mental health and emotional well-being.
- c) Encourage and empower people to manage their own health and wellbeing, be active and benefit from proactive, preventative care and support.

### Overall Evaluation of Progress Towards Achieving Quality Standard 2

#### Adults

The need to work with people to help to protect and promote their physical and mental health and emotional wellbeing is central to the “what matters” conversation we are having with people who contact us. In doing so, we believe that we can remove, reduce or delay the need for people to require formal care and support from social services, and that people can remain as independent as possible for as long as possible. However, it is also essential that we are able to provide timely and appropriate support when formal care and support from social services is required to enable people to remain living independent and fulfilling lives within their own homes and communities. This will hopefully enable us to reduce the number of older people in Denbighshire who need residential care.

It is widely regarded that there are too many older people living in residential care homes in Wales, and Denbighshire has traditionally seen a larger proportion of its older people living in residential care home when compared to others areas across Wales. National research shows that outcomes for people are better when they are enabled to live more independently, either in their own home, or in more enabling alternatives to standard residential care, such as Extra Care Housing. We have been working hard in recent years to support people to remain as independent as possible for as long as possible, and to reduce the number of people who need to be supported in residential care homes. We have also worked with partners to develop three Extra Care Housing schemes in Denbighshire, and work will began to develop additional schemes during 2016/17, including construction of a new scheme in Denbigh.

There are two indicators which measure the number of adults requiring support within a residential care home. One measures the number of people supported by the council to live in a residential care home at any point during the year. The other measures the number of people supported by the council to live in a residential care home on a census date (31<sup>st</sup> March). Both indicators tell us something useful, and both show that the need for residential

care in Denbighshire has reduced significantly since 2011/12, and is continuing to reduce year on year.

As at 31<sup>st</sup> March 2016 (i.e. the census date), the percentage of adults needing residential care because they were unable to live independently was 0.63% (473 people). This is a decrease from 0.66% (499 people) at 31<sup>st</sup> March 2015. Over the past four years, the number of adults needing residential care has reduced by a total of 106, from 579 at 31<sup>st</sup> March 2012.

As part of our Corporate Plan 2012-17, we publish an ambition to reduce the number of adults who needed residential care during the year by 200, from 815 in 2011/12 to 615 by 2016/17. The figure for 2015/16 was 678, which is a reduction from 697 for 2014/15. Since 2011/12, the figure has reduced by 137, from 815 to 678. This demonstrates our success in supporting people to remain as independent as possible for as long as possible.

We work closely with our health colleagues to ensure that older people are able to leave hospital as soon as they are ready to be discharged. When we are not able to do this, and we are unable to arrange the care and support necessary to enable people to leave hospital, this is called a “delayed transfer of care for social care reasons”. During 2015/16, the rate of adults experiencing a delayed transfer of care from hospital for social care reasons was 2.62 per 1,000 population aged 75 or over. This means that 25 people experienced a delayed transfer of care for social care reasons during the past year. This is an increase from 12 people (a rate of 1.27) during 2014/15. The increase is mainly due to difficulties in arranging domiciliary care packages to support people to return home. The past year has seen an increase in the pressures on the domiciliary care market, with providers having difficulty with recruiting and retaining staff. This is not unique to Denbighshire, and these pressures are being felt across Wales. A rate of 2.62 per 1,000 still compares very favourably to the Wales median in 2014/15 (5.09), and we expect that the 2.62 will still be one of the lowest rates in Wales when the 2015/16 national data is published in the autumn.

### **Children & Families**

In relation to the health and wellbeing of looked after children, the percentage of health assessments for looked after children due during 2015/16 that were undertaken was 79.7%, which is an increase from 73.5% during 2014/15. We continue to improve our practice, with the specialist nurse undertaking some assessment work with the cohort of young people who are non-attenders for scheduled appointments, including the ability to offer sexual health information both individually or in agreed groups.

Our Specialist Nurse for Looked After Children continues to champion the health needs of this cohort of children and endeavours to establish a shared understanding with our colleagues in Betsi Cadwalder of the importance of this work and the collation and recording of information.

The percentage of looked after children who have had their teeth checked by a dentist during 2015/16 was 50.4% (57 out of 113 looked after children). This compares to 59.7% (79 out of 132 looked after children) during 2014/15. Our performance in relation to dental check for looked after children was identified as an area requiring improvement by CSSIW in their annual report about our performance in 2014/15. We have continued to struggle in terms of

our recording of this information and have now tasked individual supervising social workers to collate this information rather than reliance on information gained at statutory reviews or indeed the client information system.

Our relationship with our colleagues in CAMHs continues to be strong, with a management and practitioner group meeting monthly to discuss specific cases and concerns, to share information on general themes and to ensure close working relationships and speedy consultations. Members of the Therapeutic Service also work one day per week with colleagues from CAMHs, a working arrangement that benefits both agencies. Whilst waiting lists remain high we are able to fast track some complex cases where both agencies have significant concerns.

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## Quality Standard 3

**Local authorities must take appropriate steps to protect and safeguard people who need care and support and carers who need support from abuse and neglect or any other kinds of harm.**

In order to achieve this, in the exercise of their social services functions local authorities must:

- a) Respond effectively to changing circumstances and regularly review achievement of personal well-being outcomes.
- b) Provide care and support to people where it is necessary to meet their assessed needs in order to protect them from abuse or neglect or a risk of abuse or neglect or to protect a child from harm or a risk of harm.
- c) Develop suitable arrangements for people who put their own safety or that of others at risk to prevent abuse and neglect.
- d) Support people to protect the people that matter to them from abuse and neglect.
- e) Manage risk in ways which empower people to feel in control of their life, consistent with safeguarding needs.
- f) Work in partnership with others to investigate allegations of abuse and neglect to ensure that people are protected from harm.

### Overall Evaluation of Progress Towards Achieving Quality Standard 3

#### Adults

CSSIW concluded in last years' annual report that improvement was needed within the POVA process to ensure that cases are dealt with promptly and consistently. Part of our response to this issue was to make some staffing changes and create a new Safeguarding Team. Since then, additional safeguarding training for Designated Lead Managers has been provided, and a rolling programme of further training has been established. Specific training on managing strategy meetings has also been commissioned. A new post of Safeguarding Team Manager has been developed to provide additional professional support to Designated Lead Managers and we have also increased the administrative support for the PoVA process, to support the Designated Lead Managers. A Peer Review has also been undertaken with Conwy to ensure that we have an external view of our processes, and this is being monitored through the Local Safeguarding Adults Delivery group that includes all relevant partners including Health and the Police.

In response to the concern that further clarity was needed around the council's threshold for accepting or rejecting PoVA referrals, we have adopted the national threshold tool for POVA referrals that has successfully been used in other Wales Local Authorities. This is ensuring consistency in decisions making about the threshold for investigation. We have also revised our SPoA processes to enable a more effective and robust screening of POVA referrals, and to ensure that sufficient information is available to enable timely decisions to be made about whether the threshold for a PoVA referral has been met.

We also invited our Internal Audit Team to undertake a review of our POVA processes to evaluate whether the changes were leading to improvements. Based on its review, the Internal Audit Team reported an overall assurance rating of 'Medium', meaning that some risks were identified, but these are containable at service level. The Audit opinion was that "The impact of recent staffing changes is not yet fully embedded but our testing of a sample of POVA referral cases was generally positive, suggesting that the actions already implemented are addressing issues raised in the CSSIW report".

Our performance in relation to dealing with Protection of Vulnerable Adults (POVA) referrals improved during 2015/16, with the risk being managed for 100% of the POVA referrals completed during the year. This is pleasing for two reasons. First, because our performance increased to 100% from 98.7% in 2014/15, and also because the number of POVA referrals completed rose from 74 in 2014/15 to 99 in 2015/16. Both of these facts demonstrate that our POVA processes have improved during the past year.

It is also important that we enable people to feel safe, as the perception of safety is often as important to an individual as safety itself. As part of our current satisfaction surveys of adult service users, we ask "Has support set up by Social Services helped you to feel safe and secure in your home?". The proportion of adult service users responding positively to this question during 2015/16 was 95% (396 out of 416). This is down slightly from 97% (240 out of 250) during 2014/15, although the sample size in 2015/16 was much higher. We often received relevant comments back from service users and family members/carers in relation to this question, for example:

*"Very happy and likes the support staff who help her feel safe within her home and also enable her to live within the community"* (Family Member of Service User).

## **Children & Families**

The establishment of the new Education and Children's Services included a review of the management structure, and new roles were established with a remit across both parts of the service. The Safeguarding and Reviewing Manager is now working closely with school management to develop the understanding of how best to safeguard children and young people in education.

The Safeguarding Unit has improved and consolidated performance on holding child protection conferences and Looked After Children (LAC) reviews within clear timescales, and there is a steady increase in the number of children and young people attending.

Safeguarding and Reviewing Officers have continued to extend the range of tools used to consult with children and young people and thereby increase the impact their views have on outcomes.

The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable during 2015/16 was 96.3% (893 out of 927). This represents a substantial improvement from 2014/15, which was 89.8% (855 out of 952).

A Signs of Safety approach to risk analysis has been adopted in child protection conferences. Evaluations of the impact of this, including those from service users, suggest the approach is helping to clarify concerns and strengths on which to base effective protection plans and achieve improved outcomes for families with children on the Child Protection Register. A comprehensive quality assurance audit programme has been introduced across children's services, and this includes looking in detail at a random selection of case files and independent reviewing officers observing front line practice. Reporting is quarterly to the joint management team, and all practice leaders and managers are involved in this programme.

The Extended Child Practice Reviews agenda is now well established within the authority and we are undertaking our second learning event. This, alongside thematic lunch time seminars for front line staff, is helping to create a learning culture in which staff can reflect, learn and adopt best practice.

A corporate safeguarding programme has been established, with lead nominated officers for all council departments, and a rolling programme of awareness raising for front-line council staff about their duty to report child protection and safeguarding concerns. On-line training for all staff on safeguarding is planned and being implemented. Compliance with safer recruitment is in place, and levels of safe recruitment increasing across all departments.

The service successfully introduced an outcomes focussed pilot in working with vulnerable families who often needed what are now regarded as care and support packages or were on the Child Protection Register. This involved an approach of listening and negotiating "what matters" with families and creating packages of support that were more effective. The service intends to extend this approach to working with families in future.

## Quality Standard 4

**Local authorities must actively encourage and support people who need care and support and carers who need support to learn and develop and participate in society.**

In order to achieve this, in the exercise of their social services functions local authorities must:

- a) Support people to do the things that matter to them to achieve their personal well-being outcomes.
- b) Help people to gain the skills and educational attainment they need to engage in things that matter to them.
- c) Encourage people to be active members of their communities, and to support each other in reducing social isolation.

### Overall Evaluation of Progress Towards Achieving Quality Standard 4

#### Adults

This is all part of the new approach to engaging with citizens by having a “what matters” conversation to establish what personal wellbeing outcomes they want to achieve. It is about supporting people to improve their quality of life and enabling them to do the things that are important to them. We know that social isolation can often be a big problem for older people, and we are therefore looking for ways to encourage people to be social active within their communities. One of things we are doing is participating in the DEWIS project to identify groups that exist within our communities and to encourage these groups to register on the DEWIS website. Opportunities for community participation and social interaction can then be identified when people contact us for a “what matters” conversation, whether that be by contacting the SPoA, by visiting a Talking Point, or by discussing ways to achieve personal wellbeing outcomes with one of our social care teams.

Once a person has been supported to identify their personal wellbeing outcomes, the next stage is to help them identify what resources they have at their disposal to help them to achieve those outcomes. This will include things like friends and family, but we can help them to identify other resources that might be available to them, such as community groups or 3<sup>rd</sup> sector organisations. We can also signpost people to other organisations if they require advice in relation to things like employment or benefits. If, after evaluating all of the potential resources already available to them, there are outcomes which can only be delivered with the support of social services, then we will develop a support plan and provide them with a support budget to enable them to buy the support they need to help achieve their outcomes.

The work being done in relation to supporting adults with complex disabilities (via the time-limited progression support project and the woodland skills service) is highly relevant to this Quality Standard. Both projects are supporting and encouraging people to do the things that matter, helping them to gain new skills and encouraging them to be active members of their communities.

A number of new performance measures have been established by the Welsh Government to help local authorities to evaluate their success in relation to this Quality Standard. Most of these performance measures are new for 2016/17, and the information will be collected by sending a questionnaire to service users. However we have been gathering feedback from service users for a number of years now, and some of the information collected is relevant to this Quality Standard. For example, each year, we contact adults who receive a support package from social services to check whether they feel that the support they receive is improving the quality of their life. 98% of respondents (2198 out of 2250) answered positively to this question during 2015/16. This is consistent with the previous year, which was also 98% (2649 out of 2712).

### **Children & Families**

Looked after children often struggle with academic attainment, and this puts them at a disadvantage to other children in terms of future life chances. The percentage of looked after children achieving the Core Subject Indicator (CSI) at Key Stage 2 was 87.5% in 2015/16, down slightly from 88.9% in 2014/15. In 2015/16, there was one mainstream pupil who did not achieve the CSI as they were on the SEN register at SA+. Additional support was put in place in order to boost their levels but they were unable to achieve level 4 in maths and English - although level 4 in science was achieved.

In 2015/16, the average external qualifications point score for 16 year old looked after children (in any local authority maintained learning setting) was 184, compared with 439 in 2014/15. However the cohort for this measure is extremely small, which means that large fluctuations in performance can be expected from year to year. As stated in last years' annual report, there were only 4 children in this cohort for 2014/15, and all did very well. The average point score of 184 in 2015/16 (based on a cohort of 9 children) compares favourably to 164 in 2013/14.

The percentage of looked after children who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, reduced during the past year, from 21.8% in 2014/15, to 18.6% in 2015/16. The number of children experiencing one or more change of school also fell from 22 in 2014/15 to 19 in 2015/16. This shows that there has been an improvement in relation to educational stability for looked after children. It is important to note that 7 of these school moves were due to children moving to permanent placements, including adoption and placement with extended family outside of our area. In addition two moves took place following siblings moving house with their long term foster carer. Personal Education Plan's continue to be produced within timescale, with a 100% performance in this area.

## Quality Standard 5

**Local authorities must support people who need care and support and carers who need support to safely develop and maintain healthy domestic, family and personal relationships.**

In order to achieve this, in the exercise of their social services functions local authorities must:

- a) Work in partnership with people to investigate allegations of abuse and neglect and take action to ensure that people are protected from harm.
- b) Support people to maintain the relationships that matter to them, consistent with safeguarding needs.
- c) Help people to recognise unsafe relationships and protect themselves from abuse and neglect.
- d) Take the views of people's families, carers and other personal relationships into consideration when assessing their care and support needs, if appropriate.
- e) Provide people with stable and consistent care and support placements.

### Overall Evaluation of Progress Towards Achieving Quality Standard 5

#### Adults

Carers (who are often related to the cared for) provide essential support for the people who may otherwise require significant support from social services. We therefore recognise the importance of providing support to carers in order to enable them to continue in their caring role. In relation to support for carers, 97.9% of adult carers who were assessed or reassessed during 2015/16 were subsequently provided with a service (up from 96.7% in 2014/15). This means that 470 adult carers were provided with a service during 2015/16, which is a small increase from 466 the previous year. Unfortunately, the % of adult carers who were offered an assessment or review of their needs in their own right reduced to 90.4% during 2015/16, from 93.7% the previous year. However, we believe that this is mainly a recording issue, and we are confident that all known carers are offered an assessment every year. We have now made changes to our recording systems to ensure that we are able to demonstrate more clearly in future that all carers are offered a carer's assessment.

We currently send our 'Have your say' carers questionnaire to those people who have received a carers assessment. As part of this questionnaire, we ask "overall, how satisfied or dissatisfied are you with the support you and the person you care for have received from Social Services in the last 12 months?" 88% of respondents (42 out of 48) stated that they were "very or fairly satisfied" during 2015/16.

We also ask carers whether, in the last 6 months, they felt that that "have been involved or consulted as much as you wanted to be, in discussions about the support provided to the person you care for?" 83% of respondents (43 out of 52) stated that they "always or usually felt involved or consulted".

We contacted carers who gave any negative responses within their responses (where they gave permission to do so) to gather further details of the issues they were facing. Their comments were then passed on to a carer's assessor or they were re-referred to the Single Point of Access (SPoA) for a further conversation.

### **Children & Families**

Placement stability is important for looked after children, and we do everything we can to minimise the number of changes. Last year, we saw a reduction in the percentage and number of looked after children who had three or more placements during the year, from 9.9% (16 children) in 2014/15, to 8% (14 children) during 2015/16. We strive to maintain stable placements for all children and young people, and aim to minimise the number of moves they experience. However, this is not always possible, and changes can often be for positive reasons, such as returning to the family, adoption, etc. Of the 14 children/young people who experienced three or more placements it should be noted that for two of these the third move was to a permanent foster placement, one child returned to parents (under Placed with Parents legislation) and one young person was assisted with a planned move to independent living. We monitor placement moves closely and, where there is a concern about movements, these are considered at the Intensive Intervention Panel to make sure we maximise stability.

We are always seeking to improve our foster carer recruitment activity to ensure good resources and matching processes and have engaged in a regional advertising campaign. In an "Invest to Save" project we have financially supported adaptations and extension to foster carer homes where these carers have proven ability and resilience in challenging placements, in order to increase their placement capacity.

## Quality Standard 6

**Local authorities must work with and support people who need care and support and carers who need support to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs.**

In order to achieve this, in the exercise of their social services functions local authorities must:

- a) Support people to participate as active citizens both economically and socially.
- b) Support people to access and sustain the ability to engage in meaningful work.
- c) Support people in accessing financial advice and help with benefits and grants.
- d) Provide access to services through the medium of Welsh, in line with the Welsh Governments' framework for Welsh Language, 'More Than Just Words' or in other languages of choice where necessary.
- e) Support people to access living accommodation that meets their needs and facilitates independent living.

### Overall Evaluation of Progress Towards Achieving Quality Standard 6

#### Adults

One of things we do is to sign-post people to the Denbighshire Citizen's Advice Bureau, whom we fund to provide an advice service to residents about benefits and associated financial matters.

We have several initiatives in place to help to find jobs in the community for people with a learning disability. This includes full-time or part-time work, or even a 6-8 week taster session as part of a work experience programme. There are also lots of training opportunities available in Denbighshire for people with a learning disability, including opportunities to train in the workplace.

We know that it is essential for people to be able to discuss and receive care and support in their language of choice. We also know that this becomes even more important for people suffering from dementia-related conditions, because many people then revert back to their mother-tongue and struggle to communicate at all unless they are able to do so using their language of choice. One of the questions we include in our 'Have your say' questionnaires which we send to service users is: "During your assessment, re-assessment or review, were you able to discuss your problems in the language of your choice?" Of the people who responded to this question (130), 100% stated that they were able to discuss their problems in the language of their choice. Although based on a small number of responses, the results are very positive.

In addition to the above, we ask, "If you are a Welsh speaker, on first contacting Denbighshire Social Services, were you able to discuss your problems in the language of your choice?" Of the people who answered this question, 84% (69 out of 82) responded positively. Clearly



there is some room for improvement in this area, because we would expect everyone to have the opportunity to communicate with us in the language of their choice.

We also ask “If you are a Welsh speaker, did you receive the support in the language of your choice from the person(s) who provides support for you in your own home?”. 83% of people responded positively to this question during 2015/16. Although we would ideally like this proportion to be higher, this is a bit more difficult for us to control. Sometimes, a domiciliary care agency cannot guarantee that it will be the same person(s) who goes into someone’s home to provide care and support. In the case of unexpected absences (due to sickness for example), the provider may be forced with a choice between an non-welsh speaking carer, or no carer at all. Of course, each person will also interpret the question differently, with some answering “yes” if they usually receive support in the language of their choice, and others answering “yes” if they always receive support in the language of their choice.

In terms of people reporting that they live in the right home for them, we currently collect satisfaction data from residents within care homes, who continue to be very positive about the home they live in. 100% of the responses received during 2015/16 stated that they felt the home met some or all of their needs. We also ask a series of specific questions to service users at the point of re-assessment, and some of the comments received relate to the issue of suitable housing:

*“I am very pleased with the outcome of the service that I have received. I am in a new home which is more suitable to my needs and the needs of my family. I have been offered further items of equipment to help.” (Service User)*

We have a housing solutions team who work with people and families who are threatened with homelessness in order to prevent or relieve their situation. We are committed to improving the type and standard of emergency homelessness accommodation currently being used. People who present as being homeless have a range of different needs, and some are very vulnerable and present high risks. Often, there is involvement from Health and /or Social Services teams, and it is of vital importance that there are effective joint working arrangements in place.

Emergency accommodation for people who present themselves as homeless is largely provided in holiday, bed & breakfast and hotel accommodation, but we are keen to reduce dependence on this type of accommodation, particularly in relation to homeless 16 and 17 year olds. ‘Interim Accommodation’ is used as move on from ‘emergency’ accommodation for families to whom the Council owes a ‘full duty’, pending an offer of permanent re-housing. This type of accommodation is usually provided in self-contained properties (houses in the main), which are leased from private sector landlords. The household are able to remain in the interim accommodation until the Council’s duty to them is discharged through an offer of a tenancy of suitable accommodation.

We are currently preparing a homelessness strategy, in accordance with statutory requirements, and this will present us with an up to date analysis of the type and extent of needs in relation to homelessness and the range of provision that we need to address them.

Our priorities for the coming year include:

- Implementing a mixed tenure strategy, offering a range of solutions which enable the Council to safely meet the diverse needs of the people who present as homeless.
- Reducing the level of homelessness within the county through effective implementation of the statutory “prevention” duty.
- Improving the management of the existing interim accommodation provision to facilitate quicker “move on” into permanent housing, and thereby reducing the length of time spent in emergency accommodation.
- Implementing our Service Improvement Plan to improve performance in all areas, including homelessness prevention and the effective management of interim accommodation.
- Complete the Homelessness Strategy in partnership with key stakeholders.
- Developing and implementing a protocol for effective joint working between Housing Solutions and Planning and Public Protection.
- Developing a more joined up approach with Supporting People to consolidate our resources for addressing homelessness.

The Supported Independent Living (SIL) Service, the replacement for the previous Sheltered Housing Warden service, is fully funded by the Supporting People Grant, provided directly by Welsh Government and has been subject to a full Supporting People (SP) Service Review in September 2015, which resulted in 21 recommendations over 6 Outcome Areas. Supporting People have appointed a Generic Link Worker who will work with SIL one day per week. Their role is to ensure that SIL and other internal services funded via Supporting People, are in compliance with Supporting People Programme Guidance and are operating in non-bureaucratic and sustainable way. The Senior SIL Officer has been working with the SP Contract and Reviewing Officer and the Supporting People Link Worker, on the development and implementation of an action plan.

A new contract was issued to SIL commencing April 2016, and funding was confirmed for 2016/2017. The local government settlement had a direct bearing on the Supporting People (SP) Budget across Wales and the size of the SP Grant awarded to Denbighshire. The budget for SIL in 2016/2017 is therefore £500,000 which is a reduction of £47,962 from 2015/2016. The reduction of funding has been negated by the deletion of the Care and Support Manager post. Line management responsibility for SIL will sit with the Supporting People team manager for the next 12 months.

Supporting People is a Welsh Government funding stream that provides housing related support to vulnerable people at risk of homelessness including; young people, older people, people fleeing domestic violence, ex-offenders, people with drug or alcohol issues and people with physical, mental or learning disabilities. Housing related support aims to enable people to develop and maintain their confidence and skills to live as independently as possible. In 2015-16:

- Over 2000 people were supported (excluding the provision of alarms).
- We implemented a 10.4% budget cut through remodelling projects, including an 18% saving in the admin budget.
- We piloted new ways of supporting people through community-based projects and personal budgets.
- We developed a Service User Involvement Toolkit.
- We launched a new sustainable service for rough sleepers in Rhyl, and won the Cymorth Cymru Promoting Independence Award for Working in Partnership in December 2015.
- We commissioned research on barriers to engagement for rough sleepers, the range of homelessness services in operation, and the value of the Single Pathway & Complex Case Project.
- We received 2nd place award at TPAS Cymru Participation Awards 2015 for a Supported Housing DVD produced by service users with TAPE Community Music & Film.
- We received substance misuse funding for tenancy starter packs and Substance Misuse Recovery Project, and supported access to Dental provisions

As mentioned earlier in this report, we are committed to supporting people to access living accommodation that meets their needs and enables independent living. This is why we made the commitment in our Corporate Plan 2012-17 to facilitate the development of additional extra care housing developments. Care staff are on-site 24 hours a day in extra care housing, just as they are in a residential care home, and extra care housing can therefore support people who have the same level of social care needs as in a standard residential care home. However, research shows that there are many benefits to extra care housing over residential care. Extra care housing tends to be a more enabling environment, and people have better outcomes and are able to live more independent and fulfilling lives. As discussed earlier, our work to facilitate the development of additional extra care housing developments progressed well during 2015-16, with construction to begin shortly on the site we purchased in Denbigh.

In relation to supporting adults with complex disabilities, we have developed a housing needs spreadsheet which is updated and monitored each month. The information is used to identify suitable housing opportunities, including voids in community living as well as new properties. Last year, we also developed a supported housing guide for staff. This helps to ensure that staff can identify and support individuals to move into their own home, and we supported a number of people to move from a Care Home to their own home last year.

### **Children & Families**

The percentage of young people formerly looked after who are known to be engaged in education, training or employment at the age of 19 increased during 2015/16. The end of year figure for 2015/16 was 80% (8 out of 10 young people), which compared favourably with 55.6% (5 out of 9 young people) the previous year. However, it is important to note that the cohort for this measure is very small, so small changes to the numbers have a big impact on the overall percentages.

The percentage of young people formerly looked who are known to be in suitable, non-emergency accommodation at the age of 19 also increase last year. It is very encouraging that the figure for 2015/16 for this performance measure was 100% (10 out of 10 young people). Again, this compares favourably to 88.9% (8 out of 9 young people) during 2014/15.

As part of Regulation 42 of the Fostering Services (Wales) Regulations 2003, during December 2015 and January 2016 questionnaires were sent out Foster Carers and Fostering Panel Members to gain their views on the quality of care provided by the Fostering Service. The majority of Foster Carers reported that they were satisfied with the level of support they receive and found the training programme helpful to enable them to become more confident and informed. A number of Foster Carers recorded that their Supervising Social Worker was 'excellent'. Panel Members recorded that the quality of documentation was of a high standard as was the quality of care offered to children and young people. The level of knowledge and experience the Fostering Staff have of the Foster Carers is excellent.

We are working with the WGLA to develop a Youth Pathway in order to avoid the use of B&B accommodation for homeless 16/17 year olds, and indeed for care leavers and other vulnerable young people aged 18 – 21. The limiting, and ultimately ceasing, the use of B&B accommodation for 16/17's has been on our radar for some time. Colleagues in housing and in the Looked After Service have worked together to try to find alternatives but this has been a struggle as there are limited emergency placements for this group of individuals.

It is worth noting that the protocol that we have with housing to interview and support 16/17's who present as homeless works very well, with both agencies cooperating to ensure that this type of provision is a last resort and that the young people are moved on in the shortest possible timeframe.

## Structural arrangements, governance and accountability

The council has very robust internal governance arrangements in place to support the effective management of social services. Reports are taken to various Scrutiny Committees throughout the year to enable Elected Member to scrutinise policy and performance in relation to social services, including reports to monitor the progress of any actions required in response to the Director's annual report or the CSSIW's annual report. We also have a very well established service performance challenge process, where each head of service is challenged annually on areas such as service performance and leadership. The panel for each service challenge meeting includes the Chief Executive; Corporate Directors; Lead Members; Scrutiny Members and our external regulators (the Wales Audit Office and the Care & Social Services Inspectorate Wales).

In addition to the service challenge process, the council also has a very robust performance management framework, which includes regular performance reports being presented to the to the Senior Leadership Team (SLT); Scrutiny; and Cabinet, and various reports being presented to scrutiny periodically on service specific issues, such as the Protection of Vulnerable Adults.

At the end of 2015/16, the Head of Community Support Services (which includes adult social care) implemented a review of his senior management team in order to create some additional capacity at the strategic level. This means that there are now two Principal Managers (one for operational services and one for support services) who report to the Head of Service, with service managers reporting to the two Principal Managers. This will create more capacity for the Head of Service and two Principal Managers to focus on strategic issues.

The end of 2015/16 also saw the establishment of a new service called Education & Children's Services. This merger of Education and Children & Family Services has been planned throughout 2015/16, and as the Corporate Director for Communities (and also the Statutory Director of Social Services), I led on this work to ensure there was a smooth transition to the new service.

The establishment of the new service included a review of the management structure and new roles were established with a remit across both parts of the service. A new role of Principal Manager Children's services has been established to provide greater capacity to the Head of Service, in light of the broader remit. This is mirrored by two Principal Manager roles in Education. The Safeguarding and Reviewing Manager is now working closely with school management to develop the understanding of how best to safeguard children and young people in education. A new role of Early Intervention, Prevention and Support service manager has been established to draw together these elements from Education and Children's services and deliver a holistic service, including management of Flying Start and Families First grants. Overall these changes have created more capacity for the new Head of Service to deliver this broad and significant remit and sharpened our focus on working across the organisation and with schools to safeguard, protect and offer opportunities to children and young people.

The establishment of the new service was underpinned by a robust Test of Assurance, based on the model used in England in 2012 when it was compulsory to join Children’s services and Education and demonstrate legal compliance. The Test of Assurance, and resultant action plan, has been reviewed with Lead members for Education and Children’s services and through our corporate Governance Scrutiny process and will be repeated again after 12 months’ operation of the new service to assure the safety of Denbighshire children.

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## Effective partnership working via Partnership Boards

Part 9 of the Social Services & Wellbeing (Wales) Act requires local authorities to make arrangements to promote co-operation with their relevant partners in relation to adults with needs for care and support, carers and children. The act also requires local authorities and local health boards to enter into partnership arrangements and to establish regional partnership boards with the purpose of improving outcomes for, and the wellbeing of, citizens. This means that there is a requirement to establish a Regional Partnership Board in each health board region in Wales. The Regional Partnership Board will be a statutory body with functions defined by the Act and in subsequent regulations with the force of law.

In North Wales, we have been working to implement this new board, building on the good partnership arrangements already in place in the region, for example the Integrated Services, Workforce Development; Commissioning and Safeguarding Boards. The North Wales region has operated a regional forum bringing together key partners in Social Care and Health (principally Councils and the Health Board) for many years. This regional body has worked with the Social Services Directors and Health Board Officials to manage grants made available on a regional basis by the Welsh Government to improve joint working between councils, the health service and independent care providers. The Act has transferred this activity to the new, statutory Regional Partnership Boards which will take an overview of the Intermediate Care Fund and other regional funding streams as directed by the Minister.

The new Regional Partnership Board will also take an overview of the promotion of integrated working. It is proposed that the delivery of integrated working and the implementation of pooled budgets are undertaken at the area level in partnership with the Area Directors of the BCUHB. A shadow Regional Partnership Board has now been established to enable work on the final terms of reference, priorities and work programme of the new Board in a two way dialogue with the constituent members of the Board.

In North Wales, it has been agreed that the existing Partnership Forum will act as the shadow Regional Partnership Board and will meet regularly over the next few months to work on the establishment of the Regional Partnership Board. The shadow Regional Partnership Board has the same membership as that proposed for the formal Board and required by statute. It has also been agreed that, in the interim, the current Chair of the Partnership Forum will be co-opted onto the Regional Partnership Board to provide continuity, leadership and the maintenance of pace around the establishment of the Regional Partnership Board.

We are also participating in a project with the 5 other local authorities in North Wales and the local health board to jointly undertake a population needs assessment to identify the needs for care and support, support for carers and preventative services and the range and level of services which are required to meet these needs.

The North Wales Adoption Service Board has been reconfigured and has representation from Service Managers from the 6 local authorities, and is chaired by a member of the North Wales Heads of Service. The Board is not only monitoring local performance but also benchmarking against the performance of other consortia across Wales. Members of the Board are active members of the groups developing the All Wales Adoption Service.

## Safeguarding arrangements

As discussed in the chapter on Quality Standard 3, in its 2014/15 annual report, CSSIW expressed some concerns about timeliness and a lack of consistency in the safeguarding process, specifically relating to the issue of dealing with Protection of Vulnerable Adults (PoVA) referrals. Since then, much has been done to improve our performance in this area. The introduction of a revised SPoA processes has enabled more effective and robust screening of POVA referrals, with SPoA operators ensuring that all the necessary information is available to enable a decision to be made about whether the case meets the threshold for an investigation. Additional safeguarding training has been delivered to Designated Lead Managers, and specific training has been commissioned to improve their confidence and competence in relation to managing strategy meetings. We have also create a new post of Safeguarding Team Manager to provide additional professional support to Designated Lead Managers and improve the whole process. The new Safeguarding Team will be based together in one office location to enable a more co-ordinated approach.

A Peer Review has been undertaken with Conwy to ensure that we have an external view of our processes and this is being monitored through the Local Safeguarding Adults Delivery group that includes all relevant partners including Health and the Police.

We also invited our Internal Audit Team to undertake a review of our PoVA processes to evaluate whether the changes were leading to improvements. Based on its review, the Internal Audit Team reported an overall assurance rating of 'Medium', meaning that some risks were identified, but these are containable at service level. The Audit opinion was that "The impact of recent staffing changes is not yet fully embedded but our testing of a sample of POVA referral cases was generally positive, suggesting that the actions already implemented are addressing issues raised in the CSSIW report".

As discussed in the chapter on Quality Standard 3, the establishment of the new service (called Education & Children's Services) has enabled closer working between the Safeguarding and Reviewing Manager and school management to develop the understanding of how best to safeguard children and young people in education. The service has also improved its performance in relation on holding child protection conferences and Looked After Children (LAC) reviews within appropriate timescales, and the Signs of Safety approach to risk analysis is helping to improve outcomes for families with children on the Child Protection Register.



## Handling and investigation of complaints and representations

Fewer social services complaints were received during 2015/16 compared to the previous year. A total of 21 complaints were received during 2015/16, compared with 37 during 2014/15. The 21 complaints resulted in 19 Stage 1 investigations and 2 Stage 2 investigations.

100% of the 21 complaints were dealt with and responded to within timescale during 2015/16. This is an improvement from 96% during 2014/15.

There was a slight increase in the number of complaints upheld or partly upheld last year, from 66% in 2014/15, to 75% in 2015/16.

There have been several instances during the past year of citizens or their families not accepting decisions made using our eligibility criteria. These have been dealt with by offering a re-assessment in the first instance. In all cases eligibility criteria had been applied correctly in the first instance, however the second assessment can still offer a different outcome or different options for the citizen or their family. Perhaps this is due to the differing perspective of the practitioners, or the presentation of the citizen differing during the second assessment.

### **Service Improvements/Lessons Learned following complaints:**

The Community Living Guide for Practitioners has been updated significantly following a complaint regarding the compatibility/matching process for existing and potential new tenants. Failures were identified, and the additions to the guidance should help prevent future occurrences.

There have been lessons learned in terms of improving practice around checking and recording citizen's legal documents, such as power of attorney statements. The case recording process is currently being reviewed to respond to this issue.

Processes for the joint Denbighshire and Conwy Community Equipment Service (CESI) have been improved to ensure staff illness does not affect specialist orders, following a complaint regarding a delay.

### **Complaints resolved within 24 Hours:**

Any complaints that are resolved by the close of the next working day, to the satisfaction of the complainant should not be recorded as a complaint. Such complaints are instead recorded as concerns. 9 out of 30 valid complaints were dealt with in this manner during 2015/16, which reduce the number of complaints needing to be managed according to the formal process by 30%.

## Inspections undertaken in relation to social services functions

A number of inspections were undertaken by CSSIW during 2015/16, all relating to Adult social care. A summary of the findings, and any actions subsequently taken to address any issues, is provided below.

- **Adult Placement:** A Focused inspection was carried out in February 2016 and the report was published in March. There were no compliance issues or recommendations and it was a very positive report.
- **Community Living:** A Focused inspection was carried out in February 2016 and the report was published in March. There were no compliance issues or recommendations and it was a very positive report.
- **Awelon Care Home:** A Focused inspection was carried out in July 2015 and was published in August 2015. No non-compliance issues were identified, and the report recognises that previous issues had been addressed. Health and Safety inspections of the kitchen were very good, resulting in a “Score on the Door” of 5 out of 5.
- **Cysgod y Gaer Care Home:** A focused inspection was carried out in March 2016, but the final report has not yet been agreed or published. In terms of health & safety, inspections of the kitchen were very positive, resulting in a “Score on the Door” of 5 out of 5.

## Appendix I – Performance data used to measure the Quality Standards

The set of performance measures have been established by the Welsh Government to help local authorities to evaluate their success in relation to the six Quality Standards. Some of these performance measures are new for 2016/17, so we cannot report our performance against them all for 2015/16. However, where this is the case, we often have similar measures that we have been collecting for several years, and we have made reference to those instead.

### Measuring Quality Standard 1:

| Measure                                                                                                                                                                                                                   | 2015/16 data | 2014/15 data           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------------|
| % of service users responding positively to the question "If you have looked for information about support or services in the past year, have you found it easy or difficult to find? This may be from any organisation". | 80%          |                        |
| People reporting they were treated with dignity and respect                                                                                                                                                               | 98%          | 99%                    |
| % of service users responding positively to the question "During your assessment, did you have an opportunity to explain your problems and your views on your situation?".                                                | 95%          | 98%                    |
| % of service users responding positively to the question "Did you feel that the person who visited you listened to your concerns?"                                                                                        | 97%          | 97%                    |
| % of service users responding positively to the question "Overall, how satisfied are/were you with the care and support services you received?"                                                                           | 98%          | 98%                    |
| % of adults who receive a support package from social services who report that they are satisfied with the service they are receiving                                                                                     | 98%          | 98%                    |
| % of adults who receive a support package from social services who report that they are satisfied about how the services they received were meeting their needs                                                           | 98%          | 98%                    |
| The % of people not being referred to formal Health and Social Care Services by the SPoA (our information, advice and assistance service)                                                                                 | 35%          | N/A<br>New for 2015/16 |
| The % of total contacts to the SPoA (our information, advice and assistance service) which did not lead to a referral to formal Health and Social Care Services                                                           | 30.9%        | N/A<br>New for 2015/16 |

|                                                                                                                                    |           |           |
|------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|
| The number of initial assessments for children completed within 7 working days                                                     | 91.1%     | 93.6%     |
| The average time taken to complete initial assessments for children that took longer than 7 working days to complete               | 16.5 days | 13.4 days |
| The % of required core assessments for children completed within 35 working days                                                   | 97%       | 98.2%     |
| The average time taken to complete those required core assessments for children that took longer than 35 days, was during 2015/16. | 69.3 days | 57.3 days |

### Measuring Quality Standard 2:

| Measure                                                                                                | 2015/16 data | 2014/15 data |
|--------------------------------------------------------------------------------------------------------|--------------|--------------|
| The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over     | 2.62         | 1.27         |
| The % of the adult population who required residential care at some point during the year              | 0.9          | 0.93         |
| The number of adults who required residential care at some point during the year                       | 678          | 697          |
| The number of adults in residential care on 31 <sup>st</sup> March                                     | 473          | 499          |
| The % of looked after children who have had their teeth checked by a dentist                           | 50.4         | 59.7         |
| The percentage of health assessments for looked after children due during 2015/16 that were undertaken | 79.7         | 73.5         |

### Measuring Quality Standard 3:

| Measure                                                                                                                                                      | 2015/16 data | 2014/15 data |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|
| The % of adult service users responding positively to the question, "Has support set up by Social Services helped you to feel safe and secure in your home?" | 95%          | 97%          |
| The % of completed Protection of Vulnerable Adults (POVA) referrals completed during the year where the risk has been managed                                | 100%         | 98.7%        |
| The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line                       | 96.3%        | 89.8%        |

|                               |  |  |
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| with the statutory timetable. |  |  |
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#### Measuring Quality Standard 4:

| Measure                                                                                                                                                                                                                | 2015/16 data | 2014/15 data |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|
| The % of adult service users responding positively to the question, "do you feel that the support you receive from Social Services is improving the quality of your life?"                                             | 98%          | 98%          |
| The percentage of looked after children achieving the Core Subject Indicator at Key Stage 2                                                                                                                            | 87.5%        | 88.9%        |
| The percentage of looked after children achieving the Core Subject Indicator at Key Stage 4                                                                                                                            |              |              |
| The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting                                                                              | 184          | 439          |
| The percentage of looked after children who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March | 18.6%        | 21.8%        |
| The number of children experiencing one or more change of school in the year to 31 March                                                                                                                               | 19           | 22           |

#### Measuring Quality Standard 5:

| Measure                                                                                                                                                                                                                    | 2015/16 data | 2014/15 data |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|
| The % of looked after children on 31 March who have had three or more placements during the year                                                                                                                           | 8%           | 9.9%         |
| The % of adult carers who responded positively to the question "Overall, how satisfied or dissatisfied are you with the support you and the person you care for have received from Social Services in the last 12 months?" | 88%          |              |
| The % of adult carers who were assessed or reassessed during the year, who were subsequently provided with a service                                                                                                       | 97.9%        | 96.7%        |
| The % of adult carers who were offered an assessment or review of their needs in their own right                                                                                                                           | 90.4%        | 93.7%        |
| The % of adult carers who responded positively to the question "In the last 6 months, do you feel you have been involved or consulted                                                                                      | 83%          |              |

|                                                                                                     |  |  |
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| as much as you wanted to be, in discussions about the support provided to the person you care for?" |  |  |
|-----------------------------------------------------------------------------------------------------|--|--|

### Measuring Quality Standard 6:

| Measure                                                                                                                                                    | 2015/16 data | 2014/15 data |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|
| "During your assessment, re-assessment or review, were you able to discuss your problems in the language of your choice?"                                  | 100%         |              |
| "If you are a Welsh speaker, on first contacting Denbighshire Social Services, were you able to discuss your problems in the language of your choice?"     | 84%          |              |
| "If you are a Welsh speaker, did you receive the support in the language of your choice from the person(s) who provides support for you in your own home?" | 83%          |              |
| The % of residents within care homes who stated that they felt the home met some or all of their needs                                                     | 100%         |              |
| The % of young people formerly looked after who are known to be engaged in education, training or employment at the age of 19                              | 80%          | 55.6%        |
| The percentage of young people formerly looked who are known to be in suitable, non-emergency accommodation at the age of 19                               | 100%         | 88.9%        |

**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 9<sup>th</sup> June 2016

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

**Report Author:** Corporate Complaints Officer

**Title:** Your Voice report – Q4 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 Q4 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).

## 3. What are the Recommendations?

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

## 4. Report details

- 4.1 Headlines for Q4 (please see appendix 1 for further detail):

- The council received 121 complaints during Q4 (26% more than Q3). The overall total number for the year is 418 stage 1 complaints, and 56 stage 2 complaints. As discussed at the meeting on 17<sup>th</sup> March 2016, the number of complaints per quarter tends to fall within the range between 80 and 150, and officers agreed that it would be worth doing some additional analysis if we see numbers outside of that range (particularly if the numbers are ever significantly higher than 150).
- The council received 120 compliments during Q4 (13% more than Q3).
- The council received 30 suggestions during Q4 (more than twice as many than Q3).

### Performance – Q4 2015/16

- 87% (103/118) 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 sixteen quarters highlighted, the target was only met four times. However, as previously discussed with the committee, the corporate targets are purposely very ambitious, and to meet the targets would represent a position of “excellence”.
- 100% (9/9) of stage 2 complaints were responded to within the ‘Your Voice’ timescale (20 working days). This exceeds the corporate target of 95%, and should therefore be considered as “excellent” performance.
- Chart 2 in appendix 1 provides a four year trend of performance in relation to responding to stage 2 complaints. Of the sixteen quarters highlighted, the target was met six times.
- 97% (115/118) of complaints were successfully dealt with at stage 1, e.g. they did not escalate to stage 2 of the procedure.
- Five 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. Further detail regarding the complaints where timescales were exceeded for those services are provided below:

### **Planning and Public Protection**

- i. The planning department did not receive the letter of complaint for several days after the council had received it. It is not certain where or why the letter had been delayed but this reduced the time given for planning to investigate and respond to the complaint.
- ii. The Investigating Officer spoke to the complainant on the telephone twice to substantiate and clarify a serious allegation against an officer. The lack of substantiated evidence to support the allegations led to the delay, through no fault of the Investigating Officer.
- iii. No specific reason for delay (1 day late), but much work is required to investigate such a complaint and attempts will be made in future to achieve deadlines.
- iv. Attempts were made to meet the complainant, which delayed the process. The complainant was contacted by telephone on the target date and agreement was reached to follow up the telephone conversation in writing the following week.
- v. There has been a lot of communication (emails and telephone calls) between the Investigating Officer and the complainant around this case, even though a formal letter of response is yet to be sent.
- vi. A high volume of complaints have been received regarding the increase in car park charges and we are trying to respond to them all within time-scale, but on this occasion we failed to respond within the deadline by 4 days.

### **Legal, HR and Democratic Services/ Revenues and Benefits**



- i. The complaint related to several different issues and teams. The information was provided promptly but the full response addressing all of the issues was not ready within timescale.

### **Education**

- i. The delay in being able to respond was due to the coordination of a number of services, including the school, in meeting with parent to address the concern.

### **Library Service**

- i. One complaint was late as a result of staff illness. Three other complaints were late due to a lack of clarity around process, roles and responsibilities. This has now been addressed.

## **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:

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

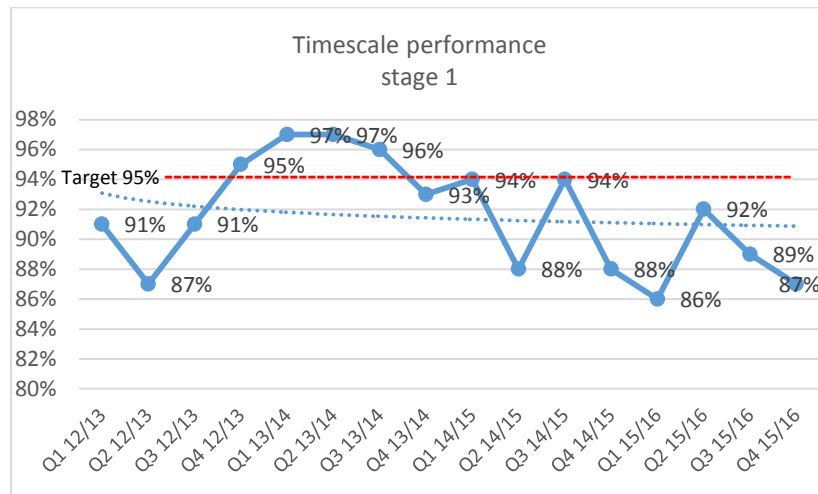
To assist with identifying whether a service area's performance has changed from the previous period(s), the following key has been developed:

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

**Table 1: Overall complaint response times for stage 1 complaints<sup>1</sup>**

| Service                              | Quarter 1 - Stage 1 |        |      | Quarter 2 - Stage 1 |        |      |            |        | Quarter 3 - Stage 1 |        |      |            |        | Quarter 4 - Stage 1 |        |      |            |        |
|--------------------------------------|---------------------|--------|------|---------------------|--------|------|------------|--------|---------------------|--------|------|------------|--------|---------------------|--------|------|------------|--------|
|                                      | Rec'd               | Within | %    | Rec'd               | Within | %    | Prev Qtr % | Change | Rec'd               | Within | %    | Prev Qtr % | Change | Rec'd               | Within | %    | Prev Qtr % | Change |
| Business Improvement & Modernisation | 0                   | 0      | -    | 0                   | 0      | -    | -          | -      | 0                   | 0      | -    | -          | -      | 0                   | 0      | -    | -          | -      |
| Legal, HR and Democratic Services    | 3                   | 1      | 33%  | 0                   | 0      | -    | 33%        | -      | 0                   | 0      | -    | -          | -      | 1                   | 0      | 0%   | -          | -      |
| Customers and Education Support      | 6                   | 6      | 100% | 7                   | 7      | 100% | 100%       | 0%     | 8                   | 8      | 100% | 100%       | 0%     | 13                  | 9      | 69%  | 100%       | -31%   |
| Revenues and Benefits                | 7                   | 7      | 100% | 3                   | 3      | 100% | 100%       | 0%     | 3                   | 3      | 100% | 100%       | 0%     | 4                   | 3      | 75%  | 100%       | -25%   |
| CES Commissioned Service             | 0                   | 0      | -    | 0                   | 0      | -    | -          | -      | 0                   | 0      | -    | -          | -      | 0                   | 0      | -    | -          | -      |
| Education                            | 3                   | 3      | 100% | 4                   | 3      | 75%  | 100%       | -25%   | 1                   | 0      | 0%   | 75%        | -75%   | 1                   | 0      | 0%   | 0%         | 0%     |
| Highways & Environmental Services    | 34                  | 26     | 76%  | 41                  | 36     | 88%  | 76%        | 11%    | 35                  | 32     | 91%  | 88%        | 4%     | 47                  | 45     | 96%  | 91%        | 4%     |
| Finance and Assets                   | 12                  | 10     | 83%  | 14                  | 11     | 79%  | 83%        | -5%    | 8                   | 8      | 100% | 79%        | 21%    | 18                  | 18     | 100% | 100%       | 0%     |
| Economic & Business Development      | 0                   | 0      | -    | 0                   | 0      | -    | -          | -      | 0                   | 0      | -    | -          | -      | 0                   | 0      | -    | -          | -      |
| Planning and Public Protection       | 20                  | 20     | 100% | 31                  | 31     | 100% | 100%       | 0%     | 29                  | 23     | 79%  | 100%       | -21%   | 20                  | 14     | 70%  | 79%        | -9%    |
| Communication, Marketing and Leisure | 11                  | 11     | 100% | 9                   | 9      | 100% | 100%       | 0%     | 6                   | 6      | 100% | 100%       | 0%     | 13                  | 13     | 100% | 100%       | 0%     |
| Community Support Services           | 4                   | 2      | 50%  | 1                   | 1      | 100% | 50%        | 50%    | 0                   | 0      | -    | 100%       | -      | 1                   | 1      | 100% | -          | -      |
| Corporate Total                      | 100                 | 86     | 86%  | 110                 | 101    | 92%  | 86%        | 6%     | 90                  | 80     | 89%  | 92%        | -3%    | 118                 | 103    | 87%  | 89%        | -2%    |

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

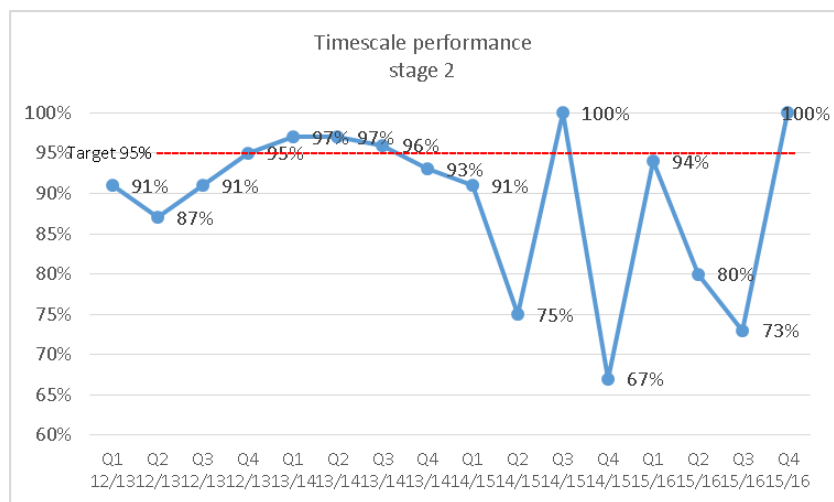


**Table 2: Overall complaint response times for stage 2 complaints<sup>2</sup>**

<sup>1</sup> 16/17 of the complaints logged against Revenues and Benefits concern services provided by Civica. 82/100 of the complaints logged against Planning and Public Protection concern services provided by Kingdom Security.

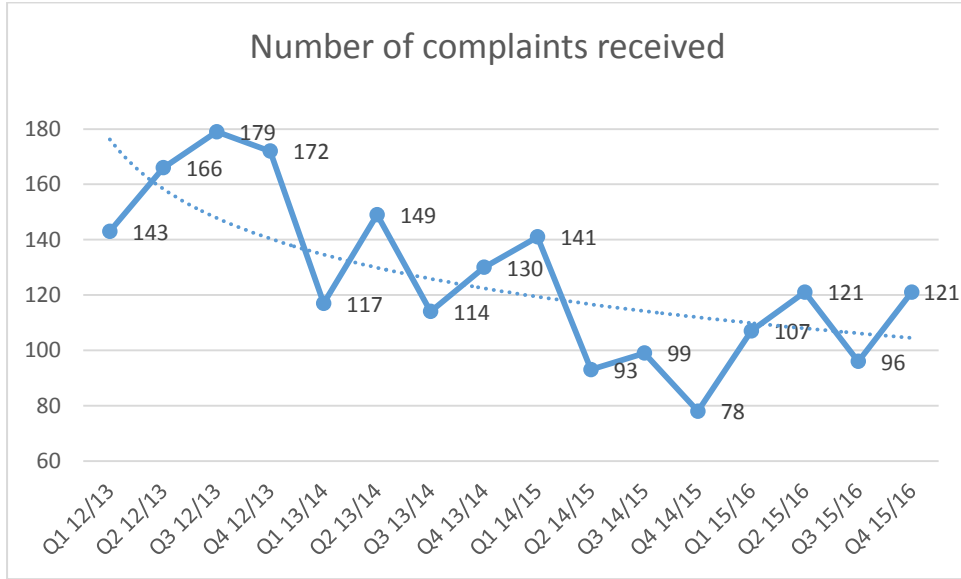
| Service                              | Quarter 1 - Stage 2 |        |      | Quarter 2 - Stage 2 |        |      |            |        | Quarter 3 - Stage 2 |        |      |            |        | Quarter 4 - Stage 2 |        |      |            |        |
|--------------------------------------|---------------------|--------|------|---------------------|--------|------|------------|--------|---------------------|--------|------|------------|--------|---------------------|--------|------|------------|--------|
|                                      | Rec'd               | Within | %    | Rec'd               | Within | %    | Prev Qtr % | Change | Rec'd               | Within | %    | Prev Qtr % | Change | Rec'd               | Within | %    | Prev Qtr % | Change |
| Business Improvement & Modernisation | 0                   | 0      | -    | 0                   | 0      | -    | -          | -      | 0                   | 0      | -    | -          | -      | 0                   | 0      | -    | -          | -      |
| Legal, HR and Democratic Services    | 0                   | 0      | -    | 0                   | 0      | -    | -          | -      | 2                   | 2      | 100% | -          | -      | 0                   | 0      | -    | 100%       | -      |
| Customers and Education Support      | 1                   | 1      | 100% | 2                   | 2      | 100% | 100%       | 0%     | 4                   | 4      | 100% | 100%       | 0%     | 0                   | 0      | -    | 100%       | -      |
| Revenues and Benefits                | 3                   | 3      | 100% | 2                   | 2      | 100% | 100%       | 0%     | 1                   | 1      | 100% | 100%       | 0%     | 0                   | 0      | -    | 100%       | -      |
| CES Commissioned Service             | 0                   | 0      | -    | 0                   | 0      | -    | -          | -      | 0                   | 0      | -    | -          | -      | 0                   | 0      | -    | -          | -      |
| Education                            | 4                   | 4      | 100% | 2                   | 1      | 50%  | 100%       | -50%   | 0                   | 0      | -    | 50%        | -      | 5                   | 5      | 100% | -          | -      |
| Highways & Environmental Services    | 3                   | 2      | 67%  | 1                   | 1      | 100% | 67%        | 33%    | 1                   | 1      | 100% | 100%       | 0%     | 2                   | 2      | 100% | 100%       | 0%     |
| Finance and Assets                   | 0                   | 0      | -    | 2                   | 2      | 100% | -          | -      | 0                   | 0      | -    | 100%       | -      | 1                   | 1      | 100% | -          | -      |
| Economic & Business Development      | 0                   | 0      | -    | 0                   | 0      | -    | -          | -      | 0                   | 0      | -    | -          | -      | 0                   | 0      | -    | -          | -      |
| Planning and Public Protection       | 5                   | 5      | 100% | 5                   | 4      | 80%  | 100%       | -20%   | 6                   | 2      | 33%  | 80%        | -47%   | 1                   | 1      | 100% | 33%        | 67%    |
| Communication, Marketing and Leisure | 0                   | 0      | -    | 0                   | 0      | -    | -          | -      | 1                   | 1      | 100% | -          | -      | 0                   | 0      | -    | 100%       | -      |
| Community Support Services           | 1                   | 1      | 100% | 1                   | 0      | 0%   | 100%       | -100%  | 0                   | 0      | -    | 0%         | -      | 0                   | 0      | -    | -          | -      |
| Corporate Total                      | 17                  | 16     | 94%  | 15                  | 12     | 80%  | 94%        | -14%   | 15                  | 11     | 73%  | 80%        | -7%    | 9                   | 9      | 100% | 73%        | 27%    |

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



<sup>2</sup> 5/6 of the complaints logged against Revenues and Benefits concern services provided by Civica. 4/17 of the complaints logged against Planning and Public Protection concern services provided by Kingdom Security.

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



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**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: Overall complaint response times for stage 1 complaints during 2015/16

| Service                              | Total Stage 1 |        |      |
|--------------------------------------|---------------|--------|------|
|                                      | Rec'd         | Within | %    |
| Business Improvement & Modernisation | 0             | 0      | -    |
| Legal, HR and Democratic Services    | 4             | 1      | 25%  |
| Customers and Education Support      | 34            | 30     | 88%  |
| Revenues and Benefits                | 17            | 16     | 94%  |
| CES Commissioned Service             | 0             | 0      | -    |
| Education                            | 9             | 6      | 67%  |
| Highways & Environmental Services    | 157           | 139    | 89%  |
| Finance and Assets                   | 52            | 47     | 90%  |
| Economic & Business Development      | 0             | 0      | -    |
| Planning and Public Protection       | 100           | 88     | 88%  |
| Communication, Marketing and Leisure | 39            | 39     | 100% |
| Community Support Services           | 6             | 4      | 67%  |
| Corporate Total                      | 418           | 370    | 89%  |

Table 4: Overall complaint response times for stage 2 complaints during 2015/16

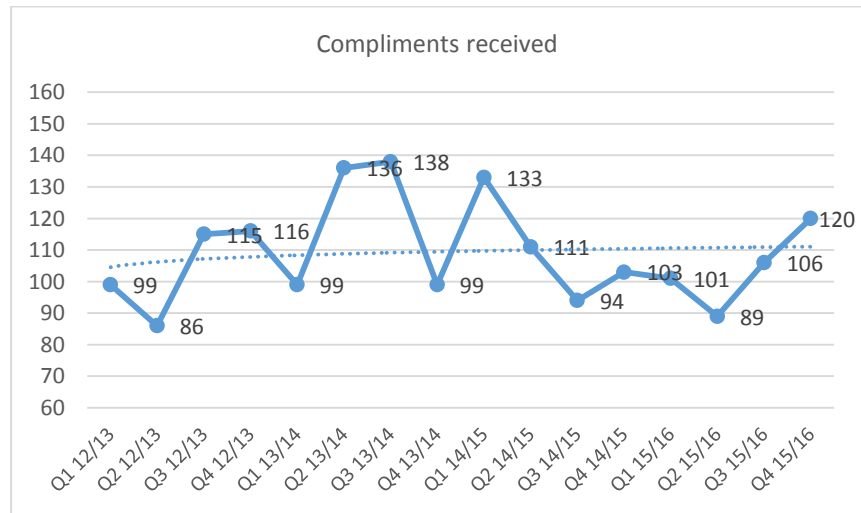
| Service                              | Total Stage 2 |        |      |
|--------------------------------------|---------------|--------|------|
|                                      | Rec'd         | Within | %    |
| Business Improvement & Modernisation | 0             | 0      | -    |
| Legal, HR and Democratic Services    | 2             | 2      | 100% |
| Customers and Education Support      | 7             | 7      | 100% |
| Revenues and Benefits                | 6             | 6      | 100% |
| CES Commissioned Service             | 0             | 0      | -    |
| Education                            | 11            | 10     | 91%  |
| Highways & Environmental Services    | 7             | 6      | 86%  |
| Finance and Assets                   | 3             | 3      | 100% |
| Economic & Business Development      | 0             | 0      | -    |
| Planning and Public Protection       | 17            | 12     | 71%  |
| Communication, Marketing and Leisure | 1             | 1      | 100% |
| Community Support Services           | 2             | 1      | 50%  |
| Corporate Total                      | 56            | 48     | 86%  |



**Table 5: Compliments received during 2015/16**

| Service Area                           | Q1         | Q2        | Q3         | Q4         |
|----------------------------------------|------------|-----------|------------|------------|
| Business Improvement and Modernisation | 0          | 1         | 0          | 0          |
| Legal and Democratic Services          | 0          | 1         | 1          | 0          |
| Customers and Education Support        | 11         | 11        | 11         | 8          |
| Revenues and Benefits                  | 3          | 0         | 0          | 0          |
| Education                              | 1          | 0         | 0          | 0          |
| Highways and Environmental Services    | 43         | 39        | 61         | 45         |
| Finance and Assets                     | 14         | 13        | 14         | 24         |
| Economic and Business Development      | 0          | 0         | 1          | 3          |
| Planning and Public Protection         | 3          | 9         | 0          | 10         |
| Communication, Marketing and Leisure   | 24         | 13        | 18         | 30         |
| Community Support Services             | 2          | 2         | 0          | 0          |
|                                        | <b>101</b> | <b>89</b> | <b>106</b> | <b>120</b> |

**Chart 4: Compliments received – 4 year analysis**



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

Table 6: 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%)   | 10/10 (100%) |

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

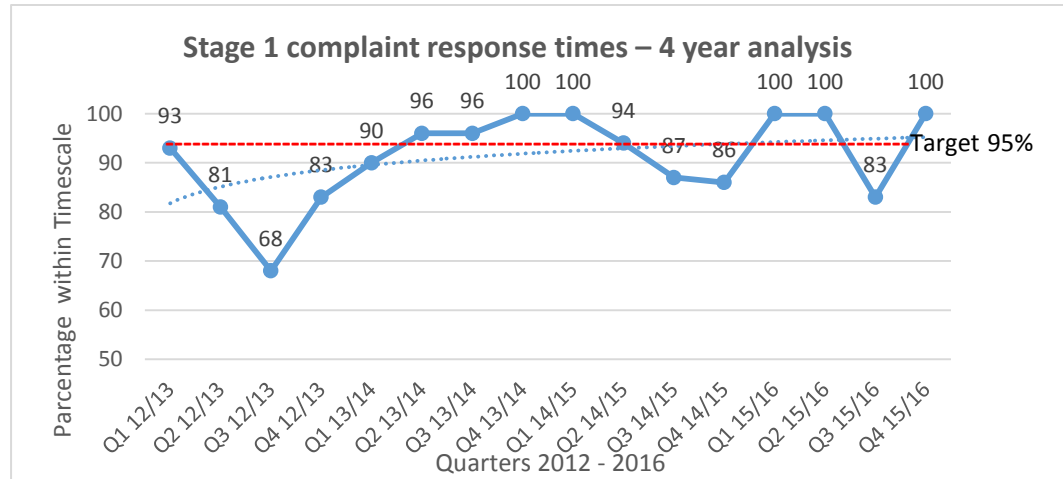
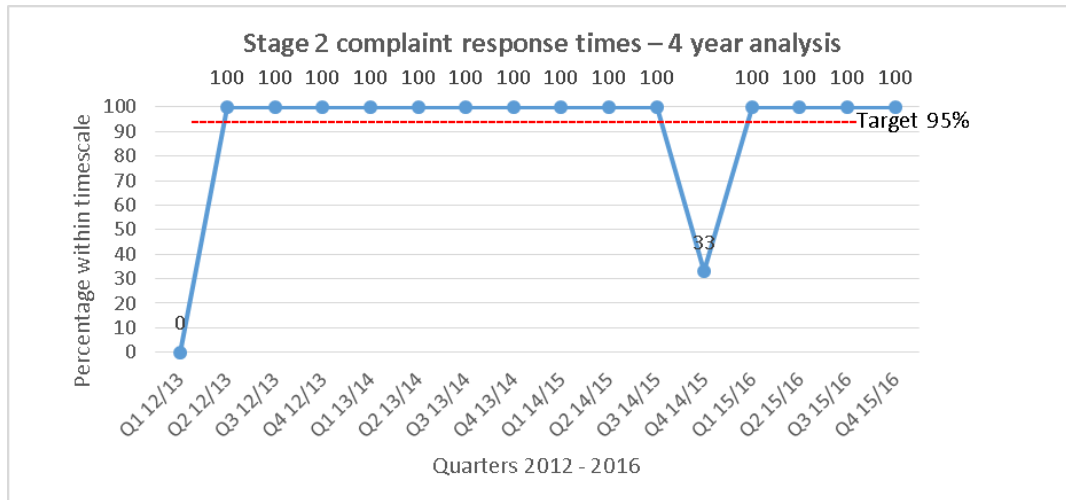


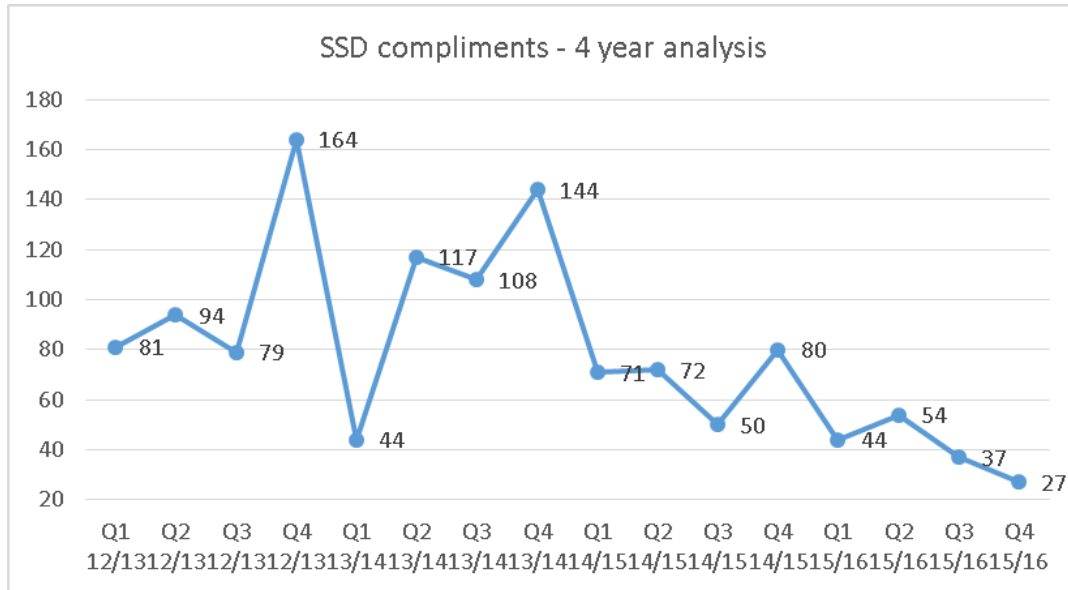
Table 7: Social Services complaint response times for stage 2 complaints

| 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%) | 1/1 (100%) |

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



**Table 8: 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.

|                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service: Leisure Services</b>                                                                                                                                                                                                                                                                                                                                    |
| <b>Customer feedback influencing service design and delivery:</b> <ol style="list-style-type: none"> <li>1. Timetable for public swimming sessions amended following feedback regarding availability of sessions.</li> <li>2. Duty Officers introduced further checks to cleaning schedule following complaints regarding cleanliness of changing rooms.</li> </ol> |

|                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service: Countryside Services</b>                                                                                                                                                                                                           |
| <b>Customer feedback influencing service design and delivery:</b> <ol style="list-style-type: none"> <li>1. Complaint following car being locked in Brickfield Pond overnight. Signs now erected showing opening and closing times.</li> </ol> |

|                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service: Customers and Education Support</b>                                                                                                                                                  |
| <b>Customer feedback influencing service design and delivery:</b> <ol style="list-style-type: none"> <li>1. PDF leaflets on DCC website not bilingual. Leaflets amended and uploaded.</li> </ol> |

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|                         |                                       |
|-------------------------|---------------------------------------|
| <b>Report to:</b>       | <b>Performance Scrutiny Committee</b> |
| <b>Date of Meeting:</b> | <b>9 June 2016</b>                    |
| <b>Lead Officer:</b>    | <b>Scrutiny Co-ordinator</b>          |
| <b>Report Author:</b>   | <b>Scrutiny Co-ordinator</b>          |
| <b>Title:</b>           | <b>Scrutiny Work Programme</b>        |

---

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

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

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

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

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

That the Committee:

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

## **4. Report details**

- 4.1 Article 6 of Denbighshire County Council's Constitution sets out each Scrutiny Committee's terms of reference, functions and membership, whilst the rules of procedure for scrutiny committees are laid out in Part 4 of the Constitution.
- 4.2 The Constitution stipulates that the Council's scrutiny committees must prepare and keep under review a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.
- 4.3 For a number of years it has been an adopted practice in Denbighshire for scrutiny committees to limit the number of reports considered at any one meeting to a maximum of four plus the Committee's own work programme report. The aim of this approach is to facilitate detailed and effective debate on each topic.
- 4.4 In recent years the Welsh Government (WG) and the Wales Audit Office (WAO) have highlighted the need to strengthen scrutiny's role across local government and public services in Wales, including utilising scrutiny as a means of engaging with residents and service-users. Going forward scrutiny will be expected to engage better and

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

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

#### 4.6 Scrutiny Proposal Forms

As mentioned in paragraph 4.2 above the Council's Constitution requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee's business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of suggested subjects. No officer proposal forms have been received for consideration at the current meeting.

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

#### Creating a supply of affordable homes

- 4.8 The above report, which will focus on Theme 2 of the Local Housing Strategy, was scheduled for presentation to the Committee at its next meeting on 14 July. Unfortunately as the lead officer has to attend a meeting in Cardiff on the same date the Service has requested that the report's presentation be deferred until the



Committee's following meeting on 29 September. The Chair has permitted this deferral.

#### Cabinet Forward Work Programme

- 4.10 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

- 4.11 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 21 April 2016 and requested that this Committee consider a report on the Council Housing Letting Policy at its meeting on 14 July and a progress report on the implementation and impact of the Procurement Strategy and Revised Contract Procedure Rules (CPRs) at its meeting on 8 December (see Appendix 1 attached).

### **6. Service Challenge Groups**

As Annual Council was held on 10 May scrutiny committees are asked, in line with normal procedures, to appoint/re-appoint members to serve on the Council's Service Challenge Groups. Attached at Appendix 5 for members' information is the current list of committee representatives. Members will note that some of the service names have changed during the last year.

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

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

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

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

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

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

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

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

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

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

**12. Power to make the decision**

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

**Contact Officer:**

Scrutiny Coordinator

Tel No: (01824) 712554

e-mail: [rhian.evans@denbighshire.gov.uk](mailto:rhian.evans@denbighshire.gov.uk)

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

| Meeting                                             | Lead Member(s)                    | Item (description / title)                                                      | Purpose of report                                                                                                                                                                                                                                                                                                                                   | Expected Outcomes                                                                                                                                                        | Author                                | Date Entered        |
|-----------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|---------------------|
| 14 July                                             | <b>Cllr. Barbara Smith</b>        | 1. Council Housing Letting Policy                                               | To examine the Council's Housing Letting Policy to determine the reasons behind the Authority's performance in relation to the PI on the 'number of calendar days taken to let empty properties (council housing stock only)'<br><br>Figures on re-letting times from Registered Social Landlords (RSLs) are also requested for comparison purposes | To ensure that the reasons for delay are valid and robust and help support the delivery of the council's priority in relation to ensuring access to good quality housing | Jamie Groves/Geoff Davies             | By SCVCG April 2016 |
|                                                     | <b>Cllr. Julian Thompson-Hill</b> | 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<br>(GwE representatives to be invited) | <b>Cllr. Eryl Williams</b>        | 1. Provisional External Examinations and Teacher Assessments <b>[Education]</b> | To review the performance of schools and that of looked after children                                                                                                                                                                                                                                                                              | Scrutiny of performance leading to recommendations for improvement                                                                                                       | Karen Evans/Julian Molloy             | September 2015      |
|                                                     | <b>Cllr. Hugh Irving</b>          | 2. Your Voice' complaints performance (Q 1) including social services annual    | To scrutinise Services' performance in complying with the Council's complaints. The report to include:                                                                                                                                                                                                                                              | Identification of areas of poor performance with a view to the development of recommendations to                                                                         | Tony Ward/Clare O'Gorman/Meinir Blunt | September 2015      |

| Meeting    | Lead Member(s)                                              | Item (description / title)               | Purpose of report                                                                                                                                                                                                                                                                                                                                                                 | Expected Outcomes                                                                                                                                                                                                                                                                            | Author                                  | Date Entered                                  |
|------------|-------------------------------------------------------------|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------------------------|
|            |                                                             | complaints report                        | (i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe; and<br>(ii) how services encourage feedback and use it to redesign or change the way they deliver services | address weaknesses.                                                                                                                                                                                                                                                                          |                                         |                                               |
|            | <b>Cllr. Barbara Smith/David Smith/Julian Thompson-Hill</b> | 4. 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 (rescheduled May 2016) |
| 8 December | <b>Cllr. Julian Thompson-Hill</b>                           | 1. Corporate Plan (Q2) 2016/17           | To monitor the Council's progress in delivering the Corporate Plan 2012-17 (with particular emphasis on the delivery of the Outcome Agreements)                                                                                                                                                                                                                                   | Ensuring that the Council meets its targets, its Outcome Agreements, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents, and maximises the financial incentives available through meeting its Outcome Agreements | Alan Smith                              | April 2016                                    |

| Meeting                                                           | Lead Member(s)                    | Item (description / title)                                                   | Purpose of report                                                                                                                                                                                                                                                                             | Expected Outcomes                                                                                                                                                                                                   | Author                    | Date Entered        |
|-------------------------------------------------------------------|-----------------------------------|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------|
|                                                                   | <b>Cllr. Julian Thompson-Hill</b> | 2. Procurement Strategy and Revised CPRs                                     | To outline how the Strategy is being implemented, its impact on the Authority's finances and on the local economy, and an assessment on whether all services are consistently applying and adhering to the Strategy and CPRs                                                                  | Identification of whether the Strategy and CPRs are realising efficiencies for the Council, supporting the delivery of the corporate priority of developing the local economy and any areas for further improvement | Tom Booty                 | By SCVCG April 2016 |
| <i>26 January 2017</i><br><br>(GwE representatives to be invited) | <b>Cllr. Eryl Williams</b>        | 1. Verified External Examinations and Teacher Assessments <b>[Education]</b> | To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's pupils.<br><br>The report to incorporate GwE's Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire | Scrutiny of performance leading to recommendations for improvement                                                                                                                                                  | Julian Molloy             | September 2015      |
| <i>16 March</i>                                                   | <b>Cllr. Julian Thompson-Hill</b> | 1. Corporate Risk Register                                                   | To consider the latest version of the Council's Corporate Risk Register                                                                                                                                                                                                                       | Effective monitoring and management of identified risk to reduce risks to residents and the Authority                                                                                                               | Alan Smith//Nicola Kneale | December 2015       |
| <i>27 April</i>                                                   |                                   |                                                                              |                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                     |                           |                     |
| <i>8 June</i>                                                     | <b>Cllr. Julian Thompson-Hill</b> | 1 Corporate Plan (Q4) 2016/17                                                | To monitor the Council's progress in delivering the                                                                                                                                                                                                                                           | Ensuring that the Council meets its                                                                                                                                                                                 | Alan Smith                | April 2016          |



|                                                                                                                                                                                                                  |                                                                                                                                      |                                                                    |             |            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-------------|------------|
| Implementation of the Donaldson Report 'Successful Futures' – Independent Review of Curriculum and Assessment Arrangements in Wales<br><b>[Education]</b><br><br><b>Dependent upon the legislative timetable</b> | 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**

| <b>Date</b>                                                                                                    | <b>Item (description / title)</b>                                          | <b>Purpose of report</b>                                                                                                                                                                                                                                                                     | <b>Author</b>                             | <b>Date Entered</b> |
|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|---------------------|
| <b>Monthly Information Bulletin</b>                                                                            | Your Voice Complaints Procedure                                            | Details of number of complaints received and dealt with for each Service via the 'Your Voice' procedure to inform the information required in the quarterly reports to the Committee                                                                                                         | Jackie Walley/Clare O'Gorman/Meinir Blunt | June 2014           |
| <b>Corporate Plan (Q1 &amp; Q3) 2016/17</b><br><br><b>September 2016 &amp; March 2017</b><br><br>[Information] | To monitor the Council's progress in delivering the Corporate Plan 2012-17 | Ensuring that the Council meets its targets, its Outcome Agreements, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents, and maximises the financial incentives available through meeting its Outcome Agreements | Alan Smith                                | April 2016          |

**Note for officers – Committee Report Deadlines**

| <b>Meeting</b> | <b>Deadline</b> | <b>Meeting</b> | <b>Deadline</b>     | <b>Meeting</b> | <b>Deadline</b>    |
|----------------|-----------------|----------------|---------------------|----------------|--------------------|
| 14 July        | <b>30 June</b>  | 29 September   | <b>15 September</b> | 8 December     | <b>25 November</b> |

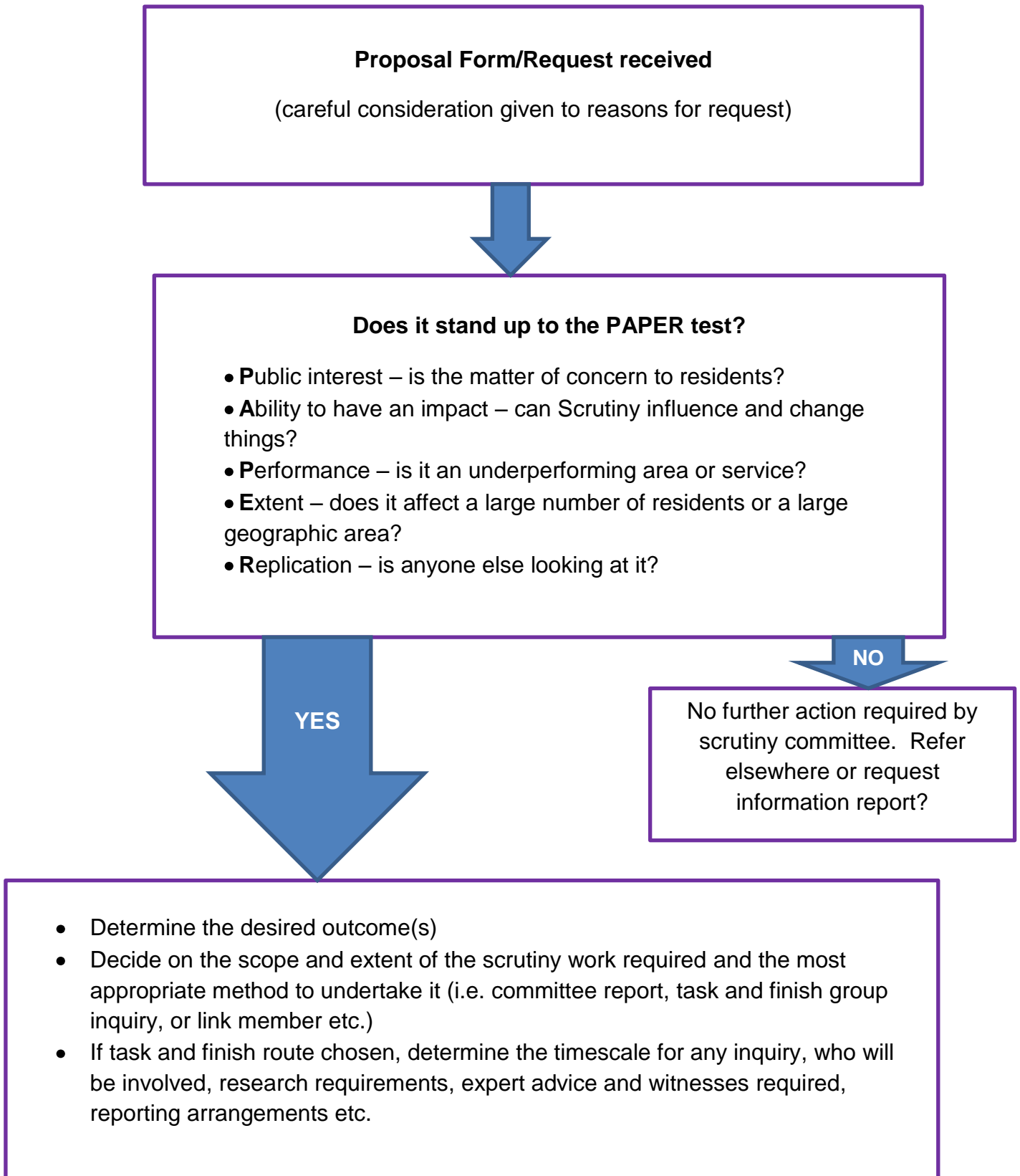
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Updated 27/05/2016 RhE



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

## 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          |
|----------------|----------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------|---------------------------------------------------|
| <b>28 June</b> | 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                          | Reactive Maintenance Framework                                                                            | To approve the maintenance framework                               | Yes                                | Councillor Julian Thompson Hill / Elaine Rizzi    |
|                | 4                          | Final Revenue Outturn 2015/16                                                                             | To report the final revenue position.                              | Tbc                                | Councillor Julian Thompson Hill / Richard Weigh   |
|                | 5                          | Asset Management Scheme of Delegation & Update to Contract Procedure Rules in respect of Works' Contracts | To approve changes to delegated powers                             | Yes                                | Councillor Barbara Smith / Tom Booty / Lisa Jones |
|                | 6                          | Cabinet Member Scheme of Delegation                                                                       | To consider the responsibilities delegated to lead members         | Yes                                | Lisa Jones / Gary Williams                        |
|                | 7                          | 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        |
|----------------|----------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------------------|
| <b>26 July</b> | 1                          | Tyn y Celyn, Llanbedr Dyffryn Clwyd, Rhuthun | To declare surplus to the requirements of the Agricultural Estate and thereafter to dispose                       | Yes                                | Councillor Julian Thompson-Hill / Mair Jones    |
|                | 2                          | Lodge Farm, Denbigh                          | To declare surplus to the requirements of the Agricultural Estate and thereafter to dispose to the sitting Tenant | Yes                                | Councillor Julian Thompson-Hill / Mair Jones    |
|                | 3                          | Finance Report                               | To update Cabinet on the current financial position of the Council                                                | Tbc                                | Councillor Julian Thompson-Hill / Richard Weigh |
|                | 4                          | Items from Scrutiny Committees               | To consider any issues raised by Scrutiny for Cabinet's attention                                                 | Tbc                                | Scrutiny Coordinator                            |
|                |                            |                                              |                                                                                                                   |                                    |                                                 |
| <b>27 Sept</b> | 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

Cabinet Forward Work Plan

| <i>Meeting</i> | <i><b>Deadline</b></i> | <i>Meeting</i> | <i><b>Deadline</b></i> | <i>Meeting</i>   | <i><b>Deadline</b></i>     |
|----------------|------------------------|----------------|------------------------|------------------|----------------------------|
|                |                        |                |                        |                  |                            |
| <i>June</i>    | <i><b>14 June</b></i>  | <i>July</i>    | <i><b>12 July</b></i>  | <i>September</i> | <i><b>13 September</b></i> |

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Cabinet Forward Work Programme.doc

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## Progress with Committee Resolutions

| Date of Meeting                    | Item number and title                             | Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12 April 2016<br>(Special Meeting) | 4. IN-HOUSE CARE SERVICES REVIEW AND CONSULTATION | <p><b><u>Resolved:</u></b> - to recommend to Cabinet that it approves the following options with respect to each of the four establishments:</p> <p>(i) <i>Hafan Deg (Rhyl) – that the Council explores a potential partnership with an external organisation with a view to transferring the building to them, commissioning a day care service within the building and, in addition, enabling 3<sup>rd</sup> sector agencies to provide early intervention activities for older people that reduce social isolation, support independence and promote resilience. The work in relation to this option should include comparative cost, quality of care and Welsh language provision analysis between the current service and any potential future service;</i></p> <p>(ii) <i>Dolwen (Denbigh) – that the Council explores a potential partnership with an external organisation with a view to potentially transferring the building and the whole service to them, whilst ensuring that Dolwen</i></p> | <p>The Committee’s recommendations were considered by Cabinet at its meeting on 24 May 2016. It :</p> <p><b>RESOLVED</b> that Cabinet approve the following –</p> <p>(a) Hafan Deg (Rhyl) – the council explores a potential partnership with an external organisation with a view to transferring the building to them, commissioning a day care service within the building and, in addition, enabling 3<sup>rd</sup> sector agencies to provide early intervention activities for older people that reduce social isolation, support independence and promote resilience. The work in relation to this option should include comparative cost, quality of care and Welsh language provision analysis between the current provider and any potential future service</p> |

|  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | <p><i>is registered to provide EMH day and residential care. The work in relation to this option should include comparative costs, quality of care and Welsh language provision analysis between the current service and any potential future service;</i></p> <p><b>(iii)</b> <i>Awelon (Ruthin) – that the Council explores in detail the three options put forward in relation to this establishment and that the work in relation to these options include comparative costs, quality of care and Welsh language provision analysis between the current service and each of the three options;</i></p> <p><b>(iv)</b> <i>Cysgod y Gaer (Corwen) – that the council explores entering into a partnership with relevant stakeholders (including BCU and the 3rd sector) to develop the site into a ‘support hub’ offering both residential and extra care type facilities as well as an outreach domiciliary care and support service to the tenants of local Sheltered Housing Schemes and the wider population of Corwen and the surrounding area; and</i></p> <p><b>(v)</b> <i>that upon completion of the above an analysis of each of the options in relation to each establishment is presented to Performance</i></p> | <p>(b) Dolwen (Denbigh) – the council explores a potential partnership with an external organisation with a view to transferring the building and the whole service to them, whilst ensuring that Dolwen is registered to provide EMH day and residential care. The work in relation to this option should include comparative cost, quality of care and Welsh language provision analysis between the current provider and any potential future service</p> <p>(c) Awelon (Ruthin) – that the Council explores in detail the three options put forward in relation to this establishment and that the work in relation to these options include comparative costs, quality of care and Welsh language provision analysis between the current service and each of the three options.</p> <p>The options are –</p> <p>Option 1 (Cabinet’s preferred option): The council will enter into a partnership with the owner of Llys Awelon to develop additional Extra Care apartments on the site, replacing the existing residential and community provision. However, it should</p> |
|--|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



|  |  |                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--|--|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | <p><i>Scrutiny Committee for examination.</i></p> | <p>be noted that Cabinet has agreed that no resident will be required to leave if they don't want to and their needs can still be met in the residential provision</p> <p>Option 2: To work in partnership with a registered social landlord, health services and the 3rd sector to develop a range of services, transferring half of the building to develop additional extra care flats, possibly as an extension to Llys Awelon, while using the remainder as a small residential unit which could be used to meet the need for respite care and to ensure that no existing resident would need to move unless they chose to</p> <p>Option 3: (Suggestion from some members) The council should engage with BCUHB to investigate the feasibility of developing additional nursing care capacity in Ruthin which would then enhance the offer for older people in the Ruthin area</p> <p>(d) Cysgod y Gaer (Corwen) – The council explores entering into a partnership with relevant stakeholders (including BCU and the 3rd sector) to develop the site into a 'support hub'</p> |
|--|--|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                      |                                                             |                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      |                                                             |                                                                                                                                     | <p>offering both residential and extra care type facilities as well as an outreach domiciliary care and support service to the tenants of local Sheltered Housing Schemes and the wider population of Corwen and the surrounding area, and</p> <p>(e) that upon completion of the above, an analysis of each of the options in relation to each establishment is presented to Performance Scrutiny Committee for examination prior to a decision by Cabinet, with each being presented as it is developed.</p> |
| <b>28 April 2016</b> | <b>5. SUPERFAST CYMRU BROADBAND ROLLOUT IN DENBIGHSHIRE</b> | <b>RESOLVED</b> – <i>subject to the above observations, and progression of the identified actions, to receive the presentation.</i> | <p>A request has been sent to the Welsh Government (WG) seeking them to share the latest roll-out map for Denbighshire with the Council.</p> <p>Information on the matters BT agreed to follow-up is contained within the 'Information Brief' document circulated to Committee members.</p>                                                                                                                                                                                                                    |

| Service:                                             | Communities                                            | Partnerships                                                    | Performance                                              |
|------------------------------------------------------|--------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------|
| Education and Children's Services                    | Cllr. Anton Sampson/Cllr. Huw Hilditch-Roberts         | Cllr. Jeanette Chamberlain-Jones<br>(sub: Cllr. Martyn Holland) | Cllr. Arwel Roberts                                      |
| Community Support Services<br>– Phil Gilroy          | Cllr Bob Murray                                        | Cllr. Ray Bartley                                               | <b>vacancy</b>                                           |
| Legal, HR & Democratic Services<br>– Gary Williams   | Cllr. Brian Blakeley                                   | Cllr. Meirick Lloyd Davies                                      | Cllr. Dewi Owens                                         |
| Business Improvement & Modernisation<br>– Alan Smith | Cllr. Cheryl Williams                                  | Cllr. Peter Prendergast                                         | Cllr. Dewi Owens                                         |
| Customers, Communications, & Marketing               | Cllr Huw Hilditch-Roberts                              | Cllr. Dewi Owens/ <i>Cllr. Martyn Holland (tbc)</i>             | Cllr. Geraint Lloyd Williams                             |
| Facilities, Assets & Housing                         | Cllr. Huw Hilditch-Roberts                             | Cllr. Dewi Owens                                                | Cllr. Colin Hughes                                       |
| Finance                                              | Cllr. Peter Evans                                      | Cllr. Dewi Owens/ <i>Cllr. Martyn Holland (tbc)</i>             | Cllr. Colin Hughes                                       |
| Highways & Environmental Services<br>– Steve Parker  | Cllr. Rhys Hughes<br>(sub: Cllr. Cefyn Williams)       | Cllr. Peter Prendergast                                         | Cllr. Meirick Lloyd Davies<br>(sub: Cllr. Arwel Roberts) |
| Planning & Public Protection<br>– Graham Boase       | Cllr. Cllr. Cefyn Williams<br>(sub: Cllr. Bill Cowie ) | Cllr. Raymond Bartley                                           | Cllr. Meirick LI Davies                                  |

27/05/16

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