

To: Members of the Performance  
Scrutiny Committee

Date: 20 January 2017

Direct Dial: 01824 712554

e-mail: democratic@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 26 JANUARY 2017** 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 DECLARATION OF INTERESTS (Pages 5 - 6)**

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

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

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

#### **4 KEY STAGE 4 EXAMINATION RESULTS (Pages 7 - 22)**

To consider a joint report by the Principal Education Manager and GwE Senior Challenge Advisor (copy attached) providing information regarding the performance of school teacher assessments and external examinations.

**9.35am – 10.15am**

**5 CORPORATE RISK REGISTER (Pages 23 - 52)**

To consider a report by the Strategic Planning Team Manager and Strategic Planning Officer (copy enclosed) which provides an update on the Council's Corporate Risk Register.

**10.15am – 10.45am**

**BREAK**

**6 BRIDGE MAINTENANCE STRATEGY (Pages 53 - 70)**

To consider a report by the Senior Engineer- Highways and Environmental Services (copy enclosed) to aid in understanding the risks that the current condition of the Country's Highway Structure infrastructure poses, and to enable scrutiny of the Council's proposed strategy to manage the identified risks.

**11am – 11.45am**

**7 SCRUTINY WORK PROGRAMME (Pages 71 - 88)**

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

**11.45am – 12.15pm**

**8 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**MEMBERSHIP**

**Councillors**

Barry Mellor (Chair)

Meirick Davies  
Huw Hilditch-Roberts  
Colin Hughes  
Geraint Lloyd-Williams

Dewi Owens  
Arwel Roberts  
Gareth Sandilands  
Joe Welch

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

Jones  
John Piper

Gareth Williams

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## LOCAL GOVERNMENT ACT 2000

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### Code of Conduct for Members

### DISCLOSURE AND REGISTRATION OF INTERESTS

I, *(name)*

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

**Denbighshire County Council**

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

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

*(See the note below)\**

Signed

Date

\*Note: Please provide sufficient detail e.g. 'I am the owner of land adjacent to the application for planning permission made by Mr Jones', or 'My husband / wife is an employee of the company which has made an application for financial assistance'.

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**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 26 January 2016

**Lead Member/Officer:** Lead Member for Education/Head of Education

**Report Author:** Principal Education Manager and GwE Senior Challenge Advisor

**Title:** KS4 Examination Results

## 1. What is the report about?

The verified performance of Denbighshire schools external examinations results at Key Stage 4 and post 16. The report also provides analysis of results against benchmarked information and performance against other local authorities.

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

To provide information regarding the performance of Denbighshire schools teacher assessments and external examinations.

## 3. What are the Recommendations?

That members review and comment on the performance of schools against previous performance and the external benchmarks that are currently available, and identify any potential areas for improvement.

## 4. Key Stage 4 and Post 16 Results

The main KS4 indicator; the L2+ including English / Welsh and Mathematics increased again in 2015, as did the CSI and Level 1. However, there was a slight decrease in the Level 2 and Wider Capped Points score.

	Exc. EOTAS	2014	Exc. EOTAS	2015	Exc. EOTAS	Inc. EOTAS	2016	Wales '16
	DCC %	Rank	DCC %	Rank	DCC %	DCC %	Rank inc EOTAS	Inc. EOTAS
Level 1	95.2	11	94.9	17	96.4	93.7	20	95.3
Level 2	88.8	2	86	10	85.9	83.6	14	83.6
Level 2 in E/W&M	55.6	10	56.1	14	60.9	58.7	13	60.3
CSI	54	10	51.9	15	58.7	56.5	13	57.6
Capped Points Score	352	5	345.4	4	348.9	340.4	16	340.4

#### 4.1 Level 2 including English / Welsh & Mathematics

One of the key performance indicators at the end of key stage 4 is the Level 2 Threshold including English/Welsh and mathematics which is the number of pupils gaining 5 GCSE A\*-C's or vocational equivalents and GCSE English/Welsh and mathematics A\*-C's grades.

For the first time this year, EOTAS (Educated Other Than At School) are included in the comparative data. Figures above show Denbighshire LA performance that includes and disaggregates all EATOS.

The percentage of pupils achieving the Level 2 inc. English/Welsh & Maths is 60.9% in 2016, which is 4.8% higher than 2014 and 5.3% higher than 2014. When EOTAS information is included this percentage falls to 58.7%. This is 1.6% below the Welsh average and places the LA 13th in Wales in 2016. This is equal to the LA's expected free school meal position.

The Level 2 inc. English/Welsh & Maths increased in all Denbighshire schools except Denbigh High and Prestatyn High. St Brigid's and Rhyl High were both in the 1st quarter when benchmarked against similar schools, while Denbigh High, Prestatyn, Blessed Edward Jones and Ysgol Glan Clwyd were in the 3rd quarter. No school in Denbighshire was placed in the 4<sup>th</sup> quarter in 2016.

	2014	2015	2016	Diff. 2015-16	Quartiles
St Brigid's	78	70	83	+13%	1 <sup>st</sup>
Denbigh High School	58	58	55	-3%	3 <sup>rd</sup>
Ysgol Dinas Bran	60	69	70	+1%	2 <sup>nd</sup>
Prestatyn High School	51	58	54	-4%	3 <sup>rd</sup>
Blessed Edward Jones	39	33	41	+8%	3 <sup>rd</sup>
Rhyl High School	45	39	54	+15%	1 <sup>st</sup>
Ysgol Brynhyfryd	69	68	79	+11%	2 <sup>nd</sup>
Ysgol Glan Clwyd	70	66	70	+4%	3 <sup>rd</sup>

The total percentage of pupils gaining the Level 1 Threshold of GCSE 5A\*-G or vocational equivalents in Denbighshire this year is 96.4% in 2016 which is 1.5% above 2015. If EOTAS are included in this figure this falls to 93.7%. This is 1.6% lower than the Welsh average. Only 0.6% of learners left without a qualification, this is 0.3% lower than the Welsh Average and places Denbighshire 5<sup>th</sup> when compared to other LAs.

#### 4.2 The Level 2 Threshold (5 GCSE 5A\*-C or vocational equivalents)

The Level 2 Threshold is the number of pupils gaining 5 GCSE A\*-C's or vocational equivalents. The percentage of pupils achieving the Level 2 Threshold is 85.9% which is 0.1% lower than last year. When EOTAS are included this falls to 82.7%. This places Denbighshire LA 14th in Wales in 2016 which is one place below the LAs free school meal position.



Three schools improved in 2015, Glan Clwyd (97.9%), Ysgol Brynhyfryd (98.1%) and St Brigid's (92.6%). Three schools saw their results fall; Blessed Edward Jones Catholic (-18.5%), Denbigh High (-4%) and Prestatyn High (-5.7%). Three schools were in the top benchmarked quartile based on free school meals; Ysgol Dinas Bran, Ysgol Brynhyfryd and Ysgol Glan Clwyd. No schools were in the 4th quartile based on their free school meals.

	2014	2015	2016	Diff. 2015-14	Quartiles
St Brigid's	88	93	93	-	2
Denbigh High School	84	70	66	-4	3
Ysgol Dinas Bran	99	100	97	-3	1
Prestatyn High School	97	95	89	-6	3
Blessed Edward Jones	72	71	51	-20	3
Rhyl High School	95	89	89	-	2
Ysgol Brynhyfryd	92	85	98	+13	1
Ysgol Glan Clwyd	97	98	98	-	1

Pupils from Ysgol Plas Brondryffyn sit examinations when they are ready, which means few pupils gain a GCSE qualification at the age of 15 missing Welsh Government performance indicators. This year from a cohort of 8 pupils, 2 pupils gained the Level 1 Threshold and 100% of pupils successfully achieved a recognised qualification/accreditation. 100% of five year 11 pupils at Ysgol Tir Morfa 100% have successfully gained a recognised qualification /accreditation below GCSE and Level 1.

12 out of 13 LAC pupils gained at least a Level 1 qualification. One pupil gained the Level 2 Threshold and 6 pupils the Level 1 threshold. 13 pupils in Ysgol Plas Cefndy (PRU) gained at least 1 Level 2 qualification and one pupil achieved the Level 2+ Threshold

### 4.3 Secondary Categorisation

Categorisation is used by the Welsh Government as a way of using national data on school performance in context to group schools according to where they are on their improvement journey relative to other schools in Wales. Category 1 schools very good overall performance and progress and those in Category 4 show weak performance and progress relative to other schools.

	2012	2013	2014	2015	2016
St Brigid's	2	2	1	1	1
Denbigh High School	3	3	2	3	3
Ysgol Dinas Bran	1	2	2	1	1
Prestatyn High School	2	3	3	2	2
Blessed Edward Jones	3	3	3	3	4
Rhyl High School	2	1	2	3	3
Ysgol Brynhyfryd	2	3	2	2	1
Ysgol Glan Clwyd	2	2	1	2	2

There is one Denbighshire schools placed in the 4<sup>th</sup> National data categorisation category; Blessed Edward Jones. Three schools are in the first National data categorisation category; St Brigid's, Ysgol Dinas Bran and Ysgol Brynhyfryd. Rhyl High school are placed in category 3 as their 3-year free school meal pupil data falls just below the Welsh Government benchmark.

#### **4.4 Level 3 threshold results (A Level and vocational equivalent)**

The performance indicator for post 16 is the Level 3 threshold which equates to 2 A Levels or vocational equivalents. A Level' results have declined slightly this year in secondary schools. Students. The percentage of candidates achieving the Level 3 threshold decreased slightly to 97% this year from 97.7% in 2015. This is slightly below the Welsh average of 98% and places Denbighshire 17<sup>th</sup> in Wales. The Average Wider Points Score for pupils taking A Levels in Denbighshire was 697.8 in 2016. This was points lower than in 2015 and placed Denbighshire LA 20<sup>th</sup> amongst Welsh LAs.

97.5% of students entered were awarded the Welsh Baccalaureate Qualification's Advanced Diploma in 2016; this is a 0.8% decrease on 2015 (98.3%). The performance of students in the Rhyl 6th has improved slightly this year with 97.5% students gaining the Level 3 Threshold which is an increase .2% (97.3%) on 2015. In 2016 91% achieved the Welsh Baccalaureate Qualification's Advanced Diploma compared to 100% in 2015. The Rhyl 6th results are not included in the local authority averages.

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

This report contributes to the Corporate Priority of improving performance in education and the quality of our school buildings. Members need to be aware of the performance of schools and the LA against national benchmarks.

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

N/A

#### **7. What are the main conclusions of the Well-being Impact Assessment? The completed Well-being Impact Assessment report can be downloaded from the [website](#) and should be attached as an appendix to the report**

A prosperous Denbighshire  
A resilient Denbighshire  
A healthier Denbighshire  
A more equal Denbighshire  
A Denbighshire of cohesive communities  
A Denbighshire of vibrant culture and thriving Welsh language  
A globally responsible Denbighshire

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

N/A

**9. Chief Finance Officer Statement**

N/A

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

The LA and GwE will continue to challenge Headteachers and managers in schools to ensure that schools are taking appropriate action to improve standards.

To reduce any risks to school support and challenge in Denbighshire schools, Education Officers within the Authority monitor and assess the quality of the regional education service (GwE).

Ensuring improvement in external examination results.

Ensure continued improvement against the reduction in 14-19 Learning Pathways Grant and ESF TRAC funding.

**11. Power to make the Decision**

Scrutiny's powers with respect to reviewing performance and policy objectives is outlined in Section 7.4.2(b) of the Council's Constitution.

**Contact Officer:**

Principal Education Manager

Tel: 01824 708027

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# Examination Results 2016

## Wellbeing Impact Assessment Report

This report summarises the likely impact of a proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	160
Brief description:	review of examination results
Date Completed:	Version: 0
Completed By:	
Responsible Service:	Education & Children Services
Localities affected by the proposal:	Whole County,

# IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

## Score for the sustainability of the approach

Could you do more to make your approach more sustainable?

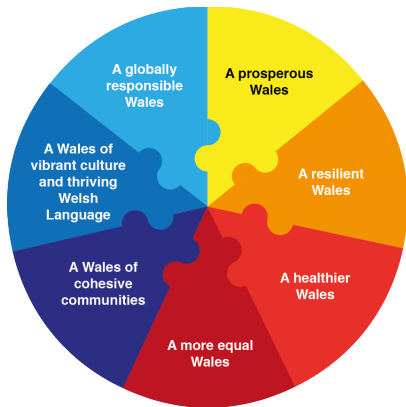
(2 out of 4 stars)



Actual score: 9/ 24.

## Summary of impact

Wellbeing Goals



- A prosperous Denbighshire
- A resilient Denbighshire
- A healthier Denbighshire
- A more equal Denbighshire
- A Denbighshire of cohesive communities
- A Denbighshire of vibrant culture and thriving Welsh language
- A globally responsible Denbighshire

## Main conclusions

# THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

## A prosperous Denbighshire

Overall Impact:	
Justification for Impact:	

**Positive consequences identified:**

**Unintended negative consequences identified:**

**Mitigating actions:**

Overall Impact:	
Justification for Impact:	

**Positive consequences identified:**

**Unintended negative consequences identified:**

**Mitigating actions:**



## A healthier Denbighshire

Overall Impact:	
Justification for Impact:	

**Positive consequences identified:**

**Unintended negative consequences identified:**

**Mitigating actions:**

## A more equal Denbighshire

Overall Impact:	
Justification for Impact:	

**Positive consequences identified:**

**Unintended negative consequences identified:**

**Mitigating actions:**

## A Denbighshire of cohesive communities

Overall Impact:	
Justification for Impact:	

**Positive consequences identified:**

**Unintended negative consequences identified:**

**Mitigating actions:**

## A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact:	
Justification for Impact:	

**Positive consequences identified:**

**Unintended negative consequences identified:**

**Mitigating actions:**

## A globally responsible Denbighshire

Overall Impact:	
Justification for Impact:	

**Positive consequences identified:**

**Unintended negative consequences identified:**

**Mitigating actions:**

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**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 26 January 2017

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

**Report Authors:** Strategic Planning Team Manager  
Strategic Planning Officer

**Title:** Corporate Risk Register Review, December 2016

## 1. What is the report about?

1.1 The December 2016 formal revision to the Corporate Risk Register.

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

2.1 To present Performance Scrutiny with the latest version of the Corporate Risk Register (Appendix 1), as agreed at Cabinet Briefing.

## 3. What are the recommendations?

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

## 4. Report details

4.1 The main issues to note for the Corporate Risk Register are as follows:

- i. DCC001: *'The risk of a serious safeguarding error where the council has responsibility, resulting in serious injury or death'*. Most of the actions planned are complete and whilst timescales have slipped for the remaining action(s), most are near completion. It is proposed that the likelihood be reduced to *'possible'* but that the impact should remain *'high'*.
- ii. No change to DCC006: *'The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income'*. This risk continues to be closely monitored and a robust budget process for 2017/18 is near completion; just awaiting final approval. Whilst the settlement was better than expected, flat in cash terms, this does not allow for inflation.
- iii. DCC007: *'The risk that critical or confidential information is lost or disclosed'*. Following the introduction of the new information security policy and recruitment of the ICT Security Officer, it is proposed that likelihood be reduced to *'rare'* and that the impact should remain *'medium'*.

- iv. No change to DCC011: *'The risk of an ineffective response to a severe weather, contamination, or public health event'*. Changes at 'response lead level are now embedded and once the major incident handbook is finalised (scheduled for end December 2016), it is hoped that the residual risk likelihood can be downgraded to 'rare', but should remain at 'possible' for now.
- v. No change DCC012: *'The risk of a significantly negative report(s) from external regulators'*. Audit reports received are generally positive, however concerns have been raised previously by CSSIW about safeguarding arrangements. The likelihood will remain 'possible' for now and once confirmation is received that the safeguarding arrangements have improved satisfactorily, the likelihood will be reduced to 'rare'.
- vi. No change DCC013: *'The risk of significant liabilities resulting from alternative models of service delivery'*. A corporate framework for proposed alternative service delivery models and an assessment tool have been developed. However, in recognition of the increasing need to identify and implement alternative service delivery models to sustain services and create efficiencies, the likelihood remains 'possible' with a 'high' impact.
- vii. No change to DCC014: *'The risk of a health & safety incident resulting in serious injury or the loss of life'*.
- viii. No change to DCC018: *'The risk that programme and project benefits are not fully realised'*.
- ix. DCC021: *'The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCUHB and DCC'*. The Regional Partnership Board has been implemented to progress co-operation and integration and the locality structure is bedded in. The likelihood has been reduced to 'probable'.
- x. DCC027: *'The risk that the decisions that are necessary to enable the delivery of a balanced budget are not taken or implemented quickly enough'*. A balanced budget for 2017/18 has been developed resulting in the likelihood being reduced to 'rare'. However, uncertainty due to future settlements (2018/19 and onward) mean that this risk continues to be a challenge and the likelihood may increase again in the future. In addition, much of the 'low hanging fruit' has been taken, leaving more complex and unpalatable decisions needing to be taken to deliver future efficiencies.
- xi. Delete DCC028: *'The risk that the services that we scale back have a greater positive or negative impact than we anticipated'*. The risk was originally identified when large cuts to front line services were required (2014/15) and the impacts of the changes have been assessed. The 'Cutting the Cloth' Task and Finish Group is to be wound up. Processes for monitoring efficiencies and alternative delivery models are in place and specific risks around them are monitored.
- xii. No change to DCC029: *'Risk of successful challenge that we are illegally depriving people of their liberty'*. A Senior Practitioner with lead responsibility for



Deprivation of Liberty (DoLS) is now in post and will offer support and supervision for the process.

- xiii. No change to DCC030: *'The risk that appropriate capacity and skills to sustain service and corporate performance is not available'*.
  - xiv. No change to DCC031: *'The risk of fraud and corruption resulting in financial and reputational loss and potentially impacting on service delivery'*.
  - xv. Delete DCC032: *'The risk that the current uncertainty surrounding Local Government Reform (LGR) will lead to a greater focus on transition and therefore reduce the ambition of our plans'*. Shortly after this risk was added to the Corporate Risk Register (June 2016) it was announced that the plans for LGR were unlikely to be progressed in their current form and that Public Sector Reform (PSR) was being considered.
  - xvi. New Risk DCC033: *'There is a risk that the cost of care is outstripping the Council's resource'*. Since the implementation of the Whittleston Judgement and the increase in the national living wage, the cost of purchasing care has increased by 5% for 2016/17 and is projected to increase by 4% per year for the next four years; largely due to care home fees. The consequence would be overspends in Social Care which would place significant pressure on the Council and could lead to the need to scale back or withdraw non-statutory services. Given the control measures in place, the risk is assessed as *'probable'* with a *'high'* impact.
- 4.2 New risks are emerging on which the Council is keeping a watching brief, but insufficient facts exist to accurately describe the risks or assess likelihood and impact:
- Brexit
  - Funding of Tackling Poverty Programmes, particularly Communities First, Flying Start and Families First.
  - Public Sector Reform

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

- 5.1 The purpose of the Corporate Risk Register is to identify the potential future events that may have a detrimental impact on the council's ability to deliver its objectives, including its corporate priorities. The identified controls and actions are therefore crucial to the delivery of the corporate priorities.

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

- 6.1 The cost of developing, monitoring and reviewing the Corporate Risk Register is absorbed within existing budgets.

## **7. What are the main conclusions of the Well-being Impact Assessment? The completed Well-being Impact Assessment report can be downloaded from the website and should be attached as an appendix to the report.**

- 7.1 This Corporate Risk Register document identified risks and current and proposed mitigating actions. The process of developing and reviewing the

document itself does not require a Well-being Impact Assessment to be undertaken. However, any new process, strategy or policy arising as a result of a mitigating action should be impact assessed at service delivery level.

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

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

- All service risk registers are reviewed by services (according to the corporate risk management methodology) prior to each Corporate review.
- The Corporate Improvement Team analyse service risk registers to identify risks of corporate significance or any themes emerging across services.
- Updates on current corporate risks are collected from risk owners, and updates on mitigation actions are collected from action owners.
- Individual meetings are held with the Chief Executive and each Corporate Director, to discuss the risks for which they are lead. Consideration is given to whether the risk remains, whether the scores are accurate, and whether any new risks under their jurisdiction need to be included.
- A risk workshop is held at Cabinet Briefing to review existing risks; discuss progress on agreed mitigation actions; discuss and agree new corporate risks; review and update residual risk scores; update existing controls (in light of completed actions); and agree any new actions to mitigate risks.

## **9. Chief Finance Officer Statement**

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

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

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

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

11.1 Local Government Act 2000.

11.2 Section 7.15.2 of the Council's Constitution sets out the Committee's responsibilities with respect to scrutinising the Council's performance in relation to corporate matters.

**Contact Officer:**



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## Risks

## Risks

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

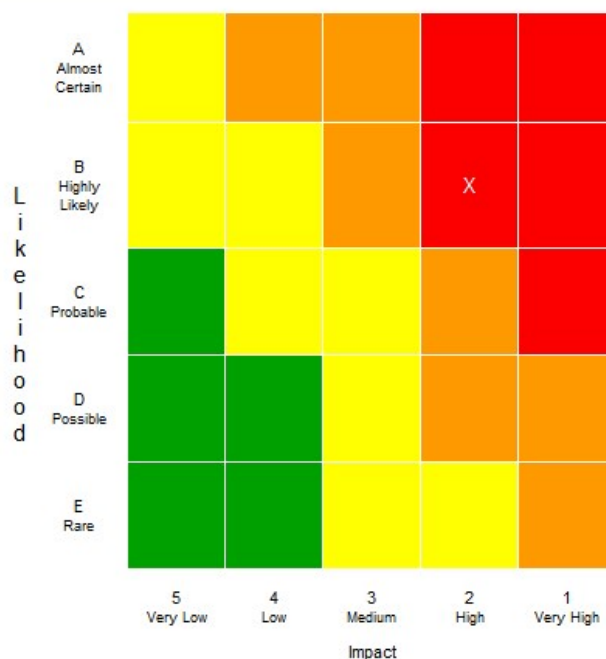
## Description

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

## Impact / Consequences

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

## Inherent Risk



## Controls to Manage Risk (in place)

1. Safeguarding policy & procedures are in place
2. Corporate Safeguarding Training Programme.
3. Wales Interim Policy & Procedures for the Protection of Vulnerable Adults from Abuse.
4. Framework of self-assessment for schools in relation to safeguarding has been established.
5. Section 28 Audits, and annual reporting requirement for services to demonstrate how they are discharging their duties in relation to safeguarding.
6. Section 28 audit tool in place for voluntary sector to ensure safeguarding practices are in place.
7. Compliance with safeguarding practises is part of the annual HR audit of schools.
8. Regional arrangements for safeguarding a) children and b) vulnerable adults are in place. The regional safeguarding boards set priorities and actions regionally, eg training and policies & procedures.
9. Middle Managers Conference focussing on Safeguarding, November 2014
10. Risk assessments in place for recruiting staff who require a DBS check and/or references
11. Safeguarding policy review has taken place with Schools and new guidance has been developed
12. Corporate Safeguarding Panel has been reviewed including the terms of reference, roles and responsibilities.
13. Heads of Service have been asked to ensure they consider safeguarding when reviewing their risk registers and that safeguarding be included in service challenge where appropriate.
14. Key posts within the Council that could have an impact on safeguarding have been identified and Heads of Service are reviewing the posts to ensure that adequate checks are undertaken by the Council or and external body. All new employee contracts make reference to safeguarding.
15. Briefing sessions on safeguarding and Child Sexual Exploitation have been delivered to County Council and the Leader has included corporate safeguarding in his portfolio.
16. Improvements have been made to safeguarding arrangements with contractors including (i) DBS contract checks, (ii) ensuring that Council staff responsible on site for the contractor and managing the tendering / contract process are clear of thier responsibilities in respect of safeguarding, (iii) ensuring contacts terms and conditions (including JCT) in relation to DBS checks are appropriate, (iv) ensuring that self-assessment arrangements as part of contract management are appropriate.
17. The Corporate Safeguarding Policy has been reviewed and updated in line with new legislation.

## Residual Risk



## Further Actions

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

Action Due Date

31/12/2016

Person Responsible

Nicola Stubbins

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

Description

This is a standing item on the Corporate Safeguarding Panel agenda. We will also share case reviews where there is a corporate perspective for lessons learned.

As part of the development of the CRM system, we will look at the feasibility of having a corporate system for recording safeguarding incidents.

Service representatives will report any key messages from Panel meetings to members of staff within their services.

Action Due Date

30/06/2017

Person Responsible

Nicola Stubbins

00063 Corporate Safeguarding Training Package

Description

corporate safeguarding training package is currently being developed by the Learning & Development Specialist (HR).

Action Due Date

31/03/2017

Person Responsible

Catrin Roberts

Lead Member(s)

Councillor Bobby Feeley

Active

Yes

Risk Owner

Nicola Stubbins

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

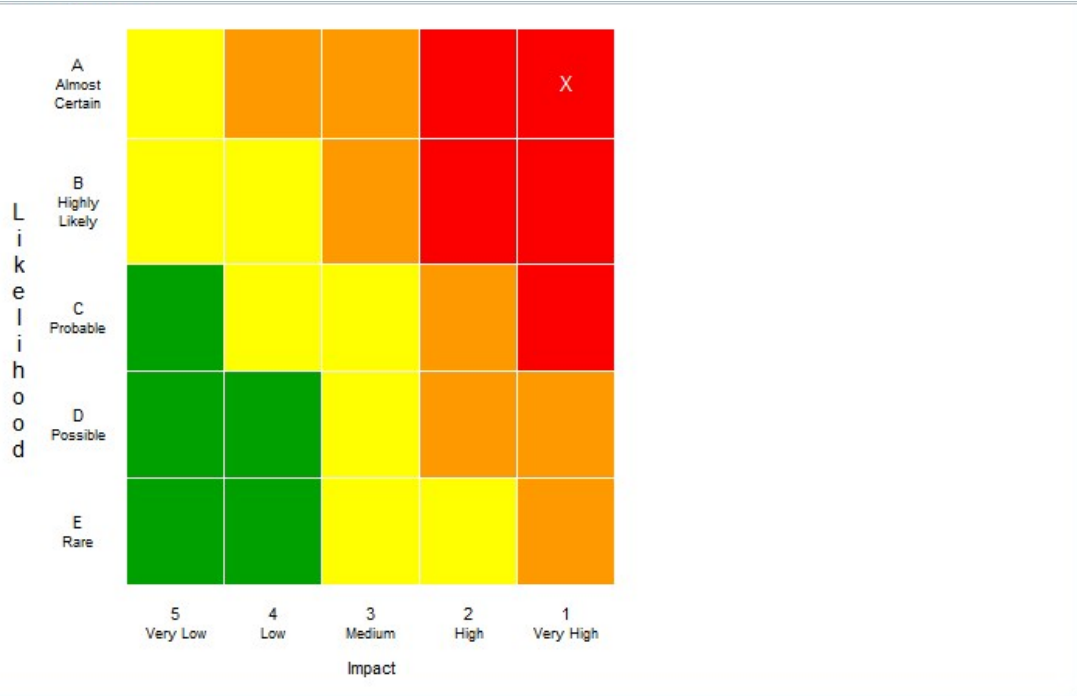
Description

The latest settlement was equal to the lowest anticipated, and the next one will probably also be very low, affecting our ability to effectively plan for the medium term.

Impact / Consequences

The council suffers from a significant reduction in income, leading to an inability to deliver current levels of service provision.

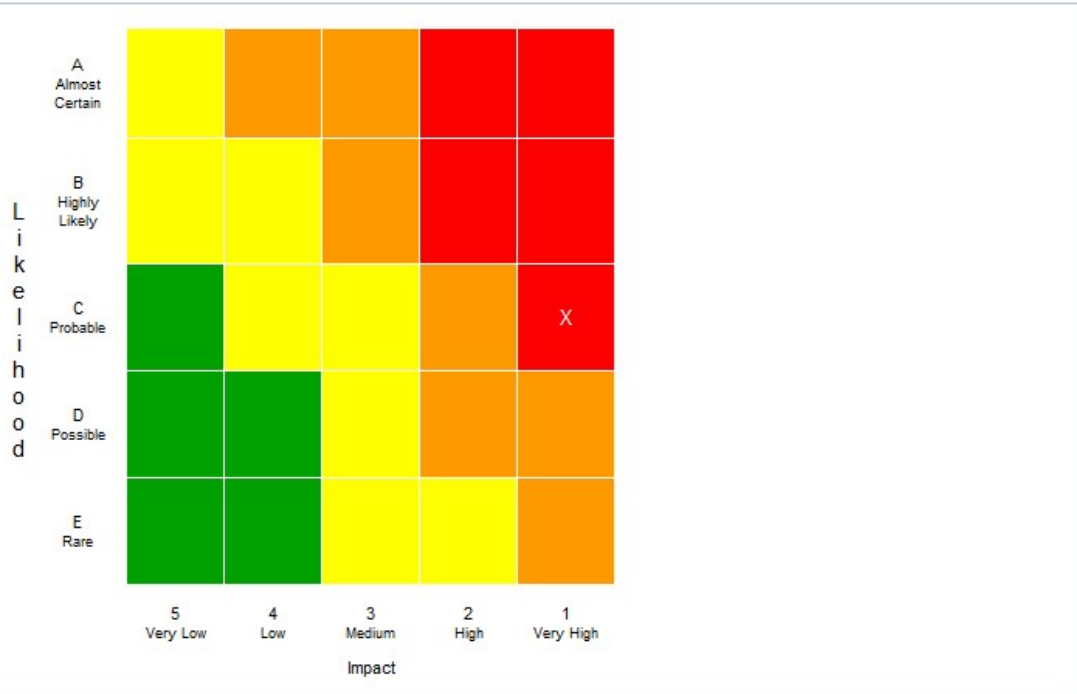
Inherent Risk



Controls to Manage Risk (in place)

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

Residual Risk



Further Actions

00069 2017/18 Budget Process

Description	Completion of the 17/18 budget process leading toward the Local Government Elections.
Action Due Date	01/02/2017
Person Responsible	Richard Weigh

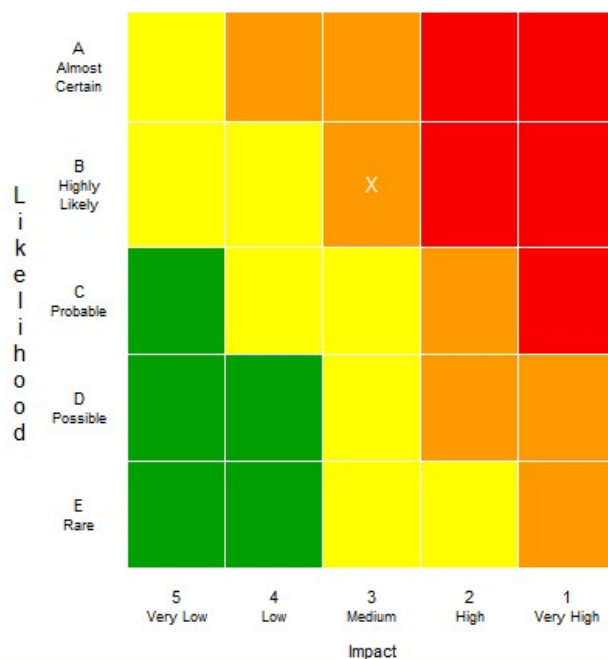
Lead Member(s)	Councillor Julian Thompson-Hill
Active	Yes
Risk Owner	Mohammed Mehmet

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

#### Impact / Consequences

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

#### Inherent Risk



#### Controls to Manage Risk (in place)

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



Residual Risk



Further Actions

Lead Member(s)

Councillor Barbara Smith

Active

No

Risk Owner

Rebecca Maxwell

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

Description

Services plan for the impact of expected seasonal variations in weather, but severe weather events can impact on service delivery. Similarly, we put plans in place to monitor food, water and air quality, but any contaminations can impact on service delivery, as would any viral pandemics.

Impact / Consequences

1. Significant disruption to core services.
2. Serious injury or fatality due to road network closure, poisoning or infection.
3. Reputational risk to the council if unable to deal with issues.

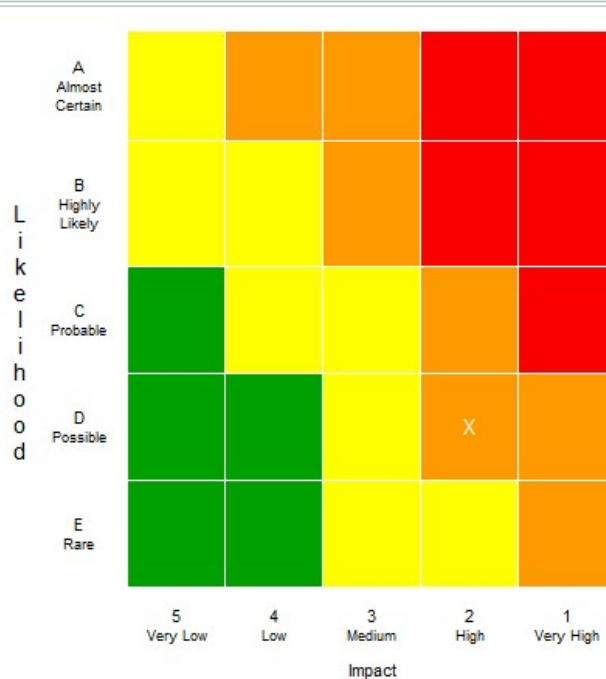
Inherent Risk



## Controls to Manage Risk (in place)

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

## Residual Risk



## Further Actions

00032 Major incident handbook to be finalised

Action Due Date

31/12/2016

Person Responsible

Rebecca Maxwell

Lead Member(s)

Councillor David Smith

Active

Yes

Risk Owner

Rebecca Maxwell

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

## Impact / Consequences

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

Inherent Risk



Controls to Manage Risk (in place)

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

Residual Risk



Further Actions

Lead Member(s)

Councillor Hugh Evans

Active

Yes

Risk Owner

Rebecca Maxwell

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

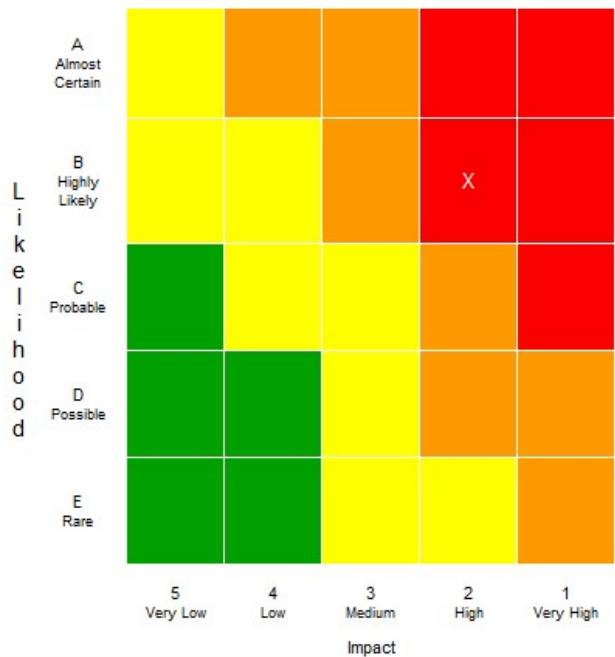
Description

Liabilities could arise due to financial, HR, safeguarding, or general management problems and could impact on the sustainability of service provision

Impact / Consequences

1. Financial liabilities.
2. Property Liabilities.
3. Reduction in levels of service provided to the community, or increased revenue costs to continue delivery.
4. Reputation damage to the council

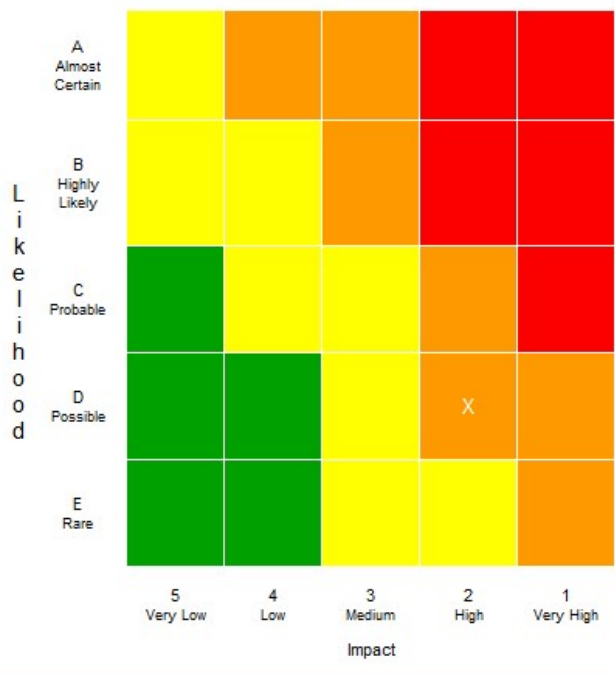
Inherent Risk



Controls to Manage Risk (in place)

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

Residual Risk



Further Actions

00072 Alternative Delivery Model Monitoring

Description	Head of Internal Audit and Chief Finance Officer to identify current services that need to be monitored, assess the effectiveness of current monitoring and determine whether any further monitoring needs to be put in place.
Action Due Date	28/02/2017
Person Responsible	Ivan Butler & Richard Weigh
Lead Member(s)	Councillor Huw Jones
Active	Yes
Risk Owner	Mohammed Mehmet

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

Description	This could be as a result of an ineffective H&S management system; inadequate fire control systems (infrastructure); or inadequate fire management planning.																																						
Impact / Consequences	<ol style="list-style-type: none"> <li>1. Serious injury or death of an employee and/or member of public.</li> <li>2. Significant reputational damage</li> <li>3. Substantial legal/compensation costs.</li> <li>4. Criminal prosecution of senior staff.</li> </ol>																																						
Inherent Risk	<table border="1"> <tr> <td rowspan="5">L i k e l i h o o d</td> <td>A Almost Certain</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>B Highly Likely</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>C Probable</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>D Possible</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>E Rare</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td></td> <td></td> <td>5 Very Low</td> <td>4 Low</td> <td>3 Medium</td> <td>2 High</td> <td>1 Very High</td> </tr> </table> <p style="text-align: center;">Impact</p>	L i k e l i h o o d	A Almost Certain	5	4	3	2	1	B Highly Likely	5	4	3	2	1	C Probable	5	4	3	2	1	D Possible	5	4	3	2	1	E Rare	5	4	3	2	1			5 Very Low	4 Low	3 Medium	2 High	1 Very High
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Controls to Manage Risk (in place)	<ol style="list-style-type: none"> <li>1. New H&amp;S Committee established with representation from each service, plus meetings established with groups of services.</li> <li>2. Strategic leadership provided by Corporate Director with responsibility for health and safety.</li> <li>3. Improved efficiency through on-line &amp; phone line incident reporting.</li> <li>4. Council has existing Health and Safety Management System(s).</li> <li>5. All DCC teams to identify their activities, consider the hazards associated with the work, describe how the risks are managed and then analyse any gaps in how they are managing the risks. These self analyses are now being monitored by the CH&amp;S team who are going out into the workplaces and providing support, guidance and feedback where it is needed.</li> <li>6. The H&amp;S training program focuses on in-house provision that is targeted at DCC activities.</li> <li>7. Links developed with Property Services to manage property-related fire risks</li> <li>8. Middle managers have developed robust fire management system controls.</li> <li>9. In-house training and meetings established to embed good practise.</li> <li>10. Guidance and assistance provided to managers responsible for developing fire management systems.</li> <li>11. Health &amp; Safety now forms part of the service challenge process.</li> <li>12. Now mandatory for all managers to undertake the 'Managing Safely in Denbighshire' training.</li> </ol>
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Residual Risk



Further Actions

Lead Member(s)

Councillor Julian Thompson-Hill

Active

Yes

Risk Owner

Rebecca Maxwell

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

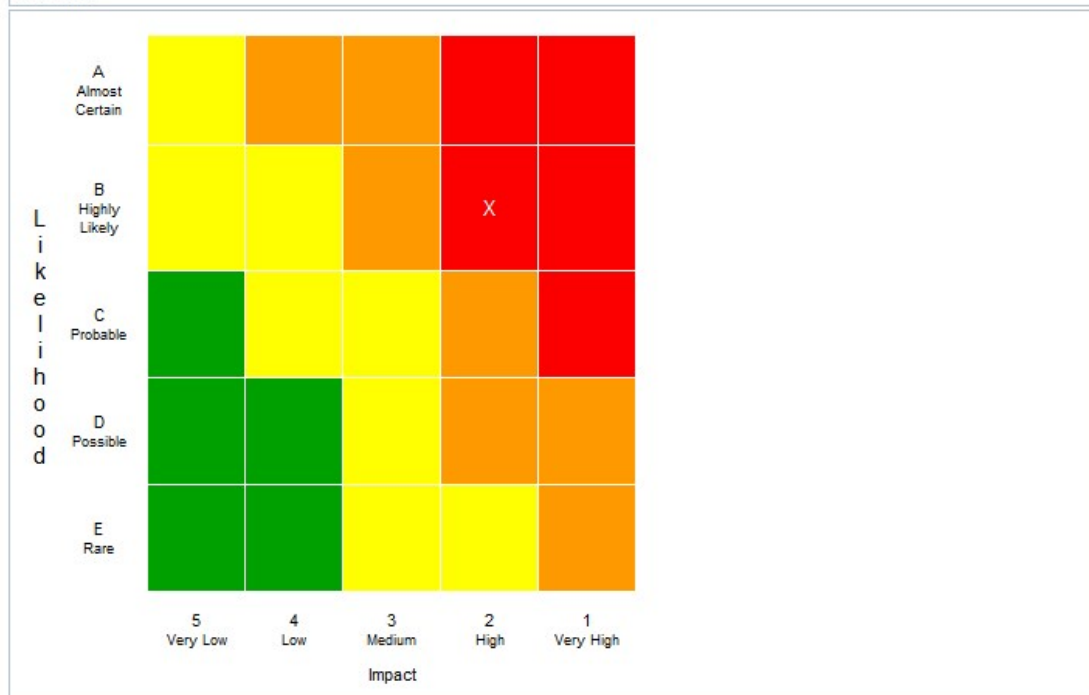
Description

The council currently does not consistently deliver all benefits from projects. Some of the issues include: inconsistent management; resistance to change; staff behaviour and processes not changing as planned. Programmes to be mindful of include: Economic & Community Ambition; Modernisation; Social Services Modernisation; Modernising Education; Coastal Facilities, and Rhyl Going Forward.

Impact / Consequences

The forecast changes that were alluded to in business cases do not materialise and, hence, neither do their benefits

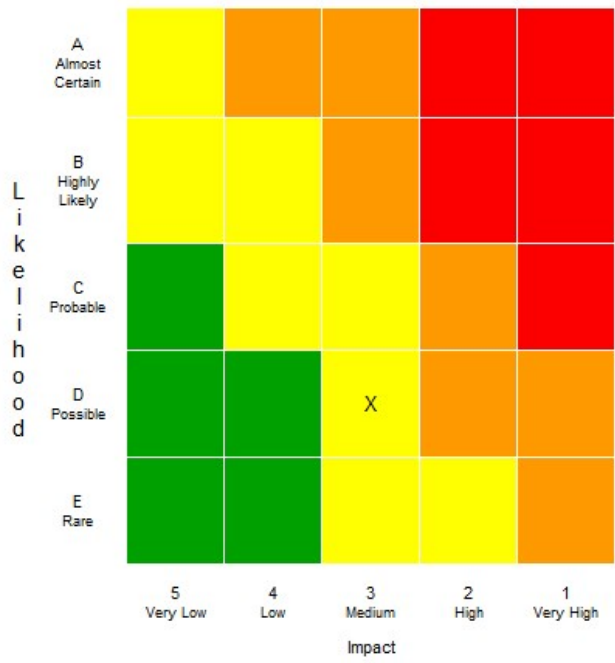
Inherent Risk



Controls to Manage Risk (in place)

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

Residual Risk



Further Actions

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

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

Description

Impact / Consequences

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

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

Inherent Risk



Controls to Manage Risk (in place)

1. DCC presence in Key meetings and Boards looking at implementing integrated new approaches although there is a notable lack of progress on the integration agenda
2. Denbighshire Joint Locality Forum established.
3. Nicola Stubbins appointed Associate Member of BCUHB Board
4. Cllr Bobby Feeley appointed Independent Member (Local Authority) of BCUHB Board
5. NWWVIC has reviewed its governance arrangements in partnership with BCUHB.
6. BCUHB Area Director has been appointed.
7. Locality Structure has bedded in.
8. Implementation of the new Regional Partnership Board to progress cooperation and integration.

Residual Risk



Further Actions

Lead Member(s)	Councillor Bobby Feeley
Active	Yes
Risk Owner	Nicola Stubbins

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



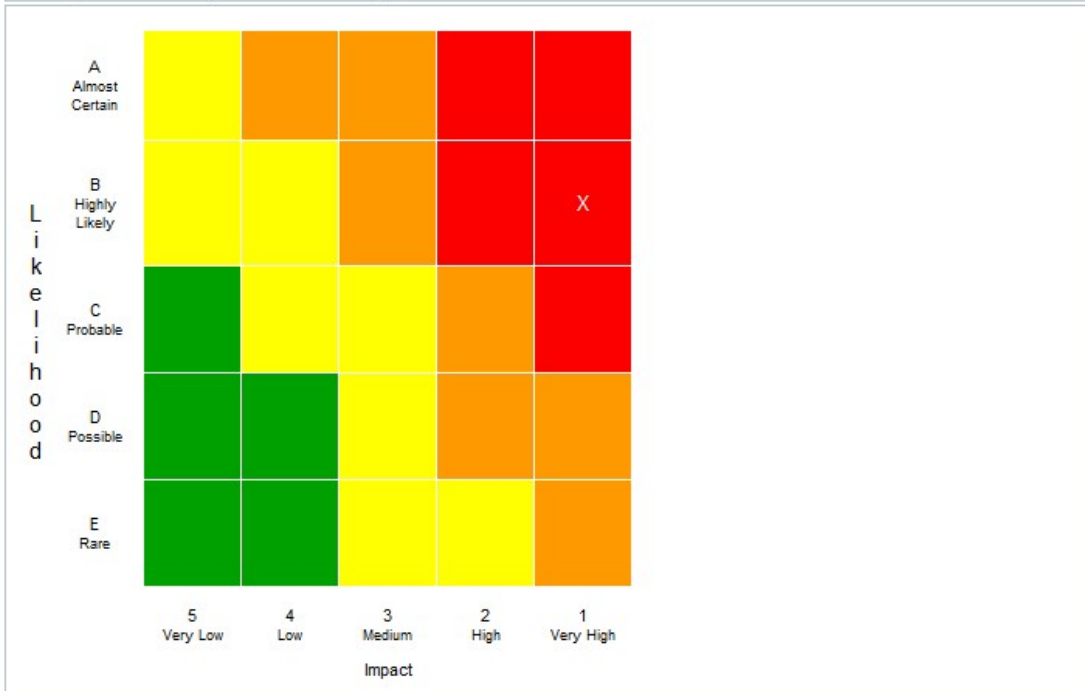
Description

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

Impact / Consequences

Denbighshire overspends on its budget

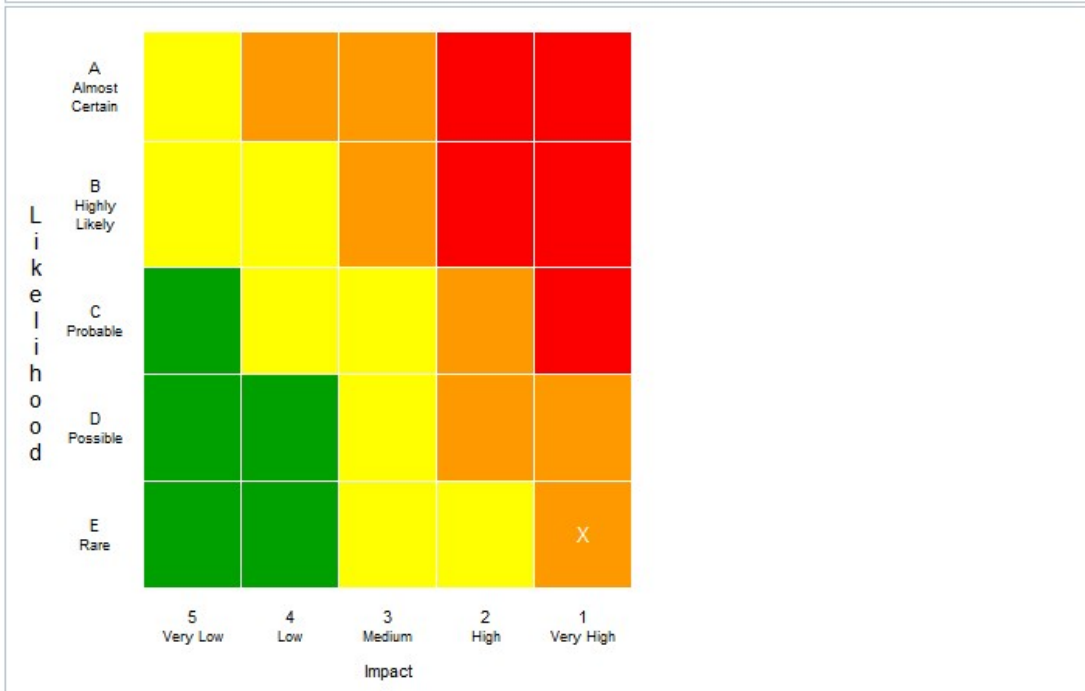
Inherent Risk



Controls to Manage Risk (in place)

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

Residual Risk



Further Actions

Lead Member(s)

Cllr Hugh Evans

Active

Yes

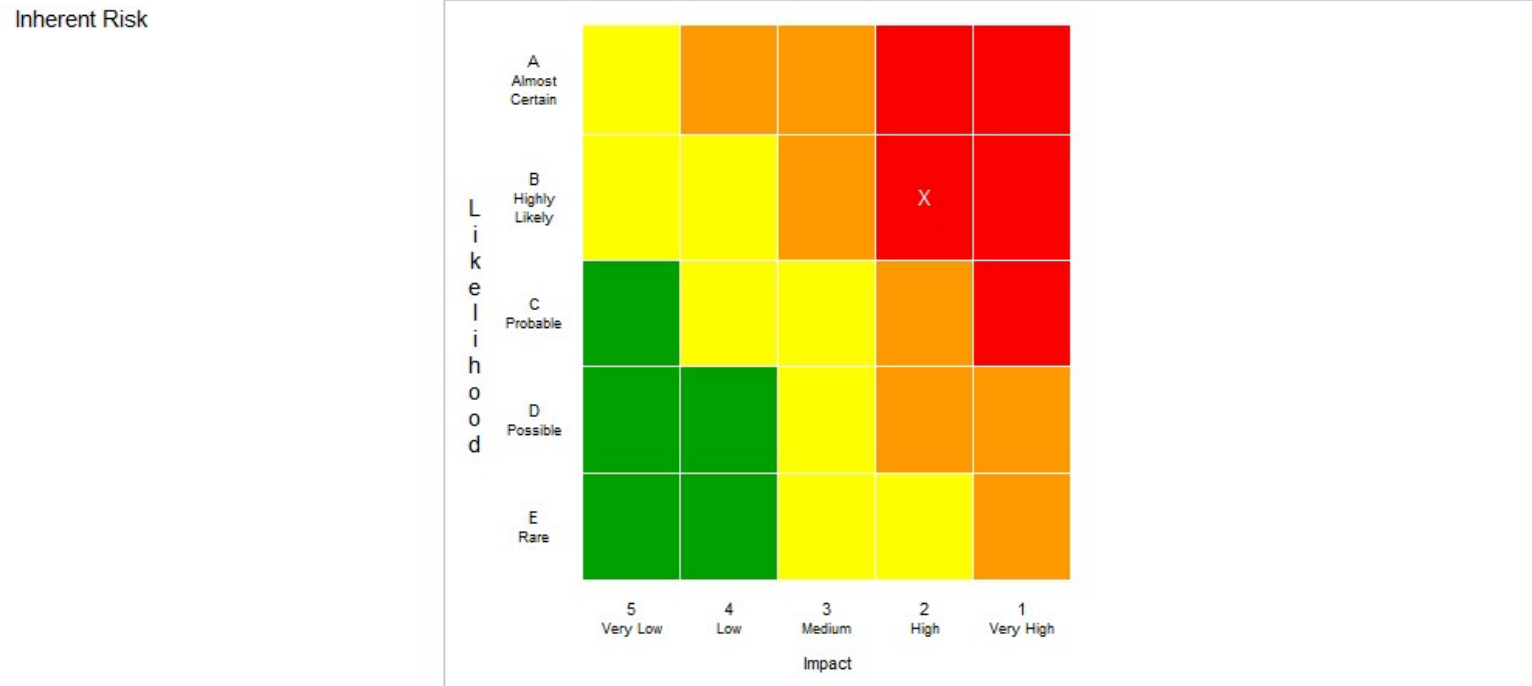
Risk Owner Mohammed Mehmet

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

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

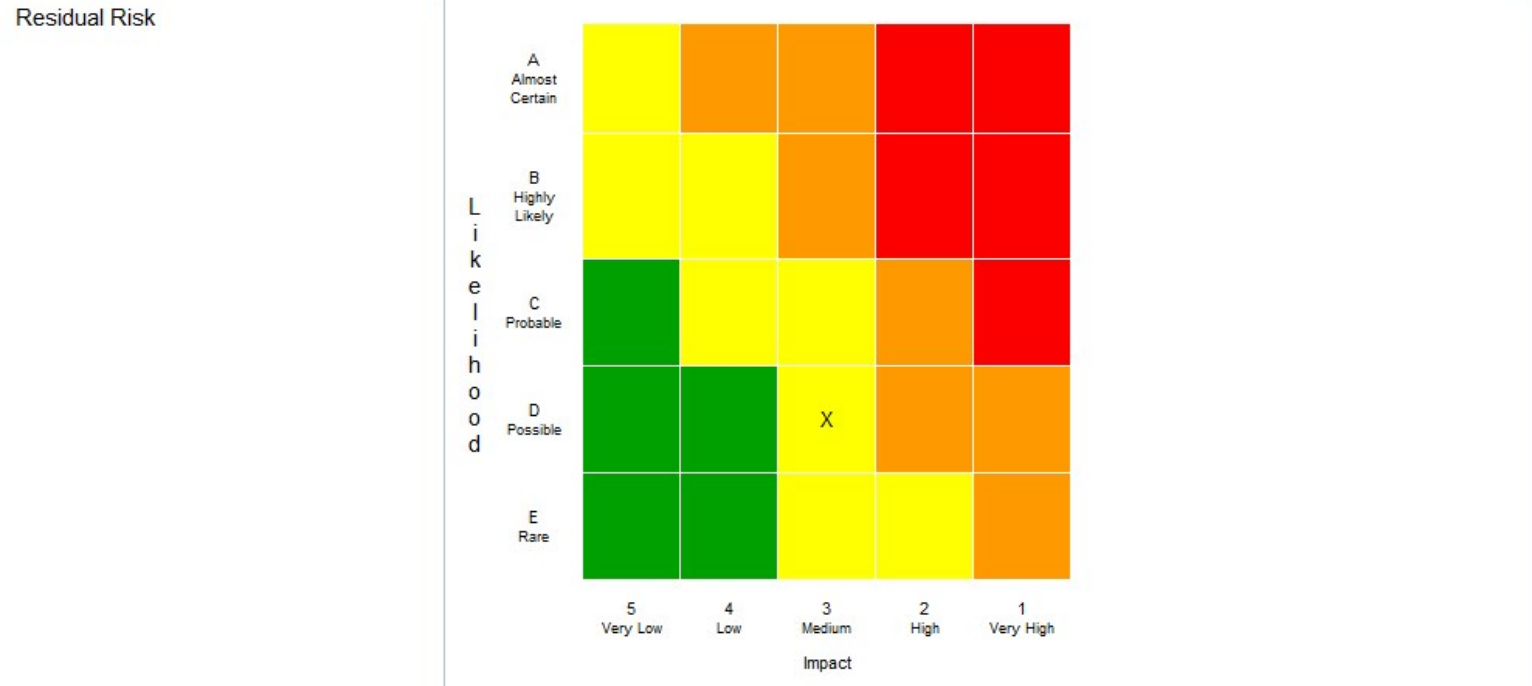
Impact / Consequences 

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



Controls to Manage Risk (in place) 

1. Impact Assessments are undertaken
2. Cover reports for all decisions ask for risks and benefits to be articulated
3. "Cutting the Cloth" Task and Finish Group established to monitor the impacts



Further Actions

Lead Member(s)	Cllr Hugh Evans
Active	Yes
Risk Owner	Mohammed Mehmet

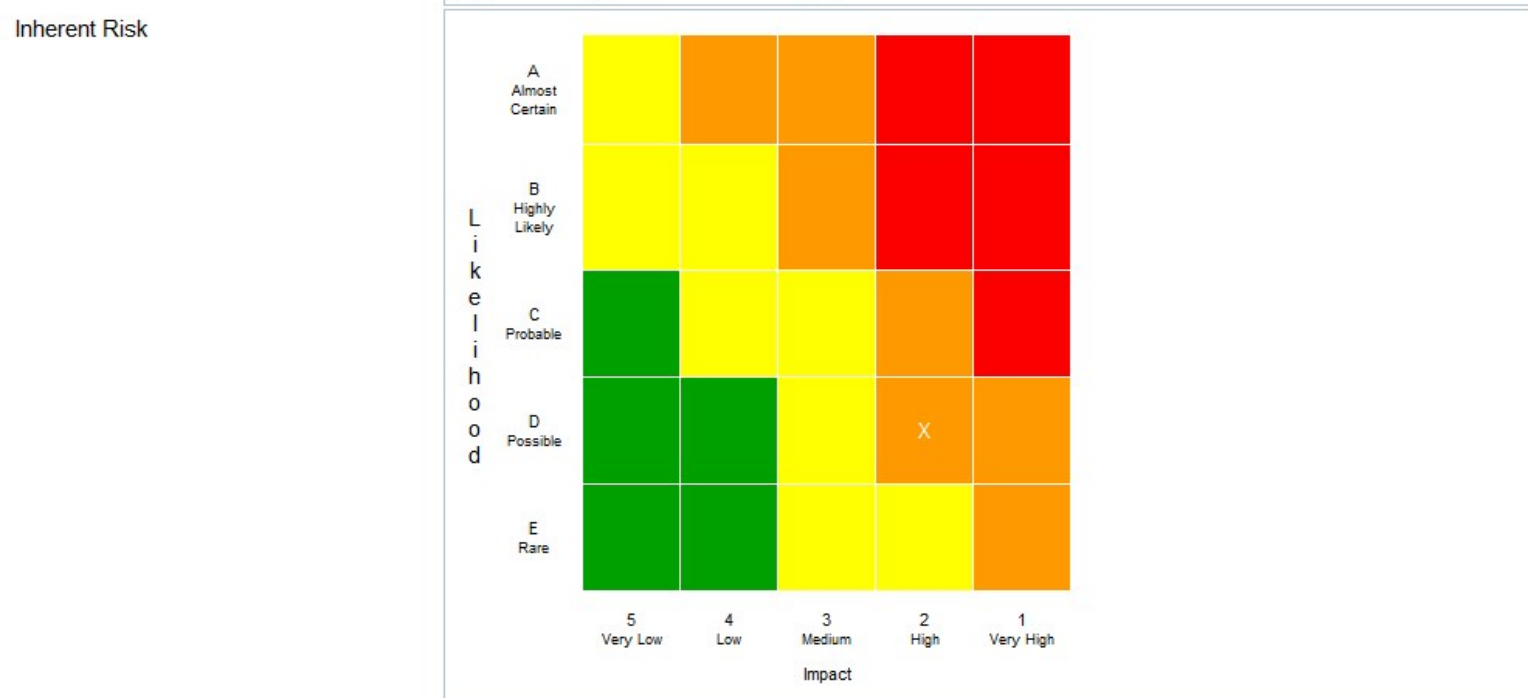
00029 Risk of successful challenge that we are illegally depriving people of their liberty

**Description**

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

**Impact / Consequences**

Legal challenge, reputational damage, financial costs



**Controls to Manage Risk (in place)**

- 1 Every provider has received a letter describing our pragmatic approach
- 2 Additional staff members have been trained as Best Interest Assessors
- 3 Increased signatory capacity is reducing backlogs following assessment
- 4 New Senior Practitioner in post for DOLS who will manage the process offering support and supervision

Residual Risk



Further Actions

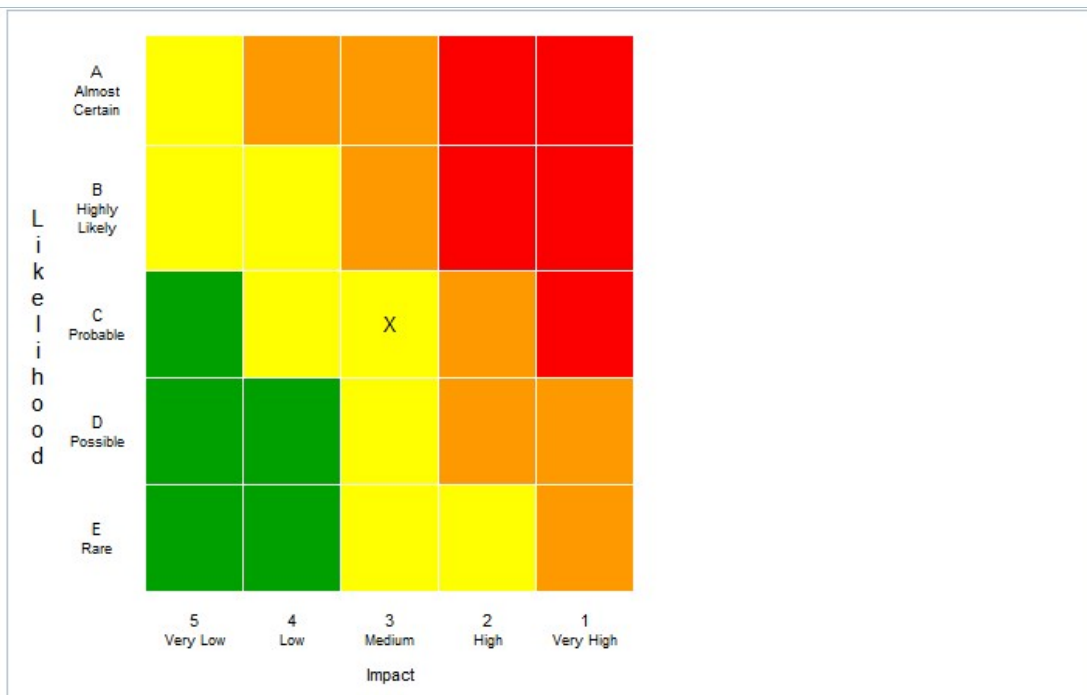
00044 Reviewing

Description	Continue to assess everyone in residential care that we need to
Action Due Date	31/03/2016
Person Responsible	Phil Gilroy
Lead Member(s)	Bobby Feeley
Active	Yes
Risk Owner	Nicola Stubbins

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

Description	The current structure of the Senior Leadership Team has been built on the strength and experience of current postholders. As the number of posts at CET and SLT has reduced there is a concentration of key roles that are critical to the successful delivery of services, and the organisation's ability to respond to policy and legislation. There is a risk that individuals with particular skill sets would be difficult to replace, and the threat of local government reorganisation contributes to difficulties in recruitment due to the uncertainty it creates.
Impact / Consequences	Reputational damage Declining performance

Inherent Risk



Controls to Manage Risk (in place)

1. Greater opportunities for Middle Managers to 'act up' to key posts in order to gain experience at a more senior level
2. Appointment of more senior Middle Managers
3. Leadership Strategy is in place
4. Heads of Service are tested on their succession plans through Service Challenge
5. Quarterly Leadership Conferences held to develop middle managers.

Residual Risk

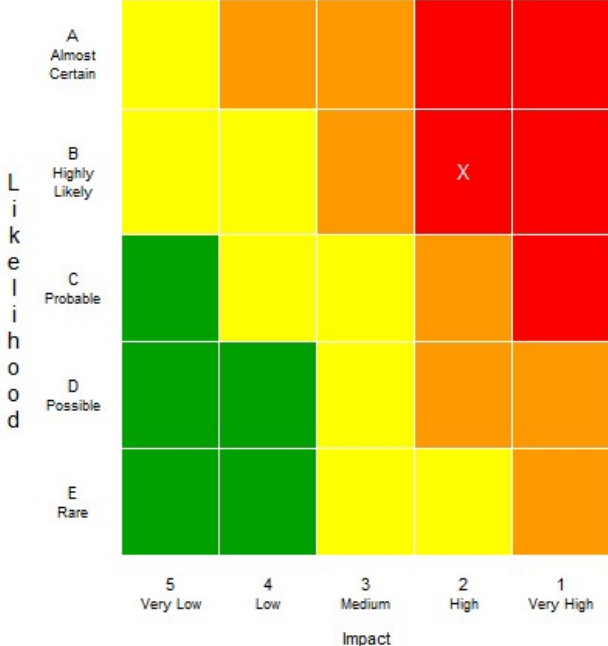


Further Actions

00073 Training Needs Analysis for Senior and Middle Managers

Description	Undertake a training needs analysis for senior and middle managers to ensure training and development programmes meet need, build capacity from within and enable succession planning.
Action Due Date	31/03/2017
Person Responsible	Rebecca Maxwell
Lead Member(s)	Hugh Evans
Active	Yes
Risk Owner	Mohammed Mehmet

00031 The risk of fraud and corruption resulting in financial and reputational loss and possibly impacting on service delivery.

Description	<p>Denbighshire County Council (the Council) employs around 4,500 staff and spends in excess of £300 million per year. It commissions and provides a wide range of services to individuals and households and works with a wide range of private, public and voluntary sector organisations. As with any other large organisation, the size and nature of the Council's services mean that there is an ongoing risk of loss due to fraud and corruption from both internal and external sources. There is also an ongoing risk of bribery as the Council provides and procures goods, works and services.</p> <p>The Council recognises that as well as causing financial loss, fraud is also detrimental to the provision of services, and damaging to the reputation of, and confidence in, the Council and public bodies in general.</p>																																													
Impact / Consequences	<ol style="list-style-type: none"> <li>1) Financial loss</li> <li>2) Loss of reputation and confidence in the Council and public bodies in general</li> <li>3) Negative impact on service provision / delivery</li> <li>4) Legal / compensation costs</li> <li>5) Criminal prosecution</li> <li>6) Negative audit / inspection reports</li> </ol>																																													
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Controls to Manage Risk (in place)	<p>In its policies and procedures the Council gives out the clear message that it will not tolerate any impropriety by employees, elected Members or third party organisations. It has put in place arrangement and proportionate systems to minimise this risk and these are kept under constant review, including:</p> <ul style="list-style-type: none"> <li>• The Code of Corporate Governance</li> <li>• The Code of Conduct for Elected Members</li> <li>• The Employees' Code of Conduct</li> <li>• Financial Regulations including Contract Procedure Rules</li> <li>• The Whistleblowing Policy</li> <li>• The Anti-Money Laundering Policy</li> <li>• Recognition and monitoring of the risk of fraud in service risk registers</li> <li>• Systems of internal control</li> <li>• Recruitment processes</li> <li>• Regular internal and external review of our systems and procedures</li> <li>• Review of Council's anti-Fraud arrangements against the CIPFA Standard 2016 (checklist)</li> </ul>																																													

Residual Risk



Lead Member(s)

Councillor Julian Thompson-Hill

Active

Yes

Risk Owner

Mohammed Mehmet

00032 The risk that the current uncertainty surrounding Local Government Reform (LGR) will lead to a greater focus on transition and therefore reduce the ambition of our plans.

Description

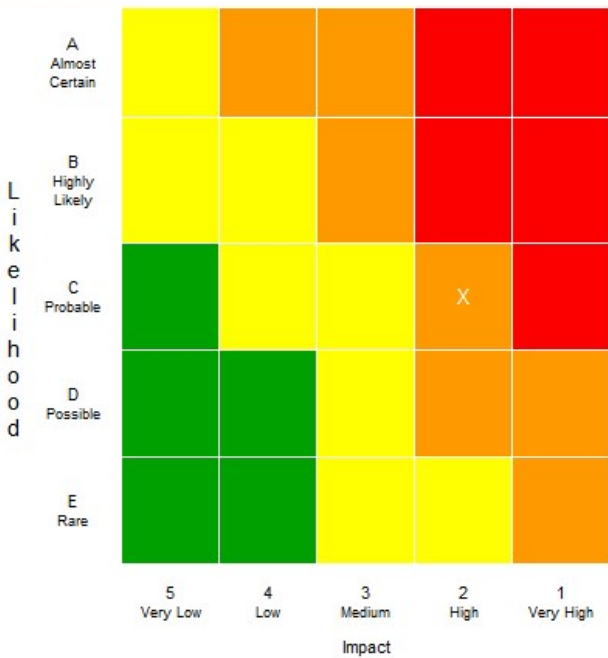
There is a risk that the current uncertainty surrounding Local Government Reform (LGR) will lead to a greater focus on transition and therefore reduce the ambition of our plans (planning blight). This would have particular affect on the new Corporate and Wellbeing Plans.

Impact / Consequences

Our plans are less ambitious than they could be and service delivery changes required to sustain services may not happen.

Inherent Risk



Controls to Manage Risk (in place)	<p>The likelihood for the residual risk is assessed as 'probable' in light of national policy change following the Welsh Government elections (May 2016).</p> <p>The impact is assessed as 'high' in consideration of the following:</p> <ul style="list-style-type: none"> <li>• Changes are likely to be smaller than originally proposed</li> <li>• Plans for change are already in place due to reducing budgets</li> <li>• There is a greater focus on sustainability e.g. WBFG Act</li> <li>• A clear planning timetable is in place that can respond to changes</li> </ul>																																													
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		Impact																																												
Lead Member(s)	Councillor Hugh Evans																																													
Active	Yes																																													
Risk Owner	Mohammed Mehmet																																													

00033 The risk that the cost of care is outstripping the Council's resource

Description	<p>Since the Whittleston Judgement and its implementation as well as the increase in the national living wage, the cost of purchasing care has increased by 5% for 2016/17 and is projected to increase by 4% per year for the next four years; largely due to care home fees.</p>
Impact / Consequences	<p>Overspends in Social Care place significant budget pressures on the Council and could result in the scaling back or withdrawal of non-statutory services.</p>



Inherent Risk



Controls to Manage Risk (in place)

Demand needs to be managed in order to maintain current levels of expenditure. The following controls are currently being embedded:

- A focus on prevention and early intervention so people don't need to go into care.
- Third Sector grant programme.
- Talking Points.
- Community Navigators.
- Supporting Independence Strategy.
- Being innovative and maximising use of grant monies.
- New approach to supporting people to achieving outcomes.
- Improved partnership working with BCU and integrated assessment as well as managing continuing health care.

Residual Risk



Further Actions

00074 Revision of Domiciliary Care contracts to build in the requirement of providers to work in a more outcome focused way and re-able people.

Action Due Date

31/12/2017

00075 Development of additional extra care housing (subject to agreement by Cabinet) by our Housing Association partners.

Action Due Date	01/04/2020
Lead Member(s)	Bobby Feeley
Active	Yes
Risk Owner	Nicola Stubbins

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

- i. DCC001: *'The risk of a serious safeguarding error where the council has responsibility, resulting in serious injury or death'*. Most of the actions planned are complete and whilst timescales have slipped for the remaining action(s), most are near completion. It is proposed that the likelihood be reduced to 'possible' but that the impact should remain 'high'.
- ii. No change to DCC006: *'The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income'*. This risk continues to be closely monitored and a robust budget process for 2017/18 is near completion; just awaiting final approval. Whilst the settlement was better than expected, flat in cash terms, this does not allow for inflation.
- iii. DCC007: *'The risk that critical or confidential information is lost or disclosed'*. Following the introduction of the new information security policy and recruitment of the ICT Security Officer, it is proposed that likelihood be reduced to 'rare' and that the impact should remain 'medium'.
- iv. No change to DCC011: *'The risk of an ineffective response to a severe weather, contamination, or public health event'*. Changes at 'response lead level are now embedded and once the major incident handbook is finalised (scheduled for end December 2016), it is hoped that the residual risk likelihood can be downgraded to 'rare', but should remain at 'possible' for now.
- v. No change DCC012: *'The risk of a significantly negative report(s) from external regulators'*. Audit reports received are generally positive, however concerns have been raised previously by CSSIW about safeguarding arrangements. The likelihood will remain 'possible' for now and once confirmation is received that the safeguarding arrangements have improved satisfactorily, the likelihood will be reduced to 'rare'.
- vi. No change DCC013: *'The risk of significant liabilities resulting from alternative models of service delivery'*. A corporate framework for proposed alternative service delivery models and an assessment tool have been developed. However, in recognition of the increasing need to identify and implement alternative service delivery models to sustain services and create efficiencies, the likelihood remains 'possible' with a 'high' impact.

- vii. No change to DCC014: *'The risk of a health & safety incident resulting in serious injury or the loss of life'*.
- viii. No change to DCC018: *'The risk that programme and project benefits are not fully realised'*.
- ix. DCC021: *'The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCUHB and DCC'*. The Regional Partnership Board has been implemented to progress co-operation and integration and the locality structure is bedded in. The likelihood has been reduced to 'probable'.
- x. DCC027: *'The risk that the decisions that are necessary to enable the delivery of a balanced budget are not taken or implemented quickly enough'*. A balanced budget for 2017/18 has been developed resulting in the likelihood being reduced to 'rare'. However, uncertainty due to future settlements (2018/19 and onward) mean that this risk continues to be a challenge and the likelihood may increase again in the future. In addition, much of the 'low hanging fruit' has been taken, leaving more complex and unpalatable decisions needing to be taken to deliver future efficiencies.
- xi. Delete DCC028: *'The risk that the services that we scale back have a greater positive or negative impact than we anticipated'*. The risk was originally identified when large cuts to front line services were required (2014/15) and the impacts of the changes have been assessed. The 'Cutting the Cloth' Task and Finish Group is to be wound up. Processes for monitoring efficiencies and alternative delivery models are in place and specific risks around them are monitored.
- xii. No change to DCC029: *'Risk of successful challenge that we are illegally depriving people of their liberty'*. A Senior Practitioner with lead responsibility for Deprivation of Liberty (DOLS) is now in post and will offer support and supervision for the process.
- xiii. No change to DCC030: *'The risk that appropriate capacity and skills to sustain service and corporate performance is not available'*.
- xiv. No change to DCC031: *'The risk of fraud and corruption resulting in financial and reputational loss and potentially impacting on service delivery'*.
- xv. Delete DCC032: *'The risk that the current uncertainty surrounding Local Government Reform (LGR) will lead to a greater focus on transition and therefore reduce the ambition of our plans'*. Shortly after this risk was added to the Corporate Risk Register (June 2016) it was announced that the plans for LGR were unlikely to be progressed

in their current form and that Public Sector Reform (PSR) was being considered.

- xvi. New Risk DCCXXX: *'There is a risk that the cost of care is outstripping the Council's resource'*. Since the implementation of the Whittleston Judgement and the increase in the national living wage, the cost of purchasing care has increased by 5% for 2016/17 and is projected to increase by 4% per year for the next four years; largely due to care home fees. The consequence would be overspends in Social Care which would place significant pressure on the Council and could lead to the need to scale back or withdraw non-statutory services. Given the control measures in place, the risk is assessed as 'probable' with a 'high' impact.

New risks are emerging on which the Council is keeping a watching brief, but insufficient facts exist to accurately describe the risks or assess likelihood and impact:

- Brexit
- Funding of Tackling Poverty Programmes, particularly Communities First, Flying Start and Families First.
- Public Sector Reform

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<b>Report to:</b>	<b>Performance Scrutiny Committee</b>
<b>Date of Meeting:</b>	<b>26<sup>th</sup> January 2017</b>
<b>Lead Member/Officer:</b>	<b>Lead Member for Public Realm / Head of Highways and Environmental Services</b>
<b>Report Author:</b>	<b>Senior Engineer – Highways and Environmental Services</b>
<b>Title:</b>	<b>Denbighshire County Council's Management of Highway Structures</b>

## 1. What is the report about?

The following report is to outline to the Committee how the County Council manages its Highway Structure assets and how the Service intends to manage its current backlog of works in relation to the Highway Structure assets, within the County Highway Network.

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

This report has been written to assist the Performance Scrutiny Committee in understanding the risks that the current condition of the County's Highway Structure infrastructure poses, and to enable scrutiny of our proposed strategy (i.e. the ten-year Highways Structure Backlog Project).

## 3. What are the Recommendations?

To support the approach being taken by the Service to manage the backlog of works in relation to highway structure assets; i.e. the **Highway Structure Backlog Works Project**.

## 4. Report details

Denbighshire County Council's Highway and Environmental Services manages 150 Highway Bridges, of which, 53 are listed and 6 of them are also scheduled monuments. The spans range from 1.5m all the way through to 440m. It also manages 258 culverts greater than 0.9m in diameter, over 300 retaining walls and in excess of 300 Public Rights of Way Bridges. The latest Gross Replacement Valuation, undertaken using nationally agreed methodology was £313million. Many of the structural assets within the county are hundreds of years old and many are in need of substantial attention to address existing risks.

In common with the industry standard, Denbighshire County Council uses the practices laid down in the United Kingdom Roads Liaison Group's "Well Managed Highway Infrastructure : A Code of Practice" to manage its Highway Structures infrastructure. From this document, Denbighshire County Council has drafted its own

Highway Asset Management Plan to fully define the local standards we have chosen to adopt. The Code of Practice encourages adopting a “Risk Based” approach to management of highway Infrastructure. This includes varying from the agreed national standards, laid out in the UK Roads Liaison Groups Design Manual, in areas such as Inspection, and as a result in conjunction with our partners in the County Surveyors Society Wales’ Bridges Group we have devised a Risk Based Approach to structural inspection. As a direct result the Council now carries out substantially less “Detailed” Structural Inspections than stipulated within the nationally agreed standards, saving tens of thousands of pounds annually.

The Service also acts as a Technical Approval Authority, which means that the Council is responsible for ensuring that all new highway structural designs are completed to European Union standards and that structural assessments are undertaken to National Standards.

All of the Council’s assets that require a structural assessment, in accordance with National Highway Standards, now have an Assessment. In the UK this requires vehicles of up to 40Tonnes in gross weight to use the nation’s highway network without restriction. Denbighshire County Council has 30 assets with a substandard Structural assessment. Once a structure has a weak structural assessment report it is important to understand why that is and what is the best course of action. Following that appraisal it has been identified that 20 assets now require a weight restriction. The Council also use this information to assist in the safe passage of abnormal load movements across the county and notifications of such movements are monitored daily. The formal weight restriction orders will help enforce abnormal load movements.

The Backlog project consists of addressing SERIOUS defects to over 60 assets, spread throughout the county. If all current risks are realised, then the value of that work, if repaired on a like for like basis could exceed £14million. It is important to recognise that this is not the total cumulative figure for the entire highway Structure Infrastructure, but merely those which pose a risk of restriction/closure to the highway within the next ten years.

Using engineering judgement, accepting some weight/width restrictions, and improving the efficiency with which we deliver our services, then the estimated capital investment required to address the current risks associated with the Highway Structure Backlog assets is £6.059million. Highway Structures tend to be long lasting assets and, as such, it is considered that this work can be done over a 10 year period. Indeed, in numerous instances, it is desirable and usually by far the most cost effective use of funds to take several years to complete each project, because an old masonry structure can take many years to dry out.

The project budget requires a number of cost saving techniques. These include “Value Engineering”. So rather than rebuilding a failing element other solutions will be found. These techniques will include building buttresses, installing pattress plates, etc. In addition we intend to recruit directly employed inspectors to ensure we are no longer paying consultancy rates for routine works that is both very predictable and can be easily delivered using internally trained staff.



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

Maintaining “Open and Safe” highways contributes to the Corporate Priorities in terms of assisting in the development of the local economy and improving our roads. In addition, the Backlog Project will enable the council to demonstrate the delivery of efficiencies and improving services for our customers.

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

The implementation of the Highway Structures Backlog Project will require additional resources. It is planned to increase the annual Highway Structures Revenue budget from the existing £145,000 to £245,000. The allocation that Highway Structures receive from the Highways Capital Block budget is also planned to increase to £320,000 per annum, for the 10 year duration of the Backlog Project. Finally, an additional £2.86million of capital funding will be required to complete the project, again spread over a ten year period and this element of the project was the subject of a Capital Bid to the Strategic Investment Group in December 2016. A spreadsheet is attached to show the breakdown of funds and projects within the Backlog Project.

In order to assist in the delivery of the project it is intended to recruit three additional members of staff. An additional apprentice construction operative will be recruited to assist in the delivery of the Backlog Project and the ongoing Planned Preventative Maintenance works. A further Apprentice will be recruited to assist in the inspection of our assets and the final addition will be a dual role of Supervisor/Inspector. Following the recruitment of these additional staff the construction operative team will then equal 3 in number and will be employed to work directly upon Highway Structures from mid-March until mid-November each year and then they will be available to be seconded to our Streetscene teams to assist in their winter operational activities. The additional staff will also enable the number of directly employed inspectors to rise from 1 to 3. Undertaking more inspections “in-house” will release more money from our Consultancy budget to spend on maintenance and capital works in future, and this is an important part of our ten-year strategy.

As a Highway Authority it is the Council’s statutory obligation to maintain the public highway, under the Highways Act 1980, i.e. it must be “Fit for Purpose”

Weight restrictions and road closures can have a very real impact upon the public population in terms of emergency response, economic harm and loss of competitiveness. The environment can also be damaged by requiring lengthy diversionary routes to be followed, thus increasing pollution of the atmosphere. Undertaking the Backlog Project will enable most of the proposed weight restrictions to be removed, and significantly reduce the number of future weight restrictions being realised.

**7. What are the main conclusions of the Well-being Impact Assessment? The completed Well-being Impact Assessment report can be downloaded from the [website](#) and should be attached as an appendix to the report**

Maintaining the existing highway networks will assist with:

- Maintaining cultural connectivity.
- Maintaining emergency routes.
- Preservation of the historic landscape.
- Protecting the economic confidence within the community

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

A number of public consultations have been held over the last 6 months with local communities to assess the local impact of proposed weight restrictions to 20 bridges and retaining walls.

## **9. Chief Finance Officer Statement**

The proposed expenditure highlighted in the report should and will be contained within either existing capital allocations or the Environment and Highways overall revenue budget for 2017/18. However the commitment may impact on the ability of the service to make required efficiency savings in future years, therefore resulting in the need to identify further savings elsewhere within the service in order to meet council saving targets.

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

There are numerous risk associated with undertaking such a project:

- The length of time and continuity of funding. Because many of the projects can take several summers to complete, the certainty of budgets may not be guaranteed. Failure to continue a particular project that has commenced means that almost all of the monies already spent will be wasted, as without completing the entire project brief, then desired benefit will not be achieved and risks will remain.
- The length of time and the continuity of staff. When dealing with such a lengthy project it is important to maintain detailed As Built Information and that good project management practices are observed. This will enable smooth transitions should potential future staff movements be realised, throughout the 10 year duration of the project.
- Working over water. Working over a watercourse means that in most instances it is only wise to work during the summer months, thus greatly reducing the length of time available during any one year and thus increasing mobilisation/demobilisation costs.
- Consents will be required for much of the works and hence forward planning is vitally important to ensure that bodies such as CADW and Natural Resources Wales have sufficient time to carry out their activities, prior to construction budgets being in place.
- Third party owners. Some bridges are owned by third parties, whilst other projects require access to third party land. As the Highway Authority, Denbighshire County Council, is at risk should the third parties adopt a confrontational approach.
- Temporary Traffic Management. Works need to be specified in such a way that considers the user of the Highway and attempt to keep the length of traffic disruption to an absolute minimum.
- The use of Term Contracts for the entire length of the project may not provide best value for money given the length of time for the project, so a suitable procurement

protocol would need to be drafted to consider the ten year, multiple project timeframe.

- Some projects require skilled staff, whose specialism can be in short supply. Not being able to access these skills, when required means that the programme may be at risk

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

- Highways Act 1980
- Section 7.2.3 of the Council's Constitution states that Scrutiny can consider any matter which affects the Council's area or its inhabitants

**Contact Officer:**

Senior Engineer: Highways and Environmental Services

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# Highway Structures Backlog Project

## Wellbeing Impact Assessment Report

This report summarises the likely impact of a proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	123
Brief description:	The condition of numerous highway structures throughout the county is now such that numerous assets throughout the county require a weight restriction. This project is to address that backlog of work and reduce the number of affected assets within the county
Date Completed:	03/01/2017 16:09:15 Version: 2
Completed By:	James Hall
Responsible Service:	Highways & Environmental Services
Localities affected by the proposal:	Whole County,

# IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

## Score for the sustainability of the approach

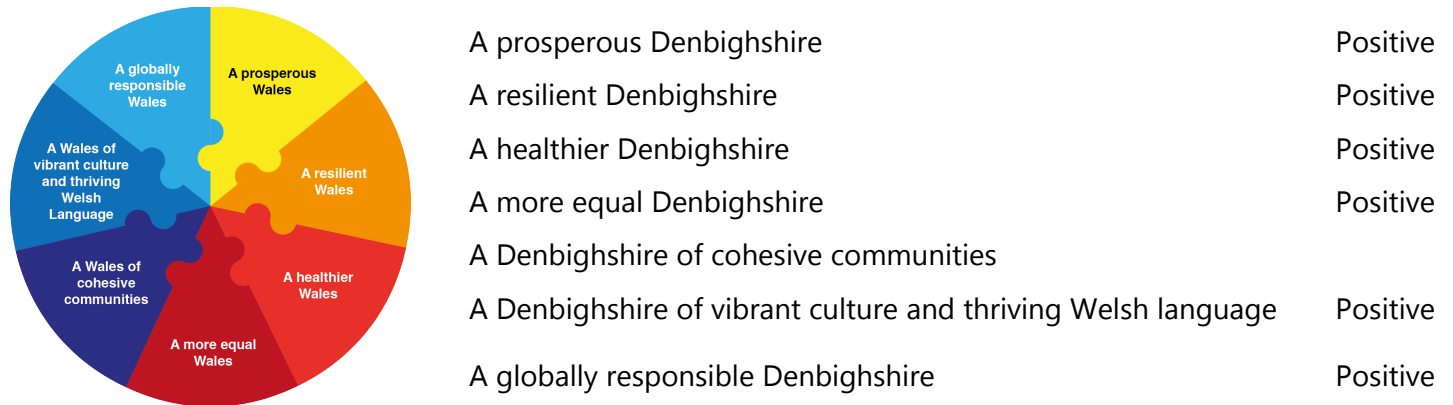
Could some small changes in your thinking produce a better result?  
(3 out of 4 stars)



Actual score: 20/ 24.

## Summary of impact

Wellbeing Goals



## Main conclusions

Maintaining highway infrastructure will preserve cultural and economic connectivity throughout the county and to the greater area.

It will ensure that emergency provision is maintained throughout the county.

It will preserve the economic prosperity of the county.



# THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

## A prosperous Denbighshire

Overall Impact:	Positive
Justification for Impact:	Maintaining an open and safe highway network will ensure economic and cultural ties are maintained throughout the county

### **Positive consequences identified:**

Will negate the need for lengthy diversionary routes

Will negate the need for lengthy diversionary routes, thus affecting productivity and competitiveness

The project will employ many persons during its execution. It will also ensure that existing business' remain competitive.

Two apprentice positions will be created by implementing this proposal

Without a resilient highway structure infrastructure important links throughout the community will be severed or severely restricted. Supporting this project will see those existing links maintained.

Without implementing this project, educational transport will undoubtedly be affected by carriageway restrictions and closures

### **Unintended negative consequences identified:**

Maintaining present economic growth may see an increase in travel throughout the county

### **Mitigating actions:**

By ensuring that the work is programmed sensitively to limit temporary traffic restrictions will assist greatly in limiting negative consequences

## A resilient Denbighshire

Overall Impact:	Positive
Justification for Impact:	Resilience will be increased as highway routes and connectivity will be will be maintained

### **Positive consequences identified:**

Works to address flood capacity of some structures will have a very positive influence upon the natural environment during times of flood

Environmental assessments will be carried out to determine whether the environment is affected on a site by site basis.

Listed structures and scheduled monuments will be preserved and protected for future generations

Preserving existing assets will make a substantial impact in terms of ensuring that the life expectancy of assets is increased, thus reducing new build

Ensuring that highway restrictions / closures are short lived, will reduce fuel consumption that the lengthy diversionary routes will require

Local consultation about the impact to local communities has already begun. For the larger schemes it is thought that interpretation boards will be employed to explain how the project benefit the environment and how DCC intend to preserve it's historic infrastructure.

Addressing the flood capacity of some of our assets will assist in the overall flood risk management throughout the county. It will also ensure that the counties highway network is more resilient during sever flood incidents and less roads will be closed during periods of high water as a consequence, thus ensuring emergency routes are kept.

### **Unintended negative consequences identified:**

Pointing a crumbling masonry structure does sometimes remove habitats for animals such as bats. In such instances this impact will be considered and relevant mitigation will be implemented.

Maintaining the existing highway alignment means that potential reduction of fuel consumption by considering more relevant shorter routes will lost

### **Mitigating actions:**

Intervening in a timely manner before closing roads is the prime motive for this project.

Limiting the length of time required for temporary traffic management is also very important. Working sensitively with the structures at times of least risk,(ie summer) will also ensure minimum disruption.

## A healthier Denbighshire

Overall Impact:	Positive
Justification for Impact:	The existing health infrastructure within Denbighshire and North Wales has developed based upon the current highway network in terms of providing a physical access / connection to the health service for the county. Adding considerable travelling time to those links could have very detrimental consequences.

### **Positive consequences identified:**

Connectivity will maintain social interaction between communities

An open and safe highway network will maintain access to the local agricultural economy.

Maintaining a viable highway network will provide connectivity to Areas of outstanding natural beauty and thus reduce leisure activities such as walking and mountain biking

Connectivity will maintain peoples vital physical links to emergency and health services

Maintain emergency connectivity.

Ensure that healthcare is local

### **Unintended negative consequences identified:**

### **Mitigating actions:**

Keep people informed as to what we are attempting to do.

Limit temporary disruption

## A more equal Denbighshire

Overall Impact:	Positive
Justification for Impact:	A connected population to existing health services will maximise the efficiency of those services.

### **Positive consequences identified:**

The proposed scheme will assist all of society however maintaining existing connectivity and access to services will assist people with protected characteristics, the most.

Maintaining highway connectivity will ensure that health inequalities are minimised.

Maintaining highway connectivity will ensure that existing commercial advantages remain in place

### **Unintended negative consequences identified:**

### **Mitigating actions:**

## A Denbighshire of cohesive communities

Overall Impact:	
Justification for Impact:	Emergency links will be preserved and the feeling of isolationism will be negated, by maintaining the highway links, throughout the county

### **Positive consequences identified:**

Maintaining highway infrastructure will reduce the feeling of isolationism  
Maintaining the highway infrastructure will maintain existing emergency routes and response times  
Consultation about the impact of temporary weight restrictions has already taken place.  
The historic landscape of the Counties highway structure infrastructure will be preserved  
Connectivity to areas of outstanding natural beauty will be maintained

### **Unintended negative consequences identified:**

Ease of access across the county will assist those who wish to take advantage of that infrastructure for illicit purposes.  
Temporary disruption will be unavoidable  
Numbers who have access to areas of outstanding natural beauty will be maintained, thus maintaining the current rate of interference upon the local landscape

### **Mitigating actions:**

Ensure that temporary disruption is reduced to an absolute minimum at all times.  
Consider alternative solutions to minimise disruption

## A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact:	Positive
Justification for Impact:	The project will preserve historic infrastructure It will preserve cultural links which will promote face to face contact thus enabling the growth of the Welsh language between communities.

### **Positive consequences identified:**

Maintaining highway links will assist the public to travel and be exposed to more Welsh society  
Maintaining the local highway infrastructure, will assist in the face to face connectivity necessary to promote the Welsh language  
The project will preserve many listed and scheduled monuments.  
The project will preserve cultural links across the county

### **Unintended negative consequences identified:**

### **Mitigating actions:**

## A globally responsible Denbighshire

Overall Impact:	Positive
Justification for Impact:	Should the existing highway infrastructure be closed / restricted then the impact upon both the local will be significant. The larger the number of closures / restrictions that allowed to occur then the wider impact will also grow.

### **Positive consequences identified:**

The closure / restriction of the local highway infrastructure will have a dramatic effect on the economic well being of the immediate area and the greater supply chain

Closure / restriction of the local highway infrastructure will have an immediate impact upon almost every area of the services provision within specific areas

### **Unintended negative consequences identified:**

### **Mitigating actions:**

Implement the project in full

ensure that each project considers the minimisation of temporary disruption

Consult with local populations and businesses with a view of minimising the impact of the projects.

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<b>Report to:</b>	<b>Performance Scrutiny Committee</b>
<b>Date of Meeting:</b>	<b>26 January 2017</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>

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

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

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

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

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

That the Committee considers the information provided and approves, revises or amends its forward work programme as it deems appropriate.

## **4. Report details**

- 4.1 Section 7 of Denbighshire County Council's Constitution sets out each Scrutiny Committee's terms of reference, functions and membership, as well as the rules of procedure and debate.
- 4.2 The Constitution stipulates that the Council's scrutiny committees must set, and regularly 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. One officer proposal form has been received for consideration at the current meeting, this relates to Library Service Standards and Performance (see Appendix 2(a)).

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

#### Cabinet Forward Work Programme

- 4.8 When determining their programme of future work it is useful for scrutiny committees to have regard to Cabinet's scheduled programme of work. For this purpose a copy of the Cabinet's forward work programme is attached at Appendix 3.
- 4.9 The Committee's last meeting prior to the local authority elections is scheduled for Thursday, 27 April 2017, a week before the elections are held. Due to the close proximity of the scheduled meeting to the date of the elections the Committee is asked to consider whether it wishes to cancel this meeting. Enquiries have been

made and the business item already listed for April's meeting will be available for presentation to the meeting on 16 March 2017.

**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 17 January 2017. No topic was referred to this Committee for consideration.

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

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

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

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

**8. What are the main conclusions of the Well-being Impact Assessment? The completed Well-being Impact Assessment report can be downloaded from the [website](#) and should be attached as an appendix to the report**

A Well-being Impact Assessment has not been undertaken in relation to the purpose or contents of this report. However, Scrutiny's through it work in examining service delivery, policies, procedures and proposals will consider their impact or potential impact on the sustainable development principle and the well-being goals stipulated in the Well-being of Future Generations (Wales) Act 2015.

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

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

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

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

**11. Power to make the decision**

Section 7.11 of the Council's Constitution stipulates that scrutiny committees and/or the Scrutiny Chairs and Vice-Chairs Group will be responsible for setting their own work programmes, taking into account the wishes of Members of the Committee who are not members of the largest political group on the Council.

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

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
16 March	<b>Cllr. Hugh Irving</b>	1. Your Voice' complaints performance (Q 3)	To scrutinise Services' performance in complying with the Council's complaints. The report to include: (i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe; and (ii) how services encourage feedback and use it to redesign or change the way they deliver services	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Mark Southworth/Clare O'Gorman/Meinir Blunt	September 2016
27 April	<b>Cllr. Barbara Smith</b>	1. Local Housing Strategy	To examine progress in delivering the 5 themes 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	September 2016
8 June	<b>TBA</b>	1 Corporate Plan (Q4) 2016/17	To monitor the Council's progress in delivering the Corporate Plan 2012-17	Ensuring that the Council meets its targets, its Outcome	Alan Smith/Nicola Kneale	April 2016

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
				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		
	TBA	2. Corporate Health and Safety Annual Report	To consider the Council's management of general health and safety and fire safety matters	Assurances that the Authority is abiding and conforming with all relevant H&S legislation and therefore mitigate the risk of litigation	Gerry Lapington	June 2016
	TBA (required)	3. Draft Director of Social Services Annual Report for 2016/17	To scrutinise the content of the draft annual report to ensure it provides a fair and clear evaluation of performance in 2016/17 and clearly articulates future plans.	Identification of any specific performance issues which require further scrutiny by the committee in future	Nicola Stubbins/Mark Southworth	June 2016
	TBA	4 Your Voice' complaints performance (Q 4)	To scrutinise Services' performance in complying with the Council's complaints. The report to include: (i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Mark Southworth/Ben Chandler/Meinir Blunt	September 2016

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe; and (ii) how services encourage feedback and use it to redesign or change the way they deliver services			
13 July	TBA	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
28 September [GwE representatives to be invited]	TBA	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	July 2016
	TBA	2. Your Voice' complaints performance (Q 1) including social services annual complaints report	To scrutinise Services' performance in complying with the Council's complaints. The report to include: (i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Mark Southworth/Ben Chandler/Meinir Blunt	September 2015

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			that future complaints will be dealt with within the specified timeframe; and (ii) how services encourage feedback and use it to redesign or change the way they deliver services			
7 December						
January 2018 (GwE representatives to be invited)	TBA	1. Verified External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's pupils.  The report to incorporate GwE's Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy	July 2016
	TBA	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/Nicola Kneale	December 2015

**Future Issues**

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
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Impact of Budgetary Cuts on the Deliverability of the Corporate Plan and the Council's performance in delivering services (periodically)  <b>[Task &amp; Finish Group]</b>	To detail the impact of present and projected budgetary cuts on the deliverability of the Corporate Plan 2012-17; and the Council's overall performance	An evaluation of the Plan's deliverability, the anticipated impact of the cuts on the Council's performance versus the actual outcome to inform the planning of a communication strategy to inform residents and stakeholders	Task and Finish Group	October 2014
Implementation of the Donaldson Report 'Successful Futures' – Independent Review of Curriculum and Assessment Arrangements in Wales <b>[Education]</b>  <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
<b>(Following local authority elections)</b> Update on options appraisals for In-house care services.  <b>[WIA required]</b>	To consider the results of the analysis undertaken with respect to potential options for future provision of the services	Formulation of recommendations with respect to the future provision of the services for submission to Cabinet	Phil Gilroy	June 2016

**Information/Consultation Reports**

Date	Item (description / title)	Purpose of report	Author	Date Entered
<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	Mark Southworth/Ben Chandler/Meinir Blunt	June 2014
<b>September 2016 &amp; March 2017</b>  [Information]	Corporate Plan (Q1 & Q3) 2016/17  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/Nicola Kneale	April 2016

**Note for officers – Committee Report Deadlines**

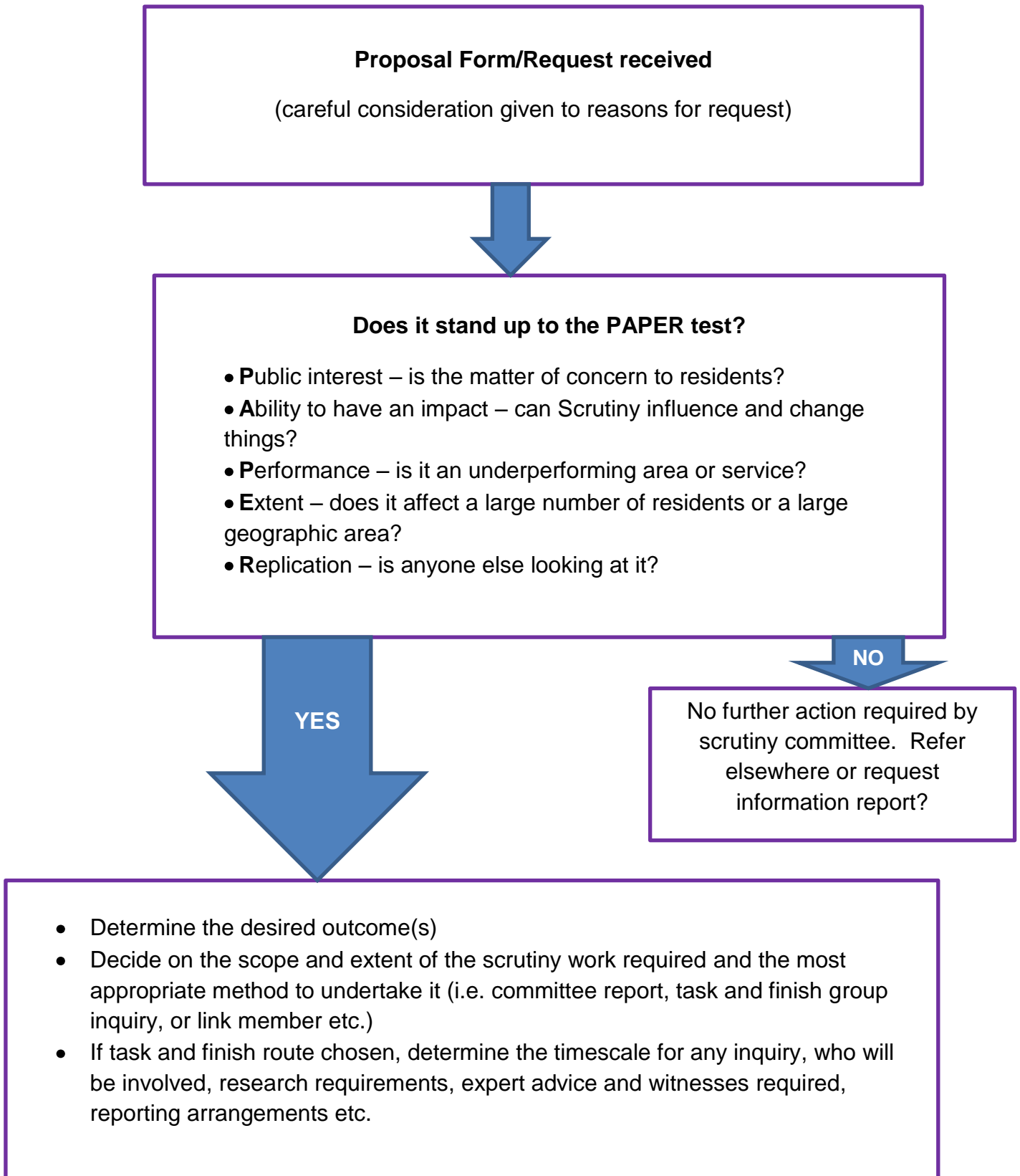
Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
16 March	<b>2 March</b>	27 April	<b>13 April</b>	8 June	<b>25 May 2</b>

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Updated 16/01/2017 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> (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> (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> (if 'yes' please state which priority/priorities)	<b>YES/NO</b>
<b>To your knowledge is anyone else looking at this matter?</b> (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



<b>PROPOSAL FORM FOR AGENDA ITEMS FOR SCRUTINY COMMITTEES</b>		
<b>NAME OF SCRUTINY COMMITTEE</b>	Performance Scrutiny	
<b>DATE OF MEETING / TIMESCALE FOR CONSIDERATION</b>	March 2017	
<b>TITLE OF REPORT</b>	Library Service Standards and Performance	
<b>P U R P O S E</b>	<b>1. Why is the report being proposed? (see also the checklist overleaf)</b>	- To highlight Denbighshire's performance against National Standards and to seek Members' approval to the ongoing development of libraries as community hubs.
	<b>2. What issues are to be scrutinised?</b>	- Library Service performance against National Standards - Ongoing development of libraries as community hubs and Council One Stop Shops.
	<b>3. Is it necessary/desirable for witnesses to attend e.g. lead members, officers/external experts?</b>	- Lead Member for Customers and Libraries - Head of Customers Communication and Marketing - Principal Librarian - Service Improvement Manager
	<b>4. What will the committee achieve by considering the report?</b>	- Awareness of Library Service performance against National Standards - Update of recent developments & future plans for libraries as community hubs.
	<b>5. Score the topic from 0 – 4 on aims &amp; priorities and impact (see overleaf)*</b>	<b>Aims &amp; Priorities</b> 3
<b>ADDITIONAL COMMENTS</b>		
<b>REPORTING PATH – what is the next step? Are Scrutiny's recommendations to be reported elsewhere?</b>	Scrutiny' recommendations and comments will be reported to Welsh Government - MALD (Museums Archives Libraries Division)	
<b>AUTHOR</b>	Arwyn Jones, Principal Librarian	



## Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
<b>28 February</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	New Asset Management Strategy	Adoption of a new asset management strategy	Yes	Cllr Julian Thompson-Hill / Tom Booty
	3	Welsh Language Strategy	Consideration of a new Welsh Language Strategy	Yes	Councillor Huw Jones / Emlyn Jones
	4	DCC Wellbeing Objectives	To consider a report on the Council's Wellbeing Objectives	Tbc	Councillor Hugh Evans / Alan Smith
	5	Rhyl Waterfront Development: Phase 1b commercial elements	For Cabinet to approve the funding model for the commercial elements of the Hospitality Phase	Yes	Councillor Hugh Evans / Rebecca Maxwell
	6	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
<b>28 March</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	Tbc	Scrutiny Coordinator

## Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			Cabinet's attention		
<b>25 April</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 2016/17 Q3	To consider progress against the Corporate Plan	Tbc	Cllr Julian Thompson-Hill / Alan Smith
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
<b>6 June</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Lead Member for Finance, Corporate Plan and Performance / Richard Weigh
	2	Corporate Plan Performance Report 2016/17 Q4	To consider progress against the Corporate Plan	Tbc	Lead Member for Finance, Corporate Plan and Performance / Alan Smith
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
<b>18 July</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Lead Member for Finance, Corporate Plan and Performance / Richard Weigh



## Cabinet Forward Work Plan

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

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	<b>Deadline</b>	<i>Meeting</i>	<b>Deadline</b>	<i>Meeting</i>	<b>Deadline</b>
<i>January</i>	<b>10 January</b>	<i>February</i>	<b>14 February</b>	<i>March</i>	<b>14 March</b>

Updated 06/01/16 - KEJ

Cabinet Forward Work Programme.doc

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