

To: Members of the Performance  
Scrutiny Committee

Date: 6 July 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 **11.15 am** on **THURSDAY, 13 JULY 2017** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

**All members are reminded that the training event on 'Managing the Council's Performance' will be held at 9.30am, immediately prior to the Committee meeting. All county councillors are welcome to attend this training event.**

Yours sincerely

G. Williams  
Head of Legal, HR and Democratic Services

## **AGENDA**

### **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 APPOINTMENT OF VICE-CHAIR (Pages 7 - 8)**

To appoint a Vice-Chair for Performance Scrutiny Committee for the municipal year 2017/18 (see attached copy of the role description for Scrutiny Member and Chair/Vice-Chair).

11.15a.m -11.20a.m.

**4 URGENT MATTERS AS AGREED BY THE CHAIR**

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

**5 MINUTES OF THE LAST MEETING (Pages 9 - 18)**

To receive the minutes of the Performance Scrutiny Committee held on 16 March 2017 (copy attached).

11.20a.m-11.25a.m.

**6 CORPORATE RISK REGISTER (Pages 19 - 48)**

To consider a report (copy attached) which provides an update on the Council's Corporate Risk Register.

11.25a.m-11.55a.m.

**7 CORPORATE PLAN (Q4) (Pages 49 - 96)**

To consider a report (copy attached) monitoring the Council's progress in delivering the Corporate Plan 2012-2017.

11.55a.m-12.25p.m.

~~~~~**BREAK 12.25P.M-12.40P.M.**~~~~~

**8 YOUR VOICE' COMPLAINTS PERFORMANCE (Q4) (Pages 97 - 108)**

To scrutinise information (report attached) on Services' performance in complying with the Council's complaints procedure.

12.40p.m- 13.10p.m.

**9 SCRUTINY WORK PROGRAMME (Pages 109 - 132)**

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.

13.10p.m-13.25.p.m.

**10 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

13.25p.m- 13.30p.m.

## **MEMBERSHIP**

### **Councillors**

Huw Jones (Chair)

Ellie Chard  
Ann Davies  
Martyn Holland  
Hugh Irving

Brian Jones  
Geraint Lloyd-Williams  
Bob Murray  
Eryl Williams

### **COPIES TO:**

All Councillors for information  
Press and Libraries  
Town and Community Councils

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## LOCAL GOVERNMENT ACT 2000

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### Code of Conduct for Members

### DISCLOSURE AND REGISTRATION OF INTERESTS

|                                                                                                                                                                                                                                                                                        |                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| I, ( <i>name</i> )                                                                                                                                                                                                                                                                     | <input type="text"/>               |
| a *member/co-opted member of<br><i>(*please delete as appropriate)</i>                                                                                                                                                                                                                 | <b>Denbighshire County Council</b> |
| <b>CONFIRM</b> that I have declared a <b>*personal / personal and prejudicial</b> 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:-<br><i>(*please delete as appropriate)</i> |                                    |
| Date of Disclosure:                                                                                                                                                                                                                                                                    | <input type="text"/>               |
| Committee ( <i>please specify</i> ):                                                                                                                                                                                                                                                   | <input type="text"/>               |
| Agenda Item No.                                                                                                                                                                                                                                                                        | <input type="text"/>               |
| Subject Matter:                                                                                                                                                                                                                                                                        | <input type="text"/>               |
| Nature of Interest:<br><i>(See the note below)*</i>                                                                                                                                                                                                                                    | <input type="text"/>               |
| Signed                                                                                                                                                                                                                                                                                 | <input type="text"/>               |
| Date                                                                                                                                                                                                                                                                                   | <input type="text"/>               |

\*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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- (vi) **Role:** **Scrutiny Member/Chair**  
**Salary:** Band 3 (Chair only)

*Please note: items highlighted are specific to the role of Chair*

### 1. PRINCIPAL ACCOUNTABILITIES

- To Full Council

### 2. PURPOSE OF ROLE

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

### 3. VALUES and EXPECTATIONS

- To be committed to the values of Denbighshire County Council and the following values in public office:
  - Pride
  - Integrity
  - Respect
  - Unity
  - Attend all relevant meetings
  - Carry out business electronically i.e. meetings and communication, wherever possible
  - To attend mandatory training as specified in the code of conduct and the constitution.
  - To participate in an annual development review to continually improve the performance of the member and the Council.

- To explain and account for personal performance as a County Councillor on a regular basis, particularly through the publication of an Annual Report on the Council's web site.

## PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 16 March 2017 at 9.30 am.

### PRESENT

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

Councillor Barbara Smith, Lead Member for Modernisation and Housing

### ALSO PRESENT

Chief Executive (MM), Head of Customers, Communication and Marketing (LG), Interim Principal Manager, Support Services (MS), Statutory and Corporate Complaints Officer (BC), Head of Planning and Public Protection (GB), Programme Manager – Housing Development (MD), Strategic Planning and Housing Manager (AL), Strategic Planning and Housing Senior Officer (SL), Scrutiny Co-ordinator (RE) and Committee Administrator (SLW)

#### 1 APOLOGIES

Apologies for absence were received from Councillors Meirick Lloyd Davies, Colin Hughes and Geraint Lloyd-Williams and Lead Member for Customers and Libraries, Councillor Hugh Irving

#### 2 DECLARATION OF INTERESTS

Councillor Huw Hilditch-Roberts declared a personal interest in Item 5, Library Service Standards and Performance.

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

No urgent matters received.

#### 4 MINUTES OF THE LAST MEETING

The minutes of the meeting of the Performance Scrutiny Committee held on 6 January 2017 and 26 January 2017 were submitted.

##### Matters Arising – 6 January 2017:

Item 5, Update on Options Appraisals for In-House Care Services - Councillor Huw Hilditch-Roberts requested clarity regarding Canolfan to which the Scrutiny Co-ordinator confirmed she would make enquiries.

**RESOLVED** that, subject to the above, the minutes of the Performance Scrutiny Committee meeting held on 6 January 2017 and 26 January 2017 be received and approved as a correct record.

## 5 LIBRARY SERVICE STANDARDS AND PERFORMANCE

The Head of Customers, Communications and Marketing, introduced the Principal Librarian's report (previously circulated) to provide Members with information about the new Framework of Library Standards (2017-2020), highlighting Denbighshire's most recent performance where applicable.

The Head of Service informed members that 17 out of the 18 core entitlements included in the 2014-17 Framework (5<sup>th</sup> Framework) had been met and the only one which had not been met had been the requirement for the Service to have a declaration publicly available of its Strategy and vision. This deficiency would be addressed during the first year of the new Framework, now that the Service had entered a period of stability under a new Head of Service. Of the 16 Quality Indicators contained within the 5<sup>th</sup> Framework, 7 had set targets. Denbighshire had met, or partially met, six of these seven indicators during 2015/16. The only one which it failed to partly meet was the indicator relating to its expenditure on books and resources for public use. The reason for this being that a decision had been taken as part of the Freedoms and Flexibilities budget setting process, not to strive to meet this target but instead to realise maximum benefits from expenditure by targeting the expenditure on specific types of books and resources based on library users' preferences.

Responding to Members' questions the Head of Service:

- Confirmed that the reduction in expenditure on public resources had not adversely affected the number of book loans to the public. The Service had taken a conscious decision to spend more of its budget on children's books during the period of austerity. This had been contrary to Welsh Government (WG) guidelines at the time, however the new Framework for 2017-2020 would reflect the Council's approach;
- Advised that Denbighshire was in the process of entering into a regional book purchasing arrangement with other local authorities in North Wales. This approach would be far more cost effective for the authority and would realise maximum value for money for the Council;
- Emphasised that whilst a number of local authorities across Wales had reduced their library opening hours, closed libraries in some areas or transferred their community library provision to town and community councils or the voluntary sector, Denbighshire had only had to reduce its services by a matter of hours across the county and in doing so had been able to keep all the libraries open throughout the county. By adopting an approach to develop all its libraries as 'community hubs', where a range of community services could be delivered, it had been able to invest in its libraries to modernise them, ensuring that they were accessible to all residents. This approach was very much in line with Quality Indicator 4 of the new Libraries Framework, which focussed on the Service's delivery of services which supported health and well-being. Rhuddlan Library had recently reopened following refurbishment and work was about to start to refurbish St. Asaph Library. An application had recently been submitted to the Welsh Government's (WG) Museums, Archives and Libraries Division (MALD) for a grant to refurbish Denbigh Library;

- Informed members that Wi-Fi was now available in all of the county's libraries. To further the modernisation agenda and support agile working for the Council's employees the Authority's corporate Wi-Fi was in the process of being rolled out to libraries across the county;
- Community use of the county's libraries for initiatives such as 'Talking Points' was increasing;
- Regular customer satisfaction surveys with service-users were conducted with a view to continually improve, and potentially increase further the types of services available at libraries;
- Advised that the One Stop Shops (OSS) available in a number of the county's libraries had been extensively involved with the recent 'County Conversation' exercise to seek the views of the public on what the new Council's priorities should include;
- Confirmed that the initial problems encountered at the new OSS at Rhyl had now been resolved. Since Christmas more staff had been allocated to the service in Rhyl which had resulted in two people manning the front desk at all times. The Police periodically had a member of staff on hand there and discussions were underway with a view to enabling Police Community Support Officers (PSCOs) to utilise the corporate Wi-Fi for the purpose of updating their records;
- Advised that the Service was currently exploring potential options for extending volunteering opportunities within libraries, at present such opportunities were confined to Duke of Edinburgh Award work and summer reading clubs;
- Advised that whilst volunteers could be used to enable some libraries to remain open during lunch hours, this would need sensitive consideration. Volunteers were used in this capacity in some areas of the country, and even the running of entire libraries had been transferred to voluntary organisations in some areas. Denbighshire had no plans at present to adopt this approach as it saw a professional library service as a vital foundation for developing libraries as community hubs across the county.
- Confirmed that the Service was constantly striving to improve its services to residents and visitors. Amongst the initiatives currently under consideration for future improvements were the roll-out of a self-service book return facility and the possibility of extending libraries' contribution to destination management (e.g. staff becoming Tourism Ambassadors);
- Advised that there was some concern in relation to the accuracy of the system used to count the number of visitors to the county's libraries. With a view to improving the accuracy of the data collected, officers had recently visited Flintshire to examine their data collection system;
- Confirmed that the Service worked closely with local schools and colleges to support and supplement pupils and students' learning facilities and experiences;
- Undertook to explore the potential of working closer with the Economic and Business Development (EBD) Team to enable residents to meet and/or contact relevant officers for business advice;
- Informed members that the IT facilities in the county's libraries were on the programme of renewal as the computers available for community use were very well used;

- Advised that the age profile of library users varied in different parts of the county. In the coastal towns the user age profile seemed to be much younger than in the central and southern part of the county. Now that the Service formed part of the Customers, Communication and Marketing Service there was an opportunity for it draw on the Communication and Marketing teams assistance to produce a communication and marketing strategy in a bid to increase user numbers. Such a strategy could be targeted at different age groups in a bid to entice them to use library services. Qualified data was available which demonstrated that individuals who had used libraries as children achieved better outcomes in later life;
- Confirmed that at present the Service supported approximately 30 reading groups across the county;
- Advised that whilst the Council was keen for communities to make more use of library buildings for community events, facilitating events outside of the libraries' normal operating hours was proving difficult due to a shortage of people willing to be 'key holders' and as such being available to open and lock up the buildings;
- Advised that discussions were taking place with the Youth Service in relation to what services young people would like to see being delivered from libraries and the opening hours which would be most useful to them. Whilst all libraries were open late one night a week it would prove difficult to extend opening hours further due to staffing constraints;
- Informed members that there was an all-Wales Library Marketing Group which led on marketing library services. In addition, the Head of Service had requested the Council's Destination, Marketing and Communication Lead Officer to draw up a marketing strategy for Denbighshire's libraries focussing on their development as community hubs in addition to delivering 'traditional' library services;
- Confirmed that all of Denbighshire's libraries delivered their services bilingually, they also delivered an e-book lending service. The introduction of the corporate Wi-Fi to all libraries would in due course enable more and more services to be delivered closer to residents' homes.

In welcoming the roll-out of the corporate Wi-Fi system to libraries the Committee asked that every effort be made to ensure that the corporate Wi-Fi system was flexible enough to support access to the worldwide web, as some members had been denied access to some legitimate websites when attempting to access them via the corporate Wi-Fi. This seemed to suggest that some of the security settings were set too high. The Chief Executive acknowledged that there were minimum security settings which local authorities were compelled to apply, however it was reasonable for the Committee to challenge whether the Council's current settings were actually excessive and therefore detrimental to the delivery of its corporate priorities. The Lead Member for Modernisation and Housing undertook to raise this matter with the Head of Business Improvement and Modernisation during a forthcoming meeting.

At the conclusion of the discussion members emphasised the need to promote and market the county's libraries as community assets available for community use.

The Committee extended their very best wishes to the Principal Librarian who was due to retire in the autumn, thanking him for his commitment and dedication to the Council and the Library Service. It was:

**RESOLVED** that subject to the above observations:

- (i) to receive the report on the Council's performance in delivering the 5<sup>th</sup> performance framework of Library Standards and the requirements of the forthcoming 6<sup>th</sup> performance framework ; and
- (ii) requested that a further progress report be presented to the Committee in 12 months' time on the Council's performance in delivering the 6<sup>th</sup> performance framework and the development of libraries as community hubs.

**At this juncture (10.25 a.m.) there was a 10 minute break.**

**The meeting reconvened at 10.35 a.m.**

## **6 YOUR VOICE REPORT - Q3 2016/2017**

The Interim Principal Manager, Support Services and the Statutory and Corporate Complaints Officer, introduced the report (previously circulated) to provide an overview of compliments, suggestions and complaints received by Denbighshire County Council under the council's Customer Feedback Policy "Your Voice" during Q3 2016/17. The report also included Social Services complaints procedure.

During their introduction they advised that the report included information on the number of complaints received in relation to commissioned services as well as services delivered directly by the Council itself. Of the number of complaints received in relation to the Planning and Public Protection Service, 50% were in respect of services delivered on its behalf by Kingdom Security. Members acknowledged that the types of services delivered by Kingdom Security, which were enforcement services on the Council's behalf, were by their very nature likely to generate a greater number of complaints. Footage from the Enforcement Officer's body camera was useful evidence when determining complaints against Kingdom.

Responding to members' questions officers advised that:

- at present the customer feedback process had no mechanism built into it to record the severity of complaints. However, the progression of a complaint to the Stage 2 process could sometimes indicate either the complexity or severity of the complaint;
- the customer feedback policy did not record if any compensation payments had been made to complainants. The Statutory and Corporate Complaints Officer undertook to establish whether data on annual compensation payments were reported to any specific committee or published in a specific location;
- they would follow-up the Committee's concerns with respect to Children and Family Services performance in dealing with Stage 1 complaints within the set timescales. Whilst the Committee acknowledged that this Service dealt with extremely sensitive and complex matters, they were concerned that they

had consistently underperformed against the set target throughout the 2016/17 year;

- with respect to councillor attendance at meetings, the Head of Legal, HR and Democratic Services had been tasked to draw up some proposals for Group Leaders' consideration on what the Council expected from members, including member attendance at meetings. It was suggested that Performance Scrutiny Committee may in future want to monitor member attendance at Council meetings;
- as officers they would like to revisit the reporting framework relating to complaints with a view to including more valuable data i.e. the number of complaints upheld or partially upheld and the grounds which led to the determinations. They felt that this approach would be beneficial to the authority by aiding services to learn from complaints; and
- the 'Excellence Denbighshire Awards' would have a new award category this year, for a resident whose complaint had resulted in service improvements.

Attached as Appendix 2 to the report was a supplementary report on the 'Customer Effort Dashboard'. The Head of Customers, Communication and Marketing introduced this report which outlined how customer feedback collated by the Council was fed into a Customer Effort Dashboard in order to provide real time information about the customer experience for the purpose of improving future service provision. She advised that the results received from the company administering the dashboard service was extremely encouraging, as it was illustrating that the Council was performing well in comparison to other public sector service providers. It was extremely pleasing to report that customers who had contacted Denbighshire Customer Services Centre were willing to respond with additional written comments on the service they had received, rather than confine themselves to the score requested for each question. Officers were of the view that the data received to date from Ember, the company that operated the Dashboard facility, was so useful that it would be worthwhile to approach the Modernisation Board with a request for funding for a further 12 months.

Responding to members' questions the Head of Service advised:

- the Council could explore the potential of delivering a similar Dashboard service to that provided by Ember, however that service would not have the benefits of providing comparable data across both the public and private sectors;
- that the surveys were conducted bilingually; and
- the call handling times for callers who requested to speak to a Welsh speaker were on a par with those who opted for an English language service.

At the conclusion of the discussion the Committee:

**RESOLVED** that subject to the above observations:

- (i) *to receive the report on the Council's performance in dealing with customer feedback in line with its 'Your Voice' policy and that future quarterly reports include information on complaints which are upheld and partially upheld along with the lessons learnt in those cases; and*

*(ii) to receive the information on the Customer Effort Dashboard and request that a further performance report in relation to the Dashboard data be presented to members in twelve months' time.*

## **7 PROGRESS ON DELIVERING DENBIGHSHIRE'S HOUSING STRATEGY**

The Lead Member for Modernising and Housing, Councillor Barbara Smith, introduced the report (previously circulated) to update Scrutiny Committee on the progress made to date in delivering the key outcomes and actions identified in Denbighshire's Housing Strategy.

In her introduction the Lead Member emphasised that the Strategy, approved by the County Council on 1 December 2015, brought various housing functions together in one action plan. As various Council services were responsible for different housing functions the delivery of housing objectives had been somewhat disparate until they had been brought together under one Strategy. During the Strategy's development, and since its adoption, all Council services had brought into the Strategy's delivery and it was hoped that the new Council, post May's local authority elections, would be as enthusiastic as the current Council to see the Strategy delivered and evolve to meet future needs.

Responding to members' questions the Lead Member and officers advised that:

- Registered Social Landlords (RSLs) must be zoned with Welsh Government (WG) to be able to access grant funding for housing projects (including Social Housing Grant). The Council and Cartrefi Conwy had worked closely together to develop a business case which had been approved by WG in May 2016. This enabled Cartrefi Conwy to access funding and bring forward projects in Denbighshire;
- A number of services worked in close partnership with other public sector organisations i.e. Health and Fire and Rescue Service to ensure that homeless accommodation and other vulnerable residents' homes provided a safe and healthy environment for people to live. Partnership working included working with Public Protection officers for joint inspections of Houses in Multiple Occupation (HMO);
- The draft Empty Homes Delivery Plan and associated action plan had recently been discussed at the Housing Strategy Monitoring Group and would be approved via the Delegated Decision process in the near future. Responsibility for Empty Homes lay within the Planning and Public Protection Service and formed part of another post. The number of identified empty homes in the county remained around the 800 homes figure despite efforts to bring homes back into use, with around 100 brought back into use each year. Nevertheless these houses would not be the same 800 houses as would have been the case a number of years ago. However, as one home was filled another one was likely to become empty. It was emphasised that bringing long-term empty homes back into occupancy could be a prolonged and complex process. Periodic publicity campaigns were run to highlight the Council's objective in relation to empty homes with a view to drawing the public's attention to the help that was available to them if they had an empty home on their hands. Previously the Council was compelled to report upon a national Strategic Indicator, relating to the number of empty homes within the

county brought back into use through direct action by the Council – on which the Council was regularly the second or third best performing authority in Wales ;

- Local Social Housing Plans were currently in the process of being developed due to the rising demand for social housing. Nevertheless, the Council was of the opinion that building brand new ‘council houses’ was not the only solution to meet this growing demand. A range of options would be contained within the action plans, including buying back former council housing sold under the ‘right to buy’ scheme in the past, the development of shared ownership properties, extra care accommodation for older people, and the release of current ‘sheltered housing’ complexes which were built before current accessibility standards for people without specific mobility needs had been introduced. Over 50 affordable units had been provided during 2015/16 and during the term of the current Council it was envisaged that approximately 250 units would have been developed (208 had already been provided up until the end of the 2015/16 financial year);
- there was a shortage of 1 and 2 bedroomed properties across the county ;
- When the Council ‘bought itself out’ of the Housing Revenue Account (HRA) scheme it released funds to undertake housing related projects. A 30 year plan had been compiled for the former HRA monies;
- The Council expected to be notified by the WG by the end of May if its application to suspend the ‘Right to Buy’ scheme in Denbighshire had been successful;
- As the Council did not have a significant ‘land bank’ at its disposal it had to identify potential sites, including those within its ownerships which had been used for other purposes in the past, as sites for potential housing developments. Plans were currently underway in the Rhyl area on potential sites which officers hoped could begin to be developed for affordable housing during the autumn of 2017 with a view to the first homes being available in late spring 2018;
- Another option which had come to light recently was the potential to maximise the benefits of housing development planning applications, by keeping the affordable housing provision element in the development when approving the applications and then maximising the provision through the Council offering to buy a specified number of houses (over and above the affordable housing element required by the planning permission) on the development from the developer once they were built. Officers were currently working to identify development sites across the county where this approach could potentially be applied; and
- Work could be undertaken as part of the Local Development Plan (LDP) to explore potential options, particularly in rural areas, to widen access to affordable housing and cater for people’s future needs.

Prior to the conclusion of the discussion the Committee agreed that it would be useful for all County Councillors, post the local authority elections, to be briefed on the Strategy, its objectives and proposed development over time. The Committee was also of the view that the Local Housing Strategy’s Action Plan should be submitted to the Scrutiny Chairs and Vice-Chairs Group (SCVCG) on a regular basis for it to prioritise which actions contained within it merited closer examination. It was:

**RESOLVED** that subject to the above observations:

- (i) To receive the report and commend the progress achieved to date in delivering the Local Housing Strategy action plan;*
- (ii) That a briefing be held for all county councillors, as part of the forthcoming Member Development Programme, on the objectives of the Local Housing Strategy, its delivery programme and proposed future development; and*
- (iii) That the Scrutiny Chairs and Vice-Chairs Group (SCVCG) be requested to periodically monitor the delivery of the Strategy's action plan with a view to identifying areas for closer examination and scrutiny*

## **8 SCRUTINY WORK PROGRAMME**

The Scrutiny Co-ordinator submitted a report (previously circulated) seeking Members' review of the Committee's work programme and providing an update on relevant issues.

A copy of the "Member's proposal form" had been included in Appendix 2. The Scrutiny Co-ordinator requested that any proposals be submitted to herself. The Cabinet Forward Work Programme had been included as Appendix 3, the table summarising recent Committee resolutions, advising on progress with their implementation, had been attached as Appendix 4 and the "Cutting our Cloth Task & Finish Group" Final Report had been attached as Appendix 5.

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

March 2018 –

- Library Service Standards 2016/17
- Customer Effort Dashboard

The Chair of the Cutting Our Cloth Task & Finish Group presented the Group's final report. It was agreed that going forward it would be prudent to adopt the approach of utilising Task and Finish Groups for specific pieces of work as Scrutiny Committees were limited timewise to be able to discuss all matters in detail. Task & Finish Groups were able to focus their time on detailed examination of specific areas. They could be used to ensure that the requirements of the Wellbeing of Future Generations Act (Wales) Act 2015 were being met.

Councillor Dewi Owens raised the fact that, in his opinion, a planning report had been badly written and the matter should be raised at Scrutiny Chairs & Vice-Chairs Group.

The Scrutiny Chairs and Vice-Chairs Group had not forwarded any items to the Performance Scrutiny Committee.

**RESOLVED** that -

- (i) *that, subject to the above observations and amendments, the Forward Work Programme be approved; and*
- (ii) *to receive and endorse the findings and the final report of the Cutting Our Cloth Task and Finish Group (Appendix 5) and requests that the Scrutiny Chairs and Vice-Chairs Group (SCVCG) determines whether other budget savings, which formed part of the Freedom and Flexibilities process, merit detailed examination of their impact on residents and if so which scrutiny committee(s) should undertake that work.*

## **9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

The Chair, Councillor Barry Mellor informed Committee Members he had recently become a Governor for Ysgol Blessed Edward Jones. He had attended a meeting recently in Rhyl Town Hall to discuss the future of the school which had been very well attended and proved to be extremely positive.

Councillor Arwel Roberts informed Committee Members he had attended meetings of the School Standards Monitoring Group (SSMG) focussing on Ysgol Glan Clwyd. It had been an extremely positive meeting and although the building work was yet to be completed the remodelling had been well received and the Headteacher had a positive, aspirational vision for the school's future. In contrast, during another SSMG meeting some concerns were expressed in relation to the sustainability of the position of one Welsh medium primary school in the county due to the condition of the building and work pressures on staff.

At this juncture, the Chief Executive thanked Members of the Committee and Officers for all the constructive work which had been carried out on behalf of the Committee.

**The meeting concluded at 12.30 p.m.**

**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 13 July 2017

**Lead Member/Officer:** Lead Member for Finance, Performance & Strategic Assets/ Head of Business Improvement & Modernisation

**Report Author:** Strategic Planning Team Manager

**Title:** Corporate Risk Register Review, July 2017

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## 1. What is the report about?

1.1 The July 2017 formal revision to the Corporate Risk Register.

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

A formally updated version of the Corporate Risk Register was agreed at Cabinet Briefing and is presented for consideration at Performance Scrutiny.

## 3. What are the recommendations?

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

## 4. Report details

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

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

- Services are encouraged to review their risk registers twice per year (according to the Corporate Risk Management methodology) prior to each Corporate Risk Register review, and also prior to their Service Performance Challenge meetings. Any issues or queries are discussed in the Service Performance Challenge meetings.
- The Strategic Planning Team analyses all service risk registers to identify any risks of corporate significance, or any risk themes emerging across services.
- Updates on current corporate risks are collected from risk owners, and updates on mitigation actions are collected from action owners.
- Individual meetings are held with the Chief Executive and Directors to discuss the risks for which they are lead. Consideration is given to whether the risk remains, whether the scores are accurate, and whether any new risks under their jurisdiction need to be included.

- 4.3 The Corporate Risk Register is formally reviewed twice yearly by Cabinet and CET. However, any significant new or escalating risks are brought to the attention of CET (via the Strategic Planning Team) as and when they are identified. CET then take a view as to whether that risk should be included in the Corporate Risk Register.
- 4.4 Following each formal review of the Corporate Risk Register (twice per year), the revised document is presented to Performance Scrutiny.
- 4.5 Actions identified to address corporate risks are included in Service Plans (where appropriate), which enables Performance Scrutiny Members to monitor progress. Any performance issues in relation to the delivery of these activities should be highlighted as part of the Service Performance Challenge process.
- 4.6 The Council's Internal Audit function provides independent assurance on the effectiveness of the internal control procedures and mechanisms in place to mitigate risks across the council. It also offers independent challenge to ensure the principles and requirements of managing risk are consistently adopted throughout the council. Internal Audit Services also use information from our service and corporate risk registers to inform its forward work programme.

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

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

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

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

## **7. What are the main conclusions of the 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**

This Corporate Risk Register documents identified risks, and current and proposed mitigating actions. The process of developing and reviewing the document itself does not impact adversely on any of the well-being goals. However, any new process, strategy or policy arising as a result of a mitigating action should be well-being impact assessed at service delivery level.

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

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

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

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

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

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

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

11.1 Local Government Act 2000.

11.2 Section 7.2.1 of the Council's Constitution stipulates that Scrutiny should review or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions whether by Cabinet or another part of the Council.

**Contact Officer:** Strategic Planning Manager

Tel: 01824 708079

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

- i. DCC001: *'The risk of a serious safeguarding error where the council has responsibility, resulting in serious injury or death'*. Sexual Exploitation is managed strategically at a regional level. Recent developments include the completion of the Corporate Safeguarding package, which is now ready for launch. This should have an impact on the risk score, which will be considered when the Risk Register is next reviewed. The CSSIW review relating to Protection of Vulnerable Adults is considered underneath this risk. There has been much progress on introducing measures to mitigate against this risk (including training and outlining a clear process) and further improvements are planned (e.g. relocating the team to enable improved communication, shared learning with Gwynedd colleagues). No change to score.
- 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'*. The 2017–18 budget process is now complete, and preparations are being made for the 2018–19 budget.
- iii. Remove DCC007: *'The risk that critical or confidential information is lost or disclosed'*. A significant number of risk reduction actions have been undertaken: the information security policy is in place and the e-learning package is in place and has been rolled out. It is proposed, therefore, that this risk can now be managed at service level.
- iv. DCC011: *'The risk of an ineffective response to a severe weather, contamination, or public health event'*. Resilience handbook now finalised, and Resilience Direct is now available online. DCC's Business Continuity Plan is now updated, and a test is imminent. New actions include Gold & Silver training for new representatives, and the appointment of Deputies for Chairs of response teams. Change score from D2 to E2.

- v. No change to DCC012: *'The risk of a significantly negative report(s) from external regulators'*.
- vi. DCC013: *'The risk of significant liabilities resulting from alternative models of service delivery'*. The action 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 is complete. Currently there is no cause for concern, therefore it's recommended that the Likelihood aspect of the Residual Risk score is lowered to E, giving a score of E2.
- 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 DCC016: *'The risk that the impact of welfare reforms is more significant than anticipated by the council'*. While this remains an area of uncertainty and, therefore, a risk for the Council, we have some confidence, based on monitoring impacts in pilot areas, that we are well prepared. The establishment of the Tackling Poverty Group gives us greater understanding and assurance in this area.
- ix. No change to DCC018: *'The risk that programme and project benefits are not fully realised'*. It is considered that there is scope to improve the way that benefit levels are anticipated and subsequently tracked and evaluated. The likelihood of the risk materialising is the same, but the impact has increased from a score of 3 to 2, reflecting potential scales of investment. New score is D2.
- x. No change to 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'*.
- xi. DCC027: *'The risk that the decisions that are necessary to enable the delivery of a balanced budget are not taken or implemented quickly enough'*. With a new Council and a new Cabinet, we are less able to predict how decisive the new Councillors will be. To reflect this, the score has increased from E1 to D2.

- xii. Change to wording in DCC028: From '*The risk that the services we scale back...*' to '*The risk that the changes we introduce... have a greater positive or negative impact than we anticipated*', reflecting the fact that all changes have an impact; not just budget cuts. No change to the risk score.
- xiii. No change to DCC029: '*Risk of successful challenge that we are illegally depriving people of their liberty*'.
- xiv. DCC030: '*The risk that appropriate capacity and skills to sustain service and corporate performance is not available*'. A Training Needs Analysis for SLT and Middle Managers is now complete, with an emphasis on leadership now being led through the DCC Leadership Conferences. Attention will now turn to Team Managers and officers, and activity is being led by HR. No change in score.
- xv. No change to DCC031: '*The risk of fraud and corruption resulting in financial and reputational loss and possibly impacting on service delivery.*'
- xvi. Remove 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.*' With no plans for LGR in the foreseeable future, this risk can be removed.
- xvii. No change DCC033: '*The risk that the cost of care is outstripping the Council's resource*'. The mitigating actions are not quick-to-deliver, so it will be some time before they will impact on the risk score.

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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

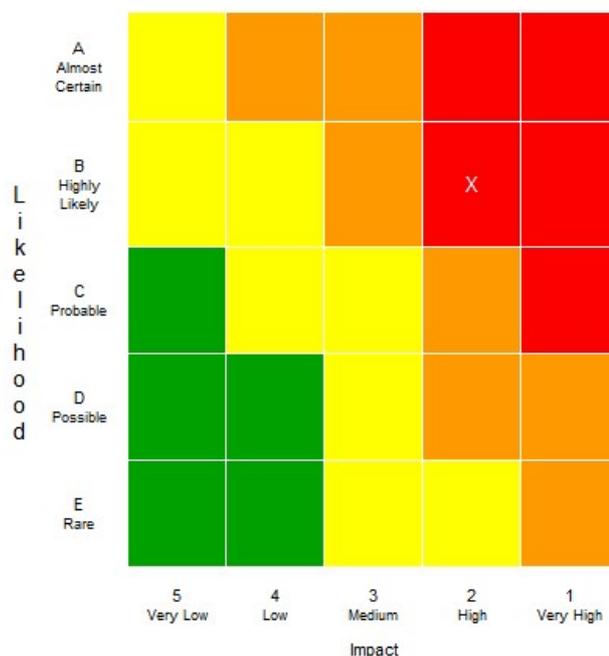
## Description

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.

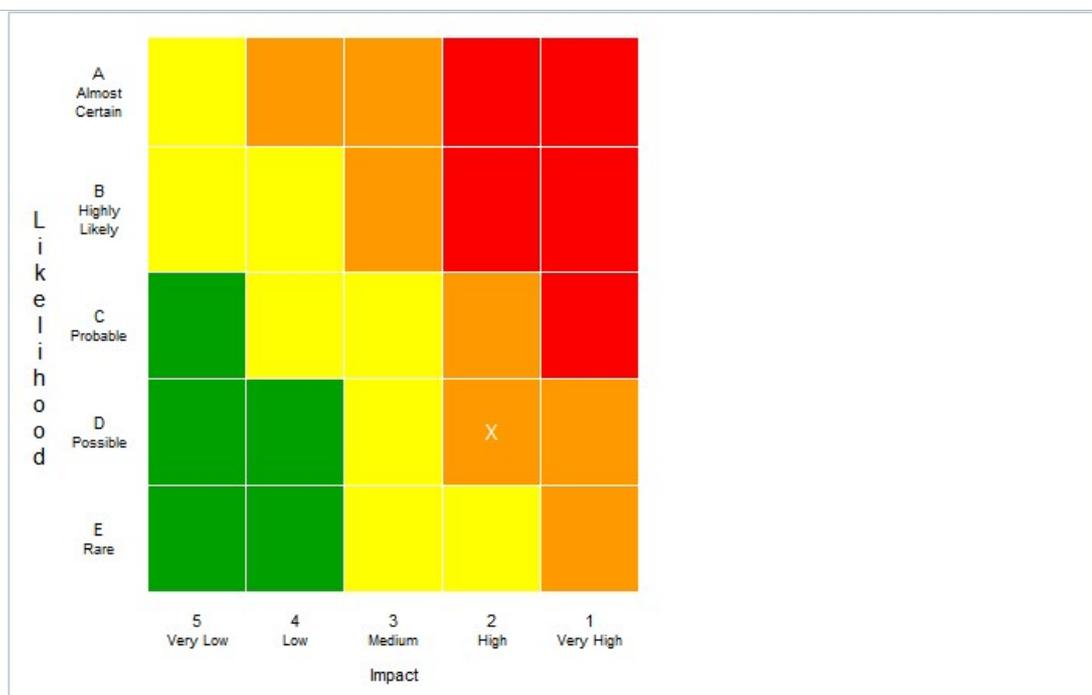
## Inherent Risk



## 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.

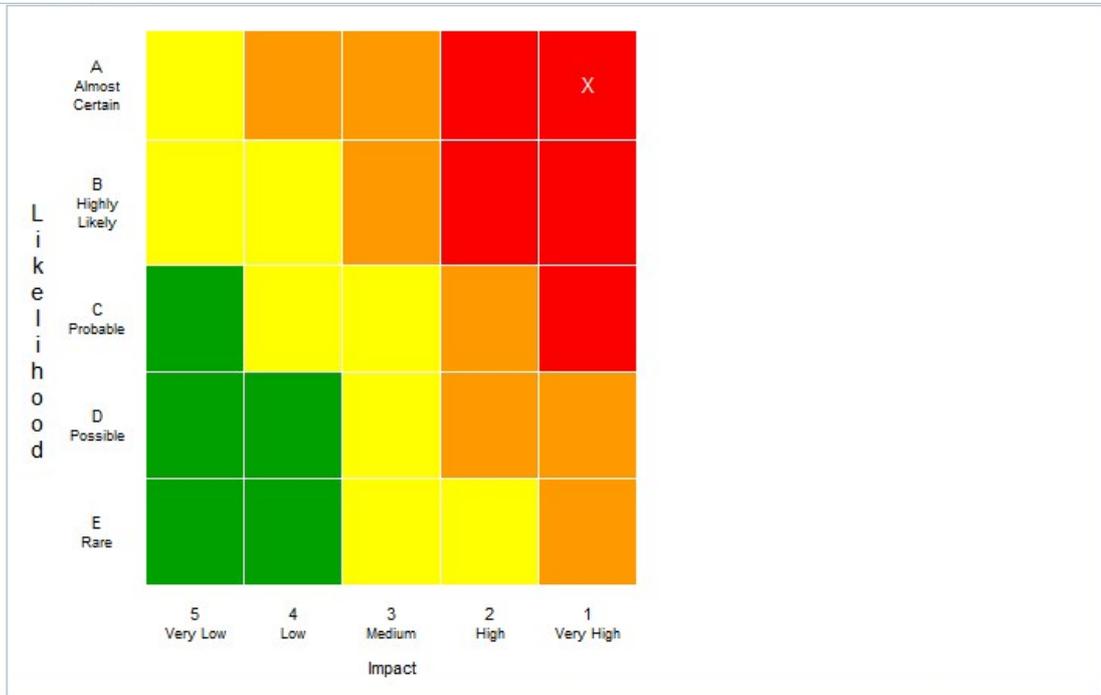
Description

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.

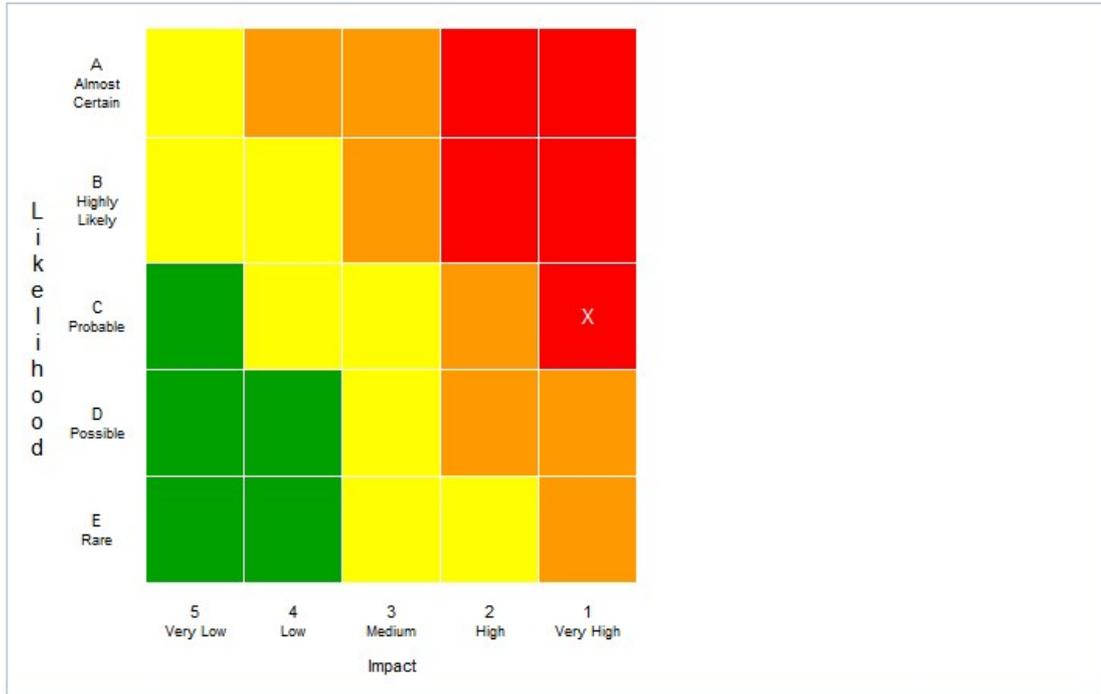
Inherent Risk



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                                                                         |

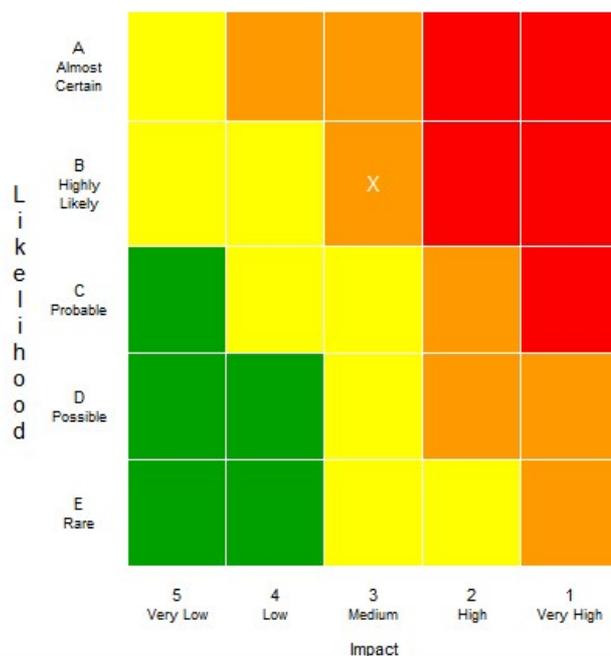
|                |                                 |
|----------------|---------------------------------|
| Lead Member(s) | Councillor Julian Thompson-Hill |
| Active         | Yes                             |
| Risk Owner     | Mohammed Mehmet                 |

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).

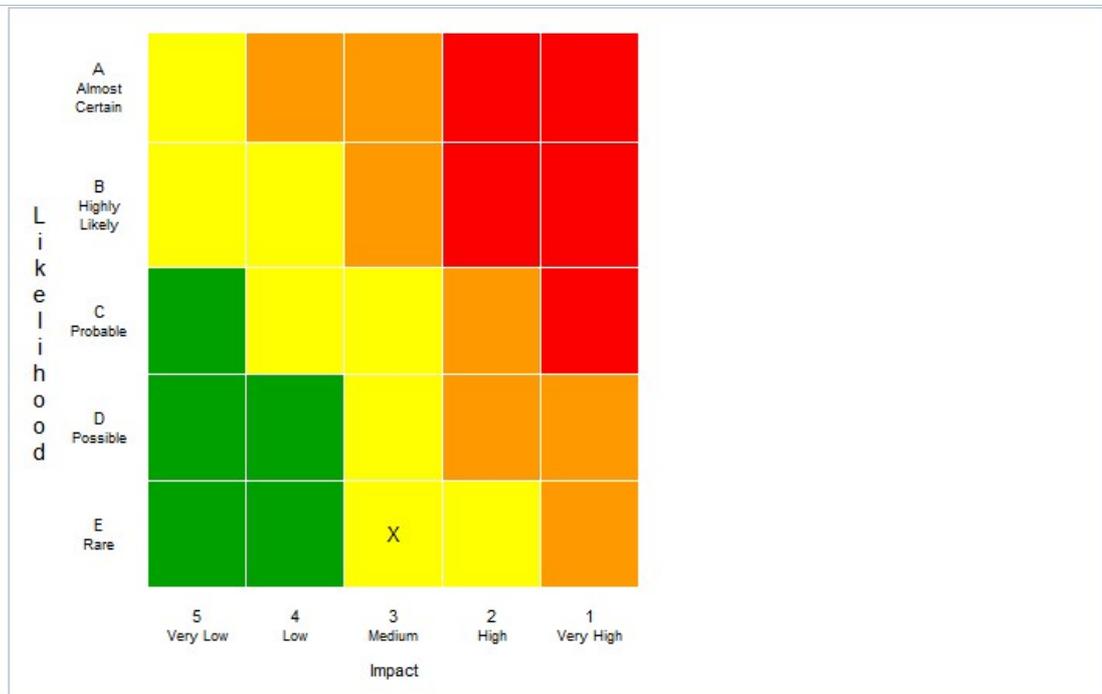
#### Inherent Risk



#### 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) | TBC             |
| 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.

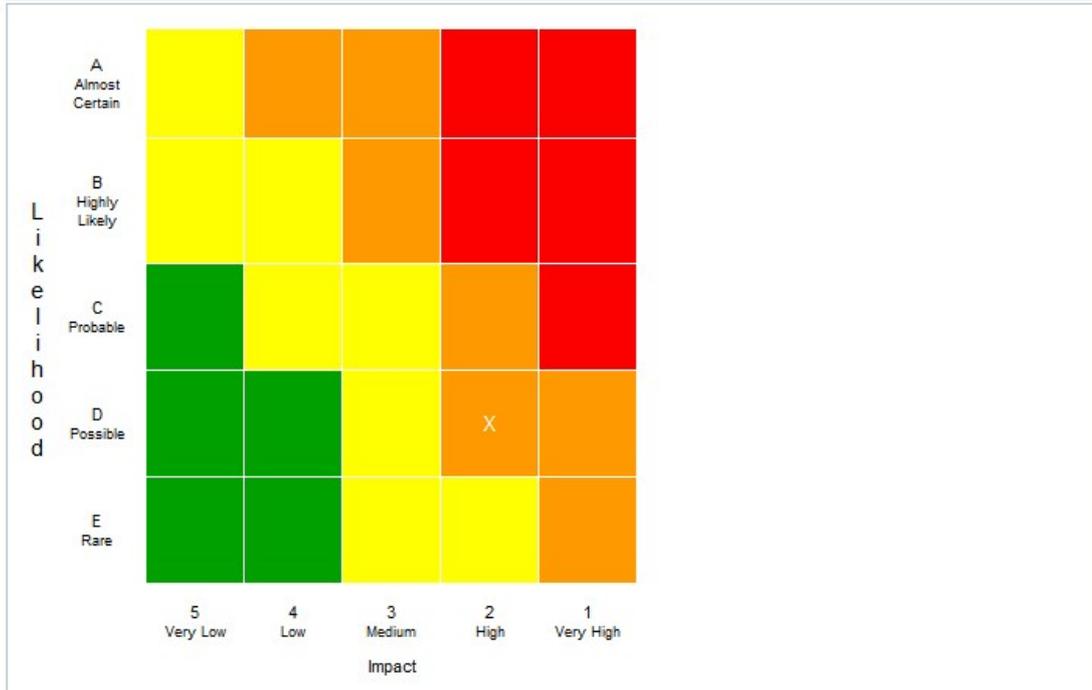
Inherent Risk



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)     | TBC             |
| 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)

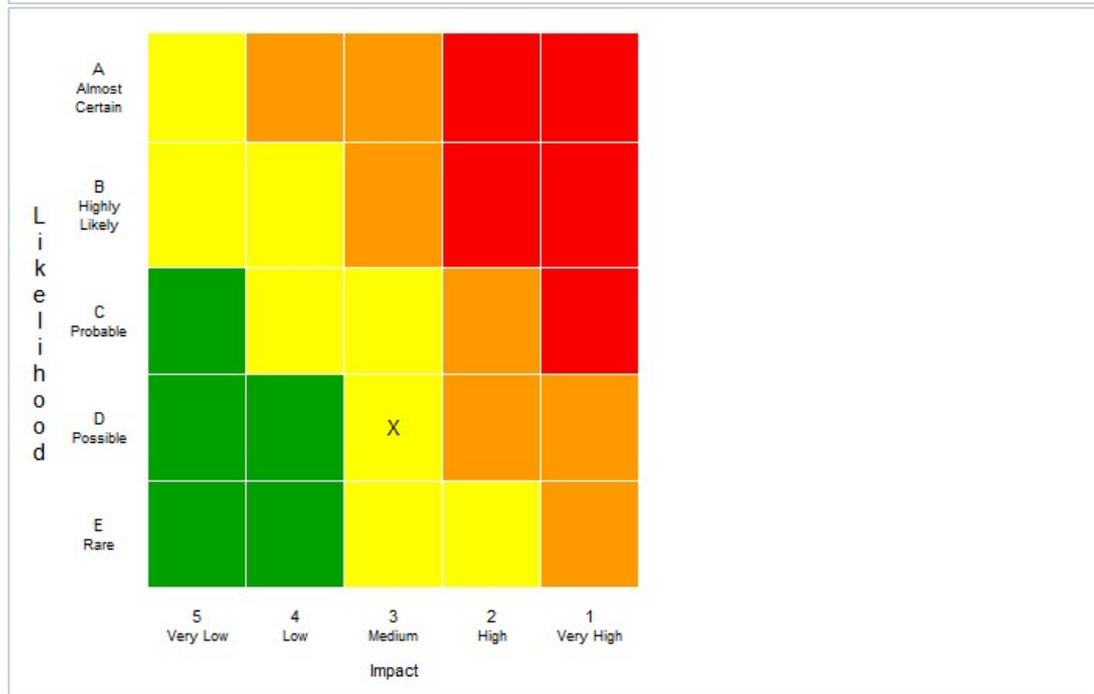
Inherent Risk



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

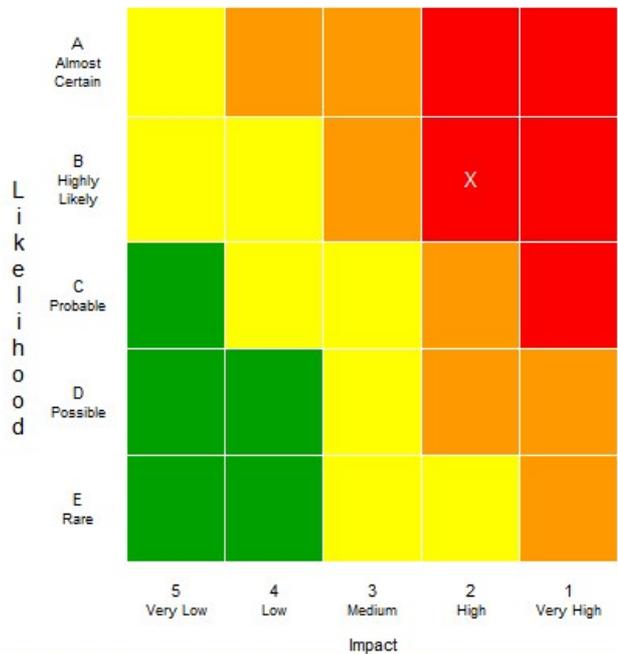
Description

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

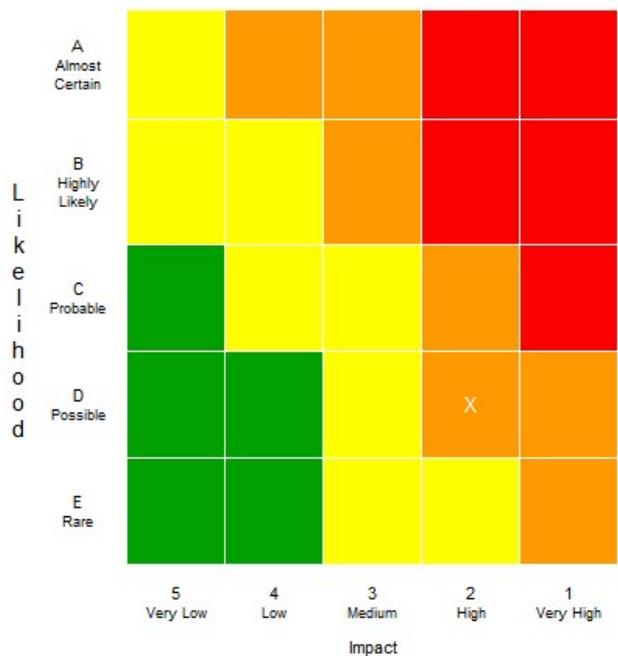
Inherent Risk



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

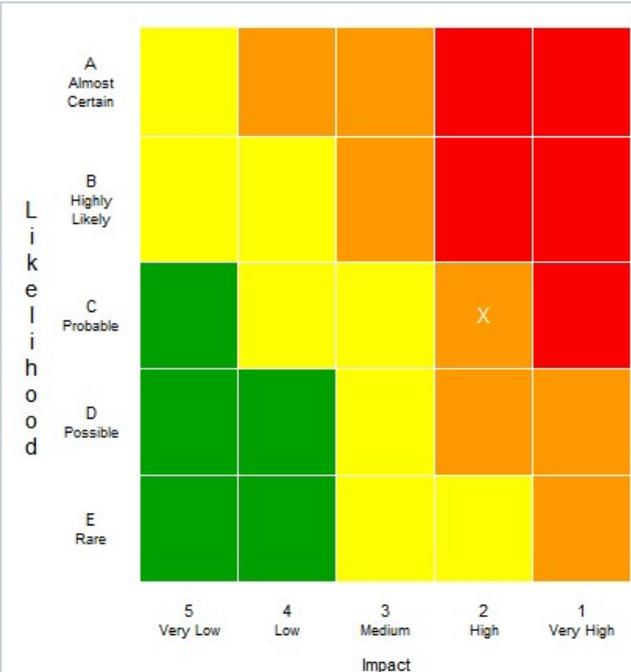


Further Actions  
00072 Alternative Delivery Model Monitoring

|                    |                                                                                                                                                                                                                                |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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)     | TBC                                                                                                                                                                                                                            |
| Active             | Yes                                                                                                                                                                                                                            |

|            |                 |
|------------|-----------------|
| Updates    |                 |
| 21/06/2017 |                 |
| 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         |  <p>The risk matrix is a 5x5 grid. The vertical axis is labeled 'Likelihood' with categories A (Almost Certain), B (Highly Likely), C (Probable), D (Possible), and E (Rare). The horizontal axis is labeled 'Impact' with categories 5 (Very Low), 4 (Low), 3 (Medium), 2 (High), and 1 (Very High). The cells are color-coded: A5 is yellow, A4 is orange, A3 is orange, A2 is red, A1 is red; B5 is yellow, B4 is yellow, B3 is orange, B2 is red, B1 is red; C5 is green, C4 is yellow, C3 is yellow, C2 is orange with an 'X', C1 is red; D5 is green, D4 is green, D3 is yellow, D2 is orange, D1 is orange; E5 is green, E4 is green, E3 is yellow, E2 is yellow, E1 is orange.</p> |

|                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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> |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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

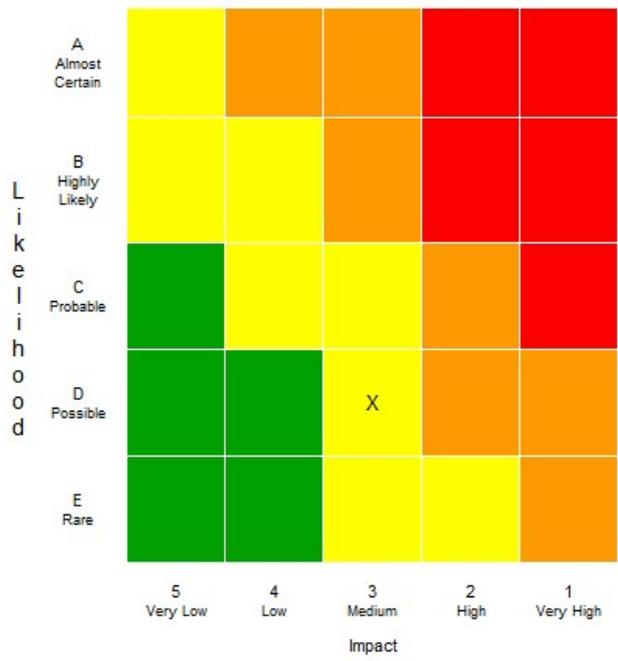
Inherent Risk



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)  | TBC             |
| 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

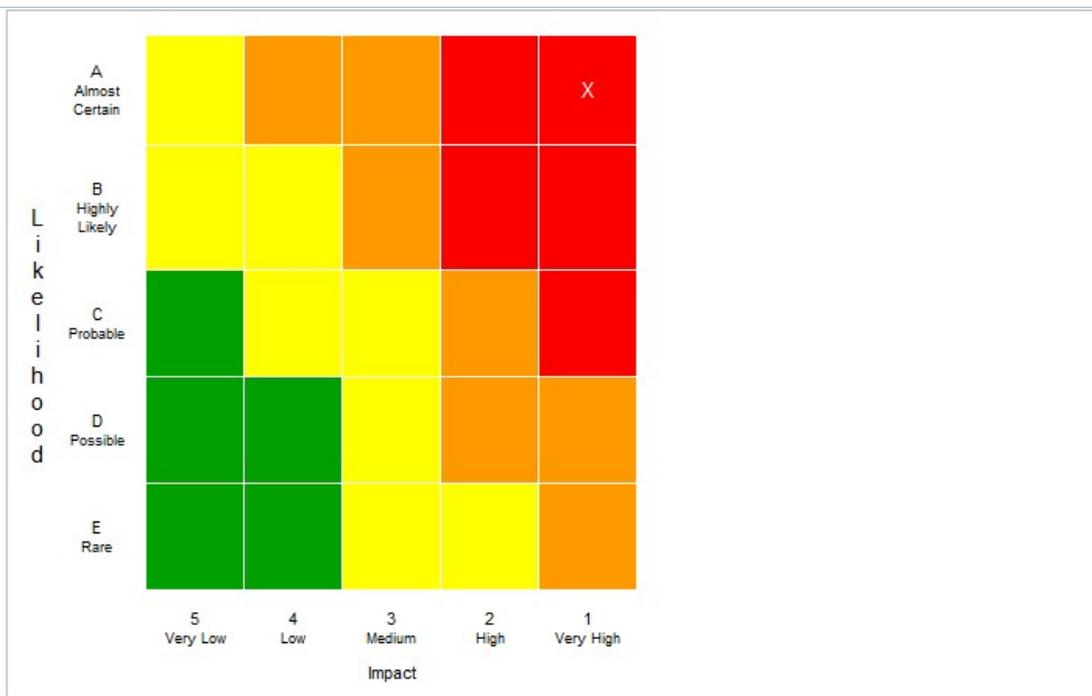
Description

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. NWWASIC 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

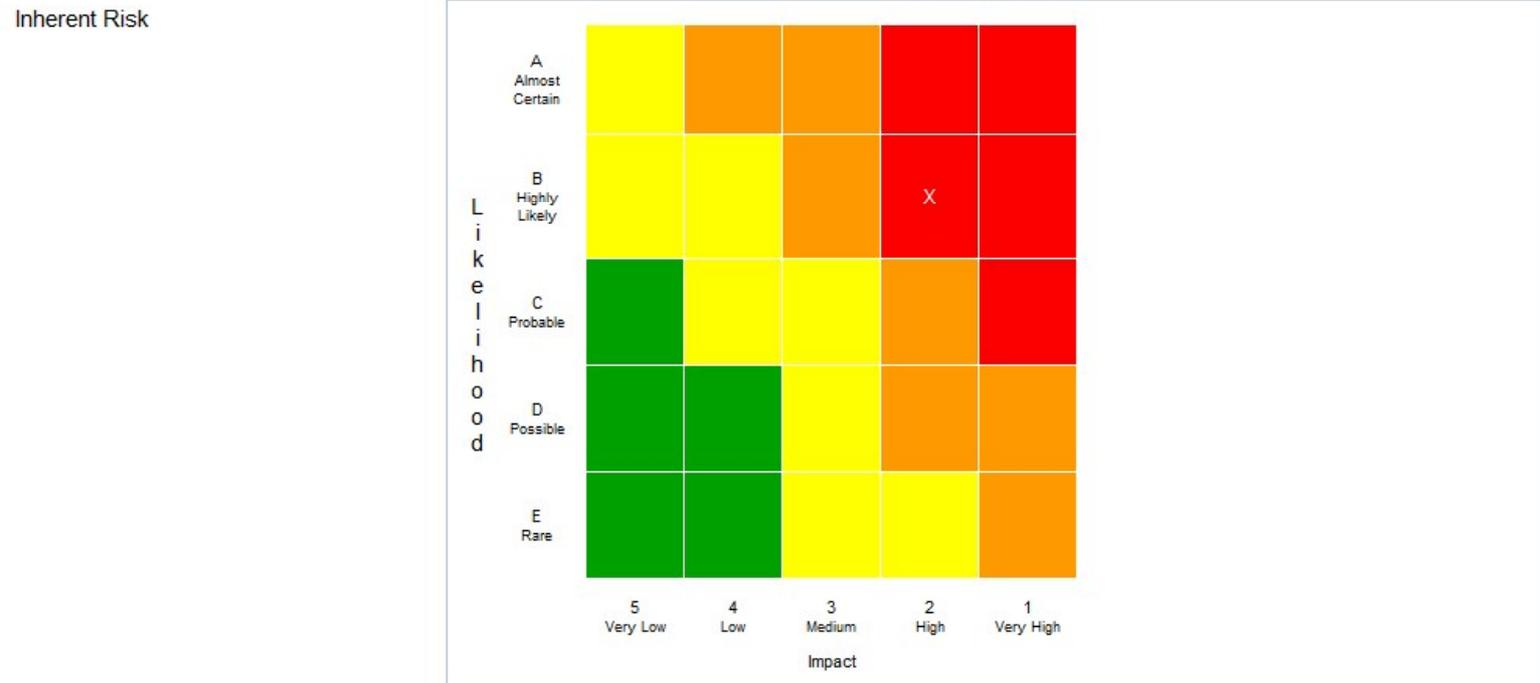
Risk Owner Mohammed Mehmet

00028 The risk that the changes we introduce have a greater positive or negative impact than we anticipated

Description When deciding where to make changes, 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

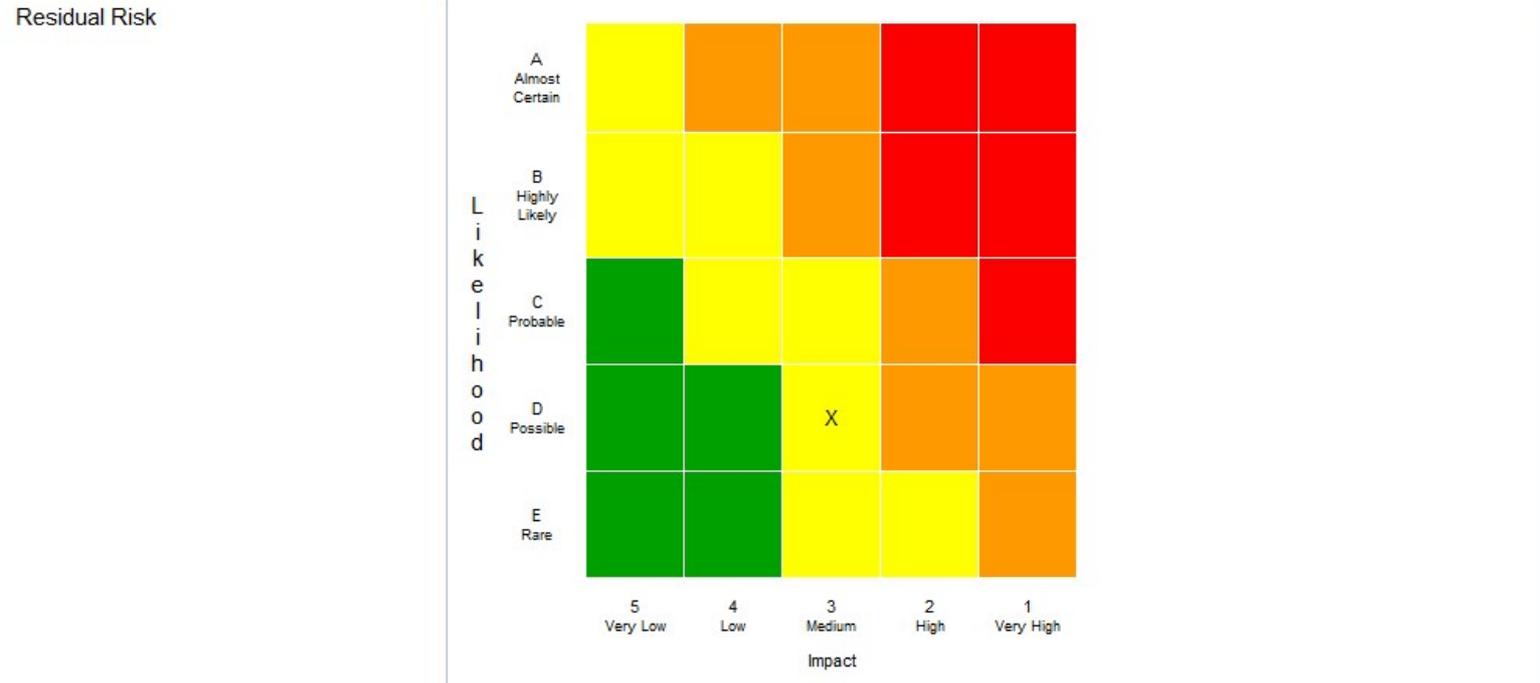
Impact / Consequences 

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 |

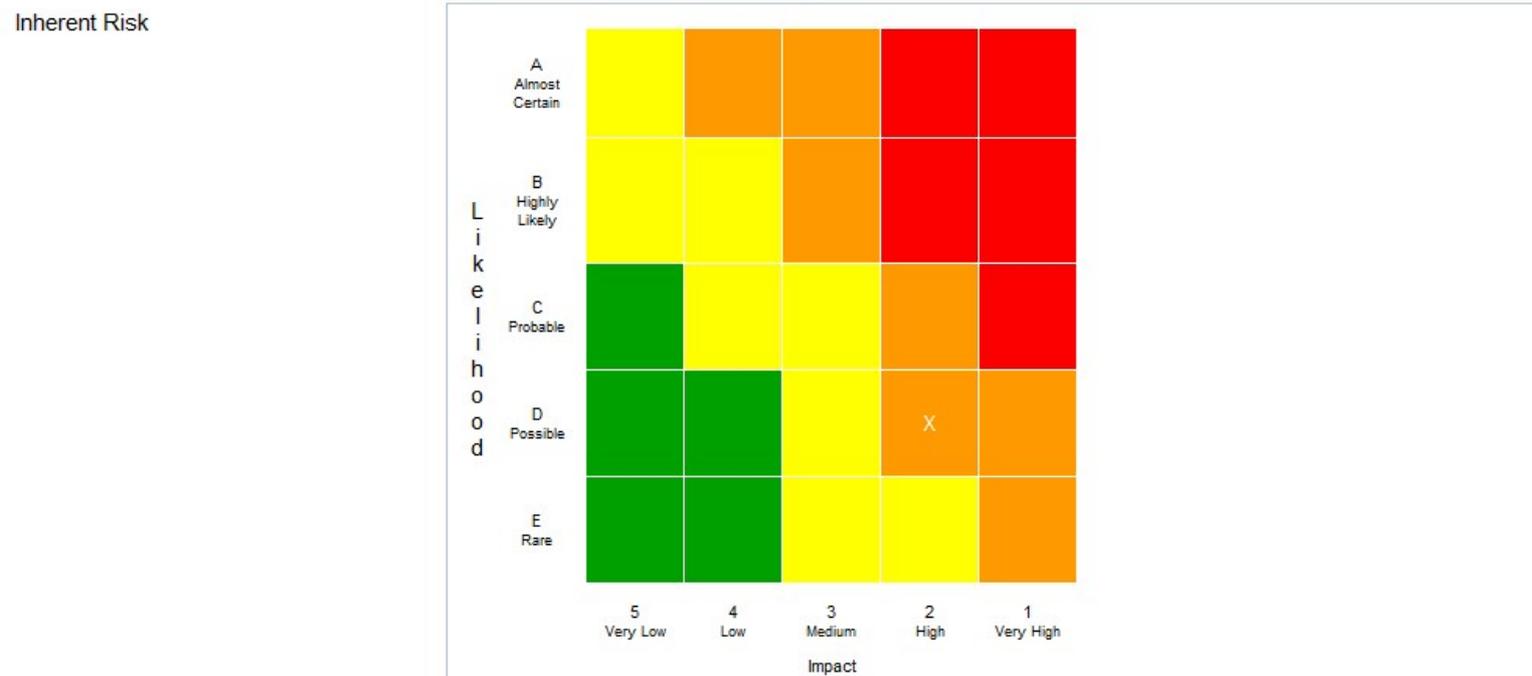
00029 Risk of successful challenge that we are illegally depriving people of their liberty

**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**

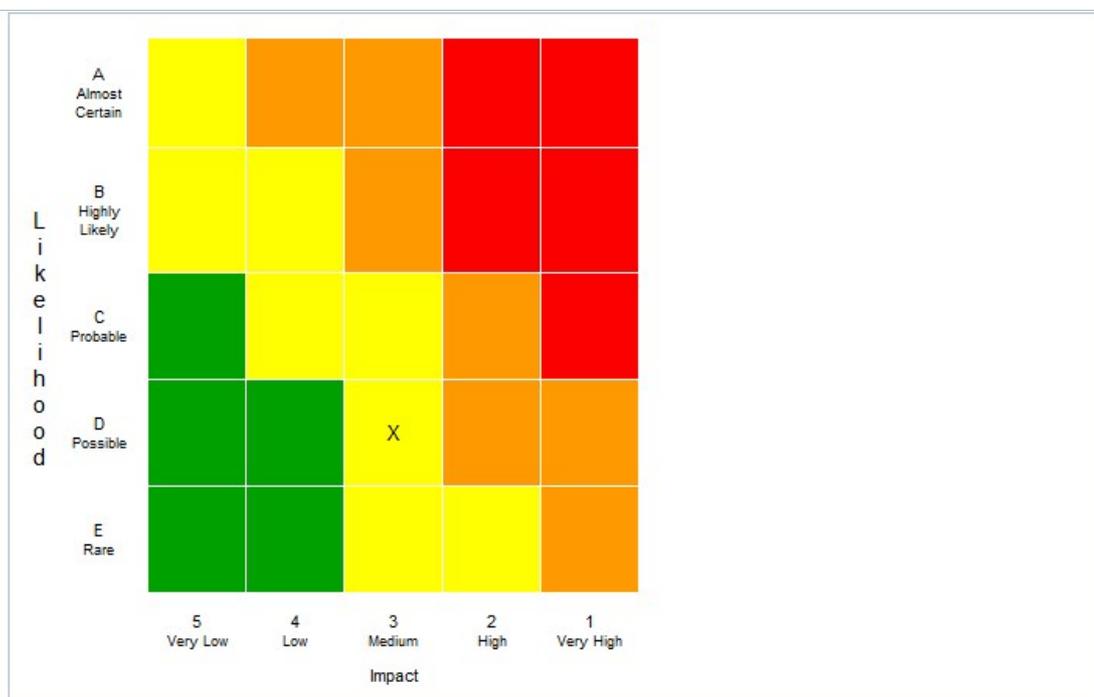
Legal challenge, reputational damage, financial costs



**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

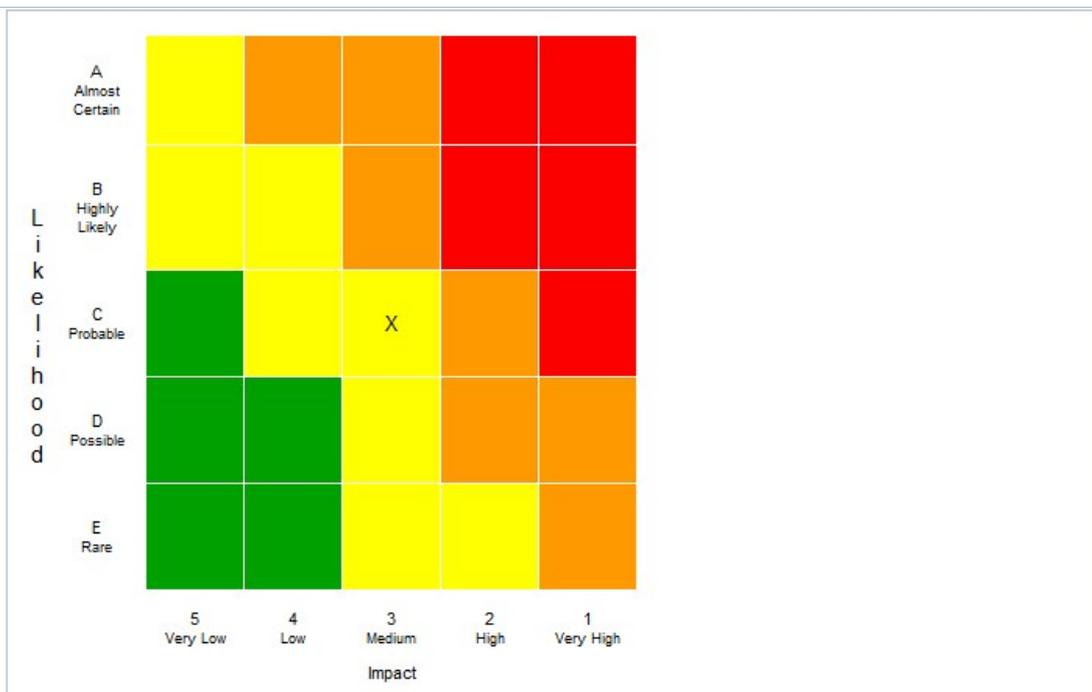
00044 Reviewing

|                    |                                                                 |
|--------------------|-----------------------------------------------------------------|
| 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<br>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

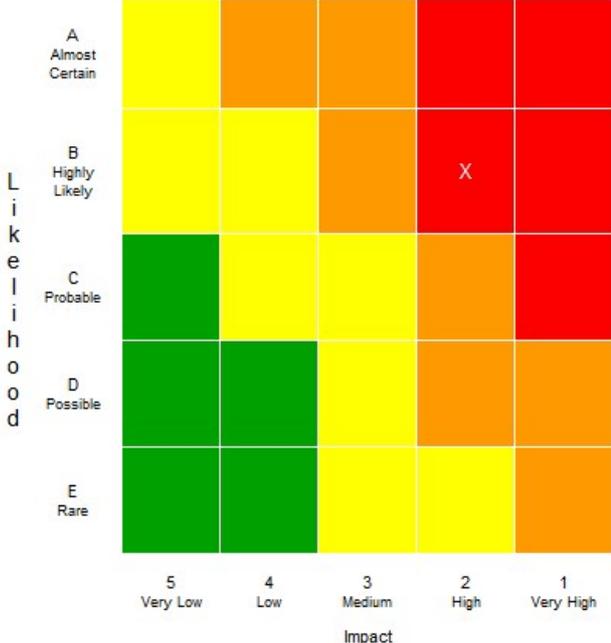


Further Actions

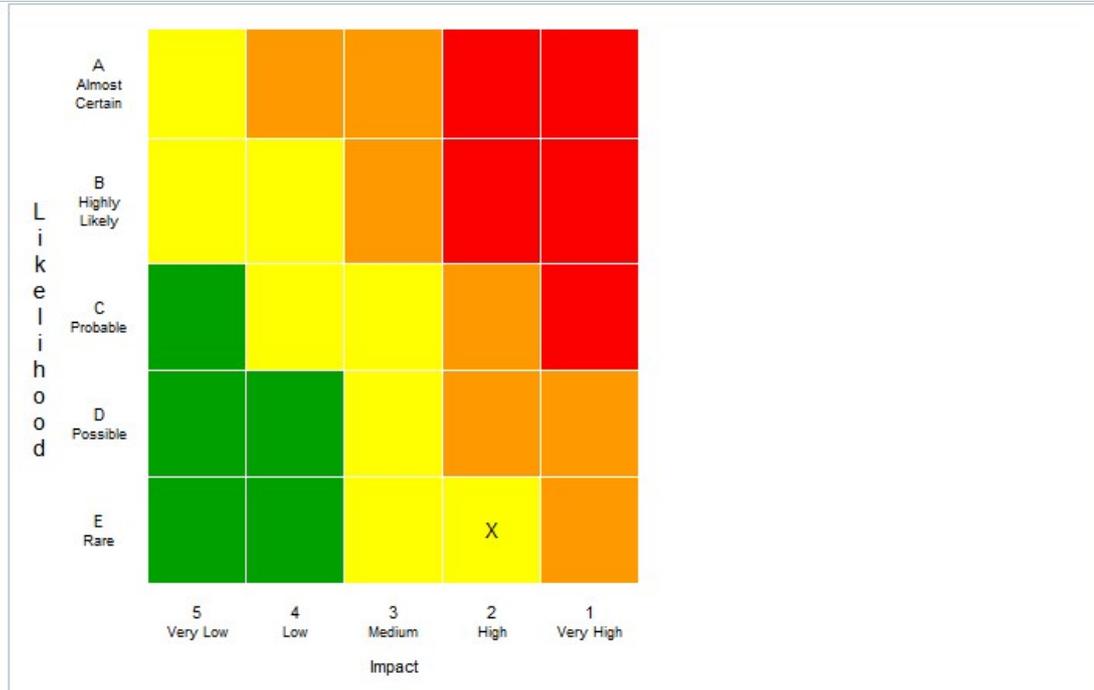
00073 Training Needs Analysis for Senior and Middle Managers

|                    |                                                                                                                                                                                        |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                |                        |             |           |                |   |   |                       |   |   |   |   |   |               |   |   |   |   |   |               |   |   |   |   |   |           |   |   |   |   |   |  |  |               |          |             |           |                |  |  |        |  |  |  |  |
| Inherent Risk                                  |  <table border="1" data-bbox="464 539 1075 1182"> <tr> <td rowspan="5">L<br/>i<br/>k<br/>e<br/>l<br/>i<br/>h<br/>o<br/>o<br/>d</td> <td>A<br/>Almost<br/>Certain</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>B<br/>Highly<br/>Likely</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>C<br/>Probable</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>D<br/>Possible</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>E<br/>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<br/>Very Low</td> <td>4<br/>Low</td> <td>3<br/>Medium</td> <td>2<br/>High</td> <td>1<br/>Very High</td> </tr> <tr> <td></td> <td></td> <td colspan="5">Impact</td> </tr> </table>                                                                                           | L<br>i<br>k<br>e<br>l<br>i<br>h<br>o<br>o<br>d | A<br>Almost<br>Certain | 5           | 4         | 3              | 2 | 1 | B<br>Highly<br>Likely | 5 | 4 | 3 | 2 | 1 | C<br>Probable | 5 | 4 | 3 | 2 | 1 | D<br>Possible | 5 | 4 | 3 | 2 | 1 | E<br>Rare | 5 | 4 | 3 | 2 | 1 |  |  | 5<br>Very Low | 4<br>Low | 3<br>Medium | 2<br>High | 1<br>Very High |  |  | Impact |  |  |  |  |
| L<br>i<br>k<br>e<br>l<br>i<br>h<br>o<br>o<br>d | A<br>Almost<br>Certain                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                | 5                      | 4           | 3         | 2              | 1 |   |                       |   |   |   |   |   |               |   |   |   |   |   |               |   |   |   |   |   |           |   |   |   |   |   |  |  |               |          |             |           |                |  |  |        |  |  |  |  |
|                                                | B<br>Highly<br>Likely                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                | 5                      | 4           | 3         | 2              | 1 |   |                       |   |   |   |   |   |               |   |   |   |   |   |               |   |   |   |   |   |           |   |   |   |   |   |  |  |               |          |             |           |                |  |  |        |  |  |  |  |
|                                                | C<br>Probable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                | 5                      | 4           | 3         | 2              | 1 |   |                       |   |   |   |   |   |               |   |   |   |   |   |               |   |   |   |   |   |           |   |   |   |   |   |  |  |               |          |             |           |                |  |  |        |  |  |  |  |
|                                                | D<br>Possible                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                | 5                      | 4           | 3         | 2              | 1 |   |                       |   |   |   |   |   |               |   |   |   |   |   |               |   |   |   |   |   |           |   |   |   |   |   |  |  |               |          |             |           |                |  |  |        |  |  |  |  |
|                                                | E<br>Rare                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 5                                              | 4                      | 3           | 2         | 1              |   |   |                       |   |   |   |   |   |               |   |   |   |   |   |               |   |   |   |   |   |           |   |   |   |   |   |  |  |               |          |             |           |                |  |  |        |  |  |  |  |
|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 5<br>Very Low                                  | 4<br>Low               | 3<br>Medium | 2<br>High | 1<br>Very High |   |   |                       |   |   |   |   |   |               |   |   |   |   |   |               |   |   |   |   |   |           |   |   |   |   |   |  |  |               |          |             |           |                |  |  |        |  |  |  |  |
|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Impact                                         |                        |             |           |                |   |   |                       |   |   |   |   |   |               |   |   |   |   |   |               |   |   |   |   |   |           |   |   |   |   |   |  |  |               |          |             |           |                |  |  |        |  |  |  |  |
| 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.

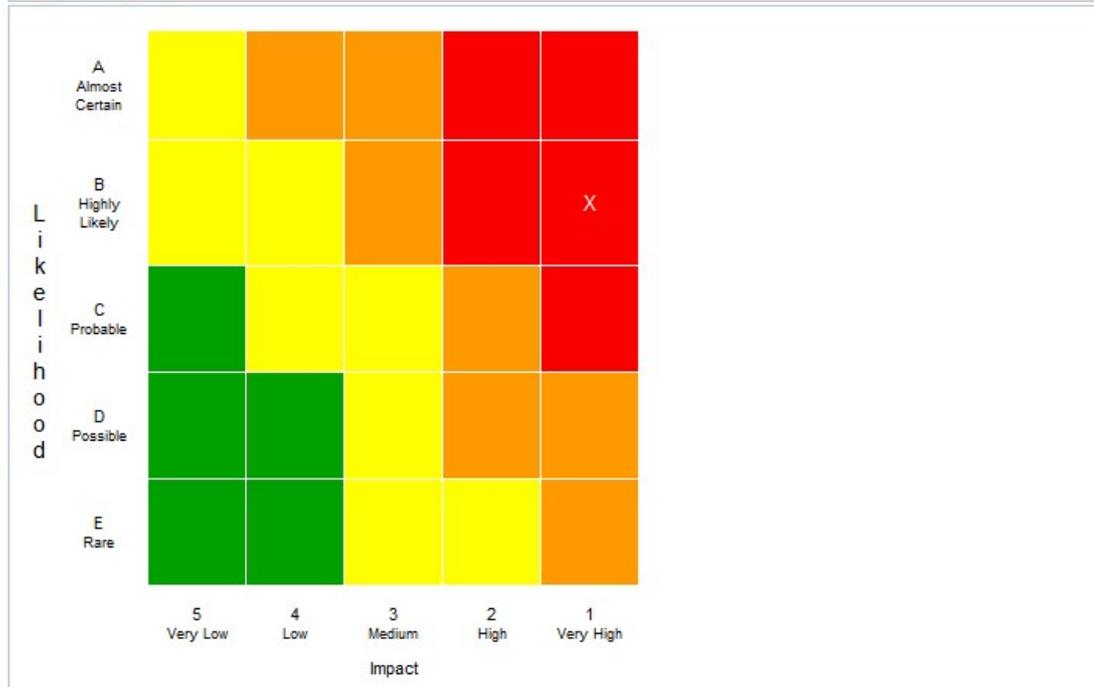
Description

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



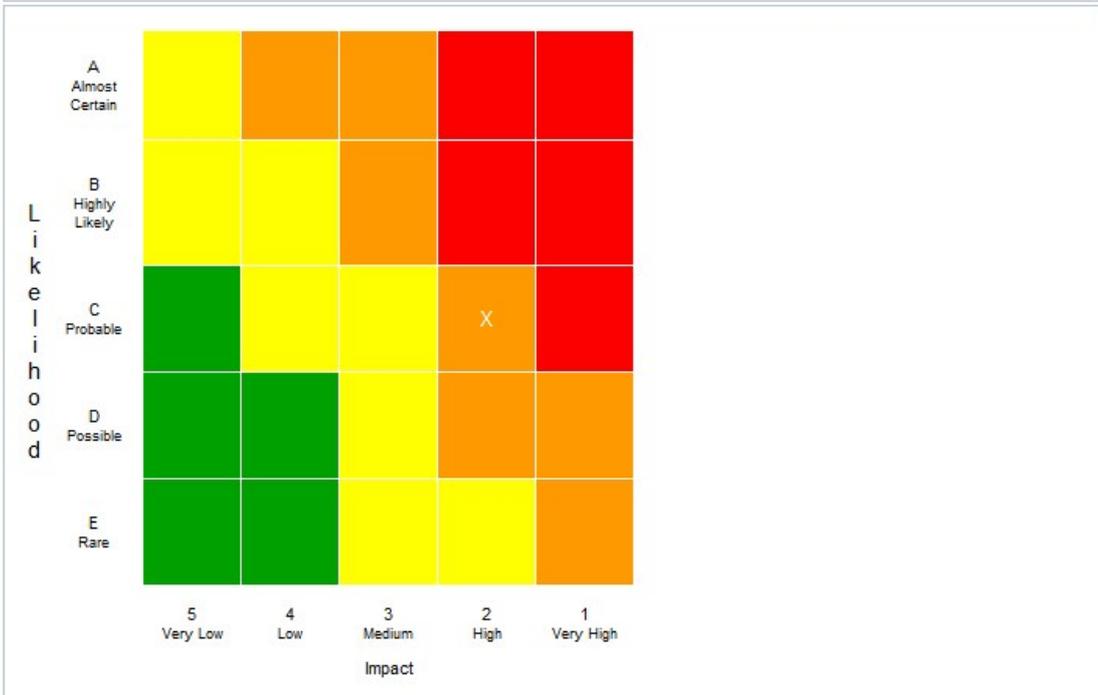
Controls to Manage Risk (in place)

The likelihood for the residual risk is assessed as 'probable' in light of national policy change following the Welsh Government elections (May 2016).

The impact is assessed as 'high' in consideration of the following:

- Changes are likely to be smaller than originally proposed
- Plans for change are already in place due to reducing budgets
- There is a greater focus on sustainability e.g. WBFG Act
- A clear planning timetable is in place that can respond to changes

Residual Risk



Lead Member(s)

Active

Risk Owner

Councillor Hugh Evans

Yes

Mohammed Mehmet

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

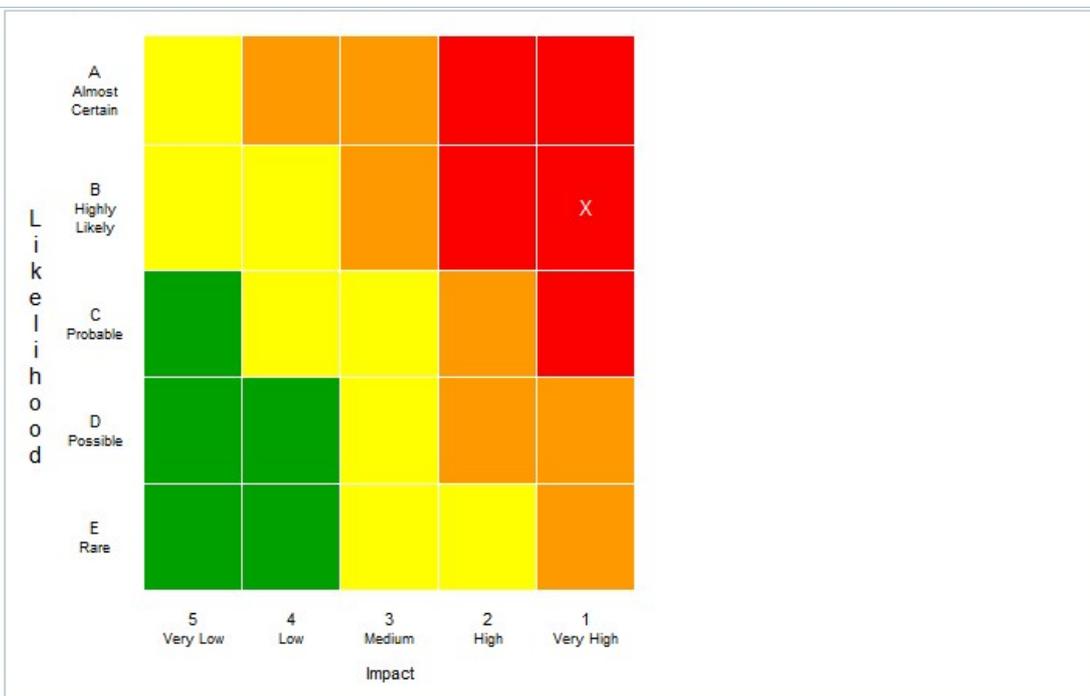
Description

Impact / Consequences

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.

Overspends in Social Care place significant budget pressures on the Council and could result in the scaling back or withdrawal of non-statutory services.

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 |

**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 13 July 2017

**Lead Member/Officer:** Lead Member for Finance, Performance & Strategic Assets  
Head of Business Improvement & Modernisation

**Report Author:** Strategic Planning Team Manager

**Title:** Corporate Plan Performance Report  
Quarter 4 – 2016/17

---

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

- 1.1 This report presents an update on the delivery of the Corporate Plan 2012-17 as at the end of quarter 4 of 2016/17.
- 1.2 Appendix 1 provides the Executive Summary including achievements and key exceptions.
- 1.3 Appendix 2 contains the full quarterly report generated from the Verto Performance Management System, focussing on the exceptions only.

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

- 2.1 To provide information regarding the council's progress as at the end of quarter 4, 2016-17 in delivering the Corporate Plan outcomes.
- 2.2 Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the Council exercises its duty to improve.
- 2.3 We monitor our performance regularly, take quarterly reports to Scrutiny and Cabinet meetings and produce an Annual Performance Report to evaluate progress.

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

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

## **4. Report details**

- 4.1 The Executive Summary (Appendix 1) contains details of achievements as well as key exceptions.

4.2 The Quarter 4, 2016-17 Performance Report (Appendix 2) looks at the Corporate Plan 2012-17 and provides an evidence-based assessment of the current position.

4.3 Exceptions have been highlighted as follows:

- 'Red' for measures or indicators which are identified as a 'Priority for Improvement', or
- 'Grey' where clarification with the data is required.

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

5.1 This report is about our progress in delivering the Corporate Plan. Any decisions made should contribute to the successful delivery of our Corporate Priorities.

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

6.1 The Corporate Plan 2012-17 sets out how much additional money the council aims to invest in each corporate priority over the five years. It is anticipated the Corporate Plan will be delivered using this additional investment and within existing budgets.

## **7. What are the main conclusions of the 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 An EqIA was undertaken on the Corporate Plan and presented to Council on 9th October 2012. No further assessment is required because the recommendations in this report will not have a direct impact on staff or our communities.

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

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

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

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

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

10.1. We have a strong performance management framework, a robust Service Performance Challenge process and a strong Performance Scrutiny Committee.

10.2 There are no specific risks attached to this report. It is the role of our Corporate and Service Risk Registers to identify (and manage) the potential risk events which could lead to the council being unable to deliver its Corporate Plan.

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

- 11.1. Performance management and monitoring is a key element of the Wales Programme for Improvement, which is underpinned by the statutory requirements of the Local Government Act 1999 and the Local Government "Wales" Measure 2009.
- 11.2 Section 7 of the Council's Constitution outlines Scrutiny's powers and duties with respect of scrutinising the Authority's performance.

**Contact Officer:**

Strategic Planning Team Manager

Tel: 01824 708079

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# Appendix 1 – Summary Corporate Performance Report

**QUARTER 4, 2016-17**

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## INTRODUCTION & SUMMARY

This performance report looks at the Corporate Plan 2012–17. It provides an evidence-based assessment of the current position. Below is a summary of the key issues identified.

### OUTCOME & PERFORMANCE SUMMARY

This is the summary position for each outcome in the Corporate Plan as at the end of Quarter 4 (March 31<sup>st</sup>, 2017). The overall evaluation for each outcome has been determined by taking account of the indicators, performance measures, and improvement activity.

### DEVELOPING THE LOCAL ECONOMY

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

#### Developing the Local Economy

Overall performance for this priority is positive with all activities and projects categorised as `on track' or at a `good' level as at the end of quarter 4.

The Council's Economic and Community Ambition (ECA) Programme which is delivering 16 high priority projects to support development of the local economy. Other highlights from the ECA Programme during quarter 4 included:



As part of Denbighshire County Council's growing 'March for Business' programme, over 400 people took part in 12 workshops, conferences and networking sessions across the county.

Events included training workshops around e-commerce, social media and marketing, a conference on growth and investment opportunities in Denbighshire, 'ask the expert' sessions and a networking dinner held in conjunction with the Federation of Small Businesses.

The programme was devised by the Council's Economic and Business Development team following feedback from Denbighshire's annual Business Survey and is part of the Council's work on developing the local economy through its Economic and Community Ambition Programme, which aims to support healthy private businesses and create higher paid jobs.

There are now more businesses starting up every year in Denbighshire, from 280 a year in 2012 to 350 in 2015, we have the best one year survival rates and the highest percentage increases in business financial turnover of anywhere in Wales.

Extra workshops have been scheduled for quarter 1, 2017-18 which will include sessions on marketing, social media and building your business online.

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

### Outcome 7 Students achieve their potential

**PRIORITY FOR IMPROVEMENT**

The overall position for this outcome is Red: Priority for Improvement. There is no new data this quarter, therefore, the position being reported here remains as it was at the end of quarter 3.

The two performance measures, surplus places in Secondary, and deficit places in Primary schools are annual indicators and are dependent upon receiving the PLASC data for January 2017, which is currently not yet available. LME coded measures, therefore, will be reported on at the end of quarter 1, 2017/18.

Two activities are showing a 'red' (compromised) status and are detailed in Appendix 2.

## **Note about our thresholds**

When the Corporate Plan was agreed in 2012, Senior Leaders and Councillors were ambitious in the thresholds that they set for the five key attainment indicators within this priority. The result was, rather than using our default threshold of the Upper Quartile, a higher benchmark for excellence was set where we wanted education attainment in Denbighshire to be the Best in Wales. This was ambitious, but not unrealistic given our record of improvement at the time.

However, the council is now in a very different place to where it was in 2012. We have undergone a prolonged period of austerity within Education (despite protected budgets) and do not have the resources we once did to support school improvement. We have also transferred our school improvement function to a regional consortium, GwE, which works across the six North Wales authorities (which were all in very different places in terms of education attainment). It is GwE who are now responsible for education standards in schools, and when the consortium was set up, it was agreed that their focus initially would be on those counties that were in greatest need of improvement. Denbighshire then being a high performing authority in terms of Education standards, this approach meant that our improvement did not continue at the same rate, as we waited for other authorities to catch-up. We anticipate that, there being greater consistency now across the region, our rate of improvement will increase.

### **What WG and Estyn have to say:**

The Welsh Government and Estyn judge local authority performance according to our Free School Meal ranking, against which Denbighshire is expected to be 14th. All of our key attainment indicators are, on the whole, in line with this expectation.

Of the five key attainment indicators, three have improved (Core Subject Indicator in KS2 and KS4, and % achieving L2+ at KS4), but two have sustained decline (average capped points score, and % achieving L2 at KS4). The reasons for this decline are well understood, and the Education & Children's Service is working closely with the regional school improvement service, GwE, to improve standards. Already a more effective model of working with secondary schools has been implemented, introducing a coherent targeted programme to improve standards and leadership. GwE have also redistributed resources in line with the needs of schools, matching national initiatives closely to those needs.

## Changes to the measurement of the indicators

It is worth noting that the data for 2016–17 includes all EOTAS (Education Other Than At School) for the first time, therefore, our figures are not comparable to previous years. Additionally, in preparation for the qualification changes in 2017, some Denbighshire schools reduced vocational / BTEC qualifications in preparation. All schools will do this next year and the data will once again become comparable.

### IMPROVING OUR ROADS

---

**Outcome 8** Residents and visitors to Denbighshire have access to a safe and well-managed road network

**GOOD**

This outcome is supported predominantly by annual indicators and measures.

Throughout the year the Council has undertaken a programme of planned and remedial activities to improve the road network across Denbighshire. As a result of work undertaken throughout the year and in the preceding years of the corporate plan, excellent performance has been achieved in the national indicator which measures the percentage of roads (classifications A, B and C) which are in overall poor condition (measured against a family group of similar authorities). This has reduced from 11.2% (2011/12) to 7.0% (2016/17).

83% (5 of 6) activities were completed during 2016/17, with microasphalt laying and surface dressing works being completed ahead of schedule. 87% of all scheduled resurfacing works were completed during the year and remain on target for completion in 2017/18.

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

---

**Outcome 9** Vulnerable people are able to live as independently as possible

**GOOD**

**Outcome 10** Vulnerable people are protected

**GOOD**

The overall position for these outcomes is Yellow : Good

We are working to reduce the number of new admissions to residential care homes through the use of both modern and traditional care packages in the home and by working with people to maximise their independence. Overall, this means the number of people we support in residential care is diminishing, but will take a number of years to bring the total to an acceptable level due to the long term nature of the services already being provided and the time delays in developing new Extra Care Schemes.

In relation to Outcome 10, changes to national social service measurements (brought about by the Social Services & Well-being Act) have meant that our framework for measuring performance in this outcome also must change, as data has no longer become available. The Strategic Planning & Performance Team will work closely with Education & Children's Services over the coming months to ensure that the right areas of work continue to be measured in the Service Plan. Any measures relevant to understanding our position against this outcome will also be identified and reported in the remaining Quarterly Performance Reports for our 2012-17 Corporate Plan. There are already some suggestions around some of the key activity that we can develop measures for in Verto:

- How many children were registered and then deregister in terms of child protection.
- Length of time on the register
- What was the success of the intervention
- Rate of referrals (and narrative of those re-referrals)
- Placement moves
- Length of accommodation and success of rehabilitation to families
- Number of children placed for permanency
- Time taken to complete assessments
- Models of assessment used in individual cases.

There is also additional data around the 'front door' services – Families First, Team Around the Family – and de-escalation of case from statutory to non-statutory services that would be helpful. The service is also currently recruiting for a Performance Management Analyst. If successful, it is hoped that this post will further improve reporting mechanisms.

Looking at our current Outcome measures, there are two shown as `red` priority for improvement. These relate to:

[The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference.](#) This performance indicator does not form part of the new set of national social service indicators going forward, and changes in recording have impacted our ability to report on this indicator. The measure itself is also not without its limitations, as it is not indicative of the core group meetings that were held, nor if they were successful in safeguarding children and had the full co-operation of other agencies. There has been an issue of poor recording and delays due to sickness and absence. Some meetings were also delayed by a few days and consequently missed the deadline. The Service is confident, however, that this will not be an ongoing issue as there is now a new Service Manager in place for the Intake and Intervention Service, and they have already started the process of significant change to the structure and systems for delivering the service.

[The percentage of child protection reviews carried out within statutory timescales during the year.](#) Six review conferences affecting three families were delayed slightly (by 9 days) as a result of sickness absence within the service. The Conference Chair of those conferences took a professional decision that it was more appropriate to delay the conferences slightly to enable the case holding practitioner to present their information to the Conference upon their return to work. This ensured a full picture of the current safeguarding situations of those children were reported, rather than the conference proceeding without being aware of the full situation affecting those children.

Taking into account these explanations the Outcome is considered to be `Yellow` - Good.

## CLEAN & TIDY STREETS

---

[Outcome 11](#) To produce an attractive environment for residents and visitors alike

**GOOD**

Overall our performance is `good`.

We aim to provide an attractive environment for residents and visitors alike, primarily through keeping our streets clean and tidy and tackling identified eyesore sites across the county.

Figures released by Keep Wales Tidy for 2016/17 show that 100% of streets in Denbighshire that were independently inspected as part of a national study reached a B grade or above (B grade being an acceptable level of cleanliness). Only one other authority in Wales achieved this score (Powys).

Additionally, six Clean Streets Surveys were scheduled and completed during 2016/17 with an annual average of 89% for 2016/17. This has now improved to a 'good' level.

The two quarterly measures maintained their 'excellent' performance in quarter 4:

- The rate of fixed penalty notices (all types) issued (rate per 1,000 population = 70.00). This equated to 1,116 being issued in quarter 4.  
A total of 6,635 served during 2016/17.
- The rate of fixed penalty notices (dog fouling) issued (rate per 1,000 population = 0.90). This equated to 38 being issued in quarter 4.  
A total of 86 served during 2016/17.

Both activities (100%) that support the clean and tidy streets priority were completed as scheduled during 2016/17.

## ENSURING ACCESS TO GOOD QUALITY HOUSING

---

**Outcome 12** The housing market in Denbighshire will offer a range of types and forms of housing in sufficient quantity and quality to meet the needs of individuals and families

**GOOD**

The Council continues to work hard to address key priorities in the Housing Strategy. A total of 56 additional affordable homes were provided in the County in 2016/17 which equated to 30% of all new homes delivered in 2016/17 (181 in total).

Performance has continued to significantly improve and at the end of quarter 4 [the number of calendar days taken to let empty properties \(council stock only\)](#) has further reduced to 45 calendar days. This is improvement in the time taken to both complete void works and to allocate void properties and is now at an 'acceptable' level.

The 'excellent' performance trend in a range of measures continued in quarter 4:

- 2016/17 – the speed of delivering Disabled Facilities Grants, the average number of calendar days remained at an excellent level at 142 days.
- The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority increased with a final total of 131 empty homes being brought back into use during 2016/17.

---

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

- |                                   |                                                                                         |
|-----------------------------------|-----------------------------------------------------------------------------------------|
| <a href="#"><u>Outcome 13</u></a> | <b>Services will continue to develop and improve</b>                                    |
| <a href="#"><u>Outcome 14</u></a> | <b>More flexible and effective workforce supported by cost efficient infrastructure</b> |



The Council takes its responsibilities toward its staff very seriously, recognising them as a key asset and essential to delivering good quality services.

There are areas in which the Council recognises performance can be improved, such as timeliness of complaints handling and performance appraisal completion.

In quarter 4, the percentage of [all external stage 1 complaints were responded to within corporate timescales](#) remained a 'priority for improvement' at 89% (78 out of 88 were responded to within timescale). This indicator is automatically reported to and monitored by Scrutiny each quarter.

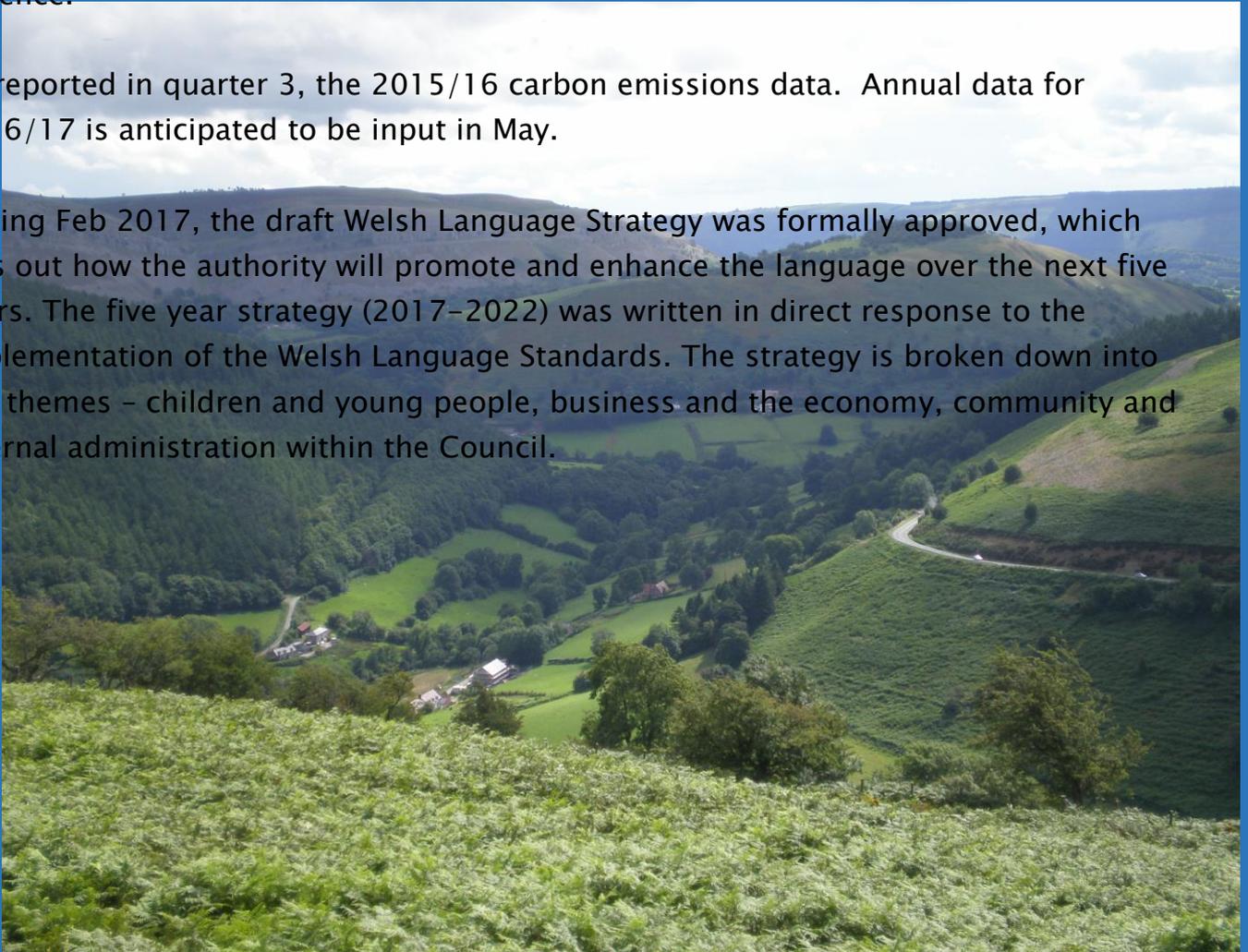
The [percentage of staff receiving a performance appraisal](#) has decreased slightly to 88% this quarter. Heads of Service receive monthly HR reports on the service

performance appraisal completion. The Senior Leadership Team (SLT) are committed to ensuring accurate data capture and that 100% is achieved.

[The monthly average number of working days/shifts per full time equivalent \(FTE\) local authority employee lost due to sickness absence](#) HR Officers continue to work with services to ensure absence is actively managed. As at the end March 2017 the monthly average of 8.69 remains as the previous quarter at an 'acceptable' level. The Council acknowledges the continued need to address and drive down sickness absence.

As reported in quarter 3, the 2015/16 carbon emissions data. Annual data for 2016/17 is anticipated to be input in May.

During Feb 2017, the draft Welsh Language Strategy was formally approved, which sets out how the authority will promote and enhance the language over the next five years. The five year strategy (2017–2022) was written in direct response to the implementation of the Welsh Language Standards. The strategy is broken down into key themes – children and young people, business and the economy, community and internal administration within the Council.



# Appendix 2 – Corporate Performance Report

**QUARTER 4, 2016-17**



|                                                                                                         |           |
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## KEY

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

## THE COLOURS

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

## THE EVALUATION

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

## APPENDIX 2 –QUARTER 4 PERFORMANCE REPORT

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

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

### PRIORITY – DEVELOPING THE LOCAL ECONOMY

#### ECONOMY HEADLINE INDICATORS

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Description</b>     | This cluster of indicators are economy–based aspects of the external environment in which we'd expect to see an improvement if our Outcomes were progressing well. The six Outcomes within the Economic & Community Ambition priority will have a discrete set of indicators according to their theme (e.g. infrastructure), but collectively should enable progress against this cluster of indicators by laying the foundations for economic growth. |
| <b>Outcome Summary</b> | The overall status for these indicators is Orange: Acceptable.                                                                                                                                                                                                                                                                                                                                                                                         |

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

## OUTCOME 1 – INFRASTRUCTURE FOR GROWTH

|                        |                                                                                                                                                                                                                                                                                                                    |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>ACCEPTABLE</b>                                                                                                                                                                                                                                                                                                  |
| <b>Outcome Summary</b> | <p>The overall status for these indicators is Orange: Acceptable.</p> <p>The OFCOM indicator remains a priority for improvement and has not been updated by OFCOM for some time. It should be noted that BT attended Performance Scrutiny to discuss the progress of the national Superfast Broadband rollout.</p> |

| Indicators |                |                                                                              |
|------------|----------------|------------------------------------------------------------------------------|
|            | PPP_ECA301i    | Percentage of employment land (ha) that is ready to be developed             |
| N/A        | PPP_ECA302i    | Percentage of employment land (ha) that has been developed                   |
|            | BusSurv1.9     | The percentage of businesses selling or sourcing goods or services online    |
|            | OFCOMsuperfast | Denbighshire's OFCOM five-point ranking for superfast broadband availability |
|            | OFCOMtakeup    | Denbighshire's OFCOM five-point ranking for broadband take-up                |

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

## OUTCOME 2 – SUPPORTED AND CONNECTED BUSINESSES

|                        |                                                            |
|------------------------|------------------------------------------------------------|
| <b>Status</b>          | <b>ACCEPTABLE</b>                                          |
| <b>Outcome Summary</b> | The overall status for this Outcome is Orange: Acceptable. |

|  |                                                 |
|--|-------------------------------------------------|
|  | This outcome is supported by annual indicators. |
|  |                                                 |

| Indicators            |                                                                                                |          |          |
|-----------------------|------------------------------------------------------------------------------------------------|----------|----------|
| FAA406m<br>Annual     | Local procurement spend as a % of total procurement spend                                      |          |          |
| BusSurv4.2            | % of businesses satisfied with quality of advice/support<br>(not included in 2016 survey)      |          |          |
| BusSurv4.1            | % of businesses satisfied with access to advice/support                                        |          |          |
| ECA2.2i<br>Annual     | The percentage of contracts worth over £1 million with community benefit clauses (New 2016/17) |          |          |
| Activities            |                                                                                                |          |          |
| ECA<br>2.1a/2.2a/2.2c | Business Advice & Support                                                                      | 12/09/13 | 31/03/16 |
| ECA 2.1b              | Better Business for All (BFC Phase 1 – Planning & Public Protection)                           | 06/05/14 | 31/03/16 |
| ECA2.3b               | PROCUREMENT: Local Supplier Development                                                        | 01/06/15 | 06/06/16 |
| PR003264/ECA<br>2.3a  | PROCUREMENT: Strategy & revised CPR's                                                          | 01/06/15 | 01/04/16 |

**OUTCOME 3 – OPPORTUNITIES FOR GROWTH**

|                        |                                                          |
|------------------------|----------------------------------------------------------|
| <b>Status</b>          | <b>EXCELLENT</b>                                         |
| <b>Outcome Summary</b> | The overall status for this Outcome is Green: Excellent. |

**Indicators**

|                  |                                                                              |
|------------------|------------------------------------------------------------------------------|
| CMLi10<br>Annual | STEAM – Total Economic Impact of Tourism (£ million)                         |
| CMLi11<br>Annual | STEAM – Number of Full Time Jobs Supported by Tourism                        |
| ECA3.1i          | No. of businesses in the tourism sector (2016/17 will be published Nov 2018) |

**Activities**

|            |                               |          |          |
|------------|-------------------------------|----------|----------|
| ECA 3.2a   | New Growth Sectors            | 01/01/15 | 01/03/17 |
| ECA 3.2b/d | Regional Growth Opportunities | 11/06/14 | 30/04/18 |

**OUTCOME 4 – HIGH QUALITY SKILLED WORKFORCE**

|                        |                                                                                                                                                                                                    |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>GOOD</b>                                                                                                                                                                                        |
| <b>Outcome Summary</b> | <p>The overall status for this Outcome is Yellow: Good.</p> <p>There is one annual indicator that is considered to be a priority for improvement, which was reported on in quarter 4, 2015/16.</p> |

**Indicators**

|                       |                                                                                                                              |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------|
| Ed004i<br>Annual      | The percentage of children aged 16 – 18 Not in Education, Employment or Training, at the preceding 31 August in Denbighshire |
| QECA4.6i<br>Quarterly | % of the population aged 18 to 24 claiming JSA                                                                               |
| AECA4.6i<br>Annual    | % of the population aged 18 to 24 claiming JSA                                                                               |
| BusSurv3.3a           | % of businesses reporting unfilled vacancies due to unsuitable applicants                                                    |

|                     |                                                                             |
|---------------------|-----------------------------------------------------------------------------|
| BusSurv3.3b         | % of businesses reporting difficulty recruiting staff with the right skills |
| Aeca4.10i<br>Annual | % of people of working age in Denbighshire who are self employed            |

### Activities

|                             |                                               |          |          |
|-----------------------------|-----------------------------------------------|----------|----------|
| ECA<br>4.1b,4.2a-<br>c,4.3a | Pathways +                                    | 01/04/15 | 31/07/16 |
| EDUa009                     | Soft skills / skills for employment           | 01/04/14 | 31/03/17 |
| EDUa011                     | Careers advice and support                    | 01/04/14 | 31/03/17 |
| EDUa012                     | Work experience opportunities                 | 01/04/14 | 31/03/17 |
| EDUa013                     | Apprenticeships                               | 01/04/14 | 31/03/17 |
| EDUa014                     | Links between schools, colleges and employers | 01/04/14 | 31/03/17 |
| EDUa015                     | Advanced skills for growth sectors            | 01/04/14 | 31/03/17 |

## OUTCOME 5 – VIBRANT TOWNS AND COMMUNITIES

|                        |                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>ACCEPTABLE</b>                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Outcome Summary</b> | <p>The overall status for this Outcome is Orange: Acceptable</p> <p>None of these indicators are updated on a frequency more than an annual, and data relating to the WIMD (LSOA) is only updated once every three years.</p> <p>Latest quarterly data for No. of LSOA with a claimant count (%) greater than Great Britain is July 2016 which is at an `acceptable' level at 21.</p> |

### Indicators

|                   |                                                                      |
|-------------------|----------------------------------------------------------------------|
| ECA5.1i<br>Annual | % of vacant town centre premises (Denbighshire average)              |
| RSQ11             | % of residents reporting overall satisfaction with their town centre |

|                   |                                                                          |
|-------------------|--------------------------------------------------------------------------|
| RSQ2              | % of town residents reporting overall satisfaction with their local area |
| BusSurv2.1        | % of town centre businesses reporting confidence in future prospects     |
| ECA5.2i<br>(2014) | % of LSOA that fall into the 10% most deprived in Wales                  |
| ECA5.3i           | No. of LSOA with a claimant count (%) greater than Great Britain         |
| ECA5.4i<br>Annual | No. of LSOA with a median household income below Wales                   |
| ECA5.5i<br>Annual | % of the rural working age population claiming Job Seekers Allowance     |

| Activities      |                                                   |          |          |  |
|-----------------|---------------------------------------------------|----------|----------|--|
| ECA 5.1         | Develop Town Centre Growth & Diversification Plan | 05/05/15 | 31/03/17 |  |
| ECA 5.3a<br>RGF | Rhyl Regeneration                                 |          |          |  |

## OUTCOME 6 – WELL-PROMOTED DENBIGHSHIRE

|                        |                                                                                                    |
|------------------------|----------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>EXCELLENT</b>                                                                                   |
| <b>Outcome Summary</b> | Two projects support this outcome. One is `on target` and the other has been `completed` as below. |

| Activities         |                                                              |          |          |  |
|--------------------|--------------------------------------------------------------|----------|----------|--|
| ECA 6.1a–c         | Locate in Denbighshire– Inward Investment Marketing Campaign | 17/04/14 | 30/09/16 |  |
| ECA 6.2b /<br>1.3a | Enquiry Handling for Sites & Premises                        | 24/11/14 | 30/06/15 |  |

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

### OUTCOME 7 – STUDENTS ACHIEVE THEIR POTENTIAL

|                        |                                                                                                                                                                                                                                                                                                         |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>PRIORITY FOR IMPROVEMENT</b>                                                                                                                                                                                                                                                                         |
| <b>Outcome Summary</b> | <p>The overall position for this outcome is Red: Priority for Improvement:</p> <p>There are 8 indicators and 2 measures that are `red` priority for improvement which were reported in quarter 3.</p> <p>As at the end of quarter 4, 2 activities are `red` (compromised) which are detailed below.</p> |

| Indicators |                                                                                                                                                                                                                                                                |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ed001i     | The average capped points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (all pupils)                                                                                                                        |
| EDU017     | The percentage of pupils achieving the level 2 threshold including English/Welsh and maths (all pupils)                                                                                                                                                        |
| Ed006i     | The percentage of pupils achieving the level 2 threshold or vocational equivalents (all pupils)                                                                                                                                                                |
| Ed009i     | The percentage of pupils who achieve the Core Subject Indicator at Key Stage 4 (all pupils)                                                                                                                                                                    |
| EDU002i    | The percentage of pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification. |
| EDU003     | The percentage of pupils who achieve the Core Subject Indicator at Key Stage 2 (all pupils)                                                                                                                                                                    |
| EDU016a    | Percentage of pupil attendance in primary schools                                                                                                                                                                                                              |
| EDU016b    | Percentage of pupil attendance in secondary schools                                                                                                                                                                                                            |
| EDU101i    | The total rate per 1,000 pupils of fixed-term exclusions from local authority maintained schools                                                                                                                                                               |

| Measures |                                                                                                     |
|----------|-----------------------------------------------------------------------------------------------------|
| LMEd20a  | The number of deficit places as a percentage of the total school places in Denbighshire (Primary)   |
| LMEd20b  | The number of deficit places as a percentage of the total school places in Denbighshire (Secondary) |
| LMEd21a  | The number of surplus places as a percentage of the total school places in Denbighshire (Primary)   |
| LMEd21b  | The number of surplus places as a percentage of the total school places in Denbighshire (Secondary) |
| LMEd22a  | The number of school places provided through mobile classrooms (Primary)                            |
| LMEd22b  | The number of school places provided through mobile classrooms (Secondary)                          |

| Activities |                                                                                         |          |          |
|------------|-----------------------------------------------------------------------------------------|----------|----------|
| CES102a    | Funding the 21st Century Schools Programme and wider Modernising Education Programme    | 01/04/14 | 01/08/19 |
| CES103a    | To scope options for the future of Primary Provision in the Rhyl area                   | 01/04/15 | 31/07/16 |
| CES104a    | To scope options for the future of Primary Provision in the Bodelwyddan / St Asaph area | 01/04/15 | 31/07/16 |
| CES105a    | To scope options for the future of Primary Provision in the Denbigh area                | 01/04/15 | 31/07/16 |

|                      |                                                                                                                                                                                                                                                                                                                 |          |          |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
| CES106a              | To develop the Business Case for investment in Ysgol Pendref                                                                                                                                                                                                                                                    | 01/04/15 | 31/07/16 |
|                      | The findings of the feasibility works were presented to the Chair of Governors and Headteacher in January 2017. The findings suggested that the project could not be delivered without additional resources and that it would be now be considered as part of the Band B proposals to be submitted during 2017. |          | 20/04/17 |
| CES112a              | To progress business cases for further investment in the school estate                                                                                                                                                                                                                                          | 01/04/14 | 31/03/19 |
| CES208a              | To secure agreement on location for new Faith Secondary Provision in Denbighshire                                                                                                                                                                                                                               | 01/04/13 | 31/03/16 |
| CES210a              | To work with Planning to understand the implications of the Community Infrastructure levy and to develop an appropriate policy                                                                                                                                                                                  | 01/04/14 | 31/03/16 |
| CES230a              | To develop School Organisation proposals for the creation of a new area school to replace the existing Ysgol Llanfair and Ysgol Pentrecelyn schools                                                                                                                                                             | 01/06/14 | 31/12/16 |
|                      | The findings of the Judicial Review quashed the school organisational proposal approved by Cabinet in October 2015. Cabinet have agreed to take no further action with regard to school organisation proposals and Llanfair and Pentrecelyn will remain as two individual schools.                              |          | 20/04/17 |
| CES231a              | To develop School Organisation proposals for the future of Ysgol Llanbedr                                                                                                                                                                                                                                       | 18/02/15 | 31/12/16 |
| CES232a              | To develop School Organisation proposals for the future of Ysgol Rhewl                                                                                                                                                                                                                                          | 01/04/14 | 31/12/17 |
| ECA 4.1b,4.2a-c,4.3a | Pathways +                                                                                                                                                                                                                                                                                                      | 01/04/15 | 31/07/16 |
| ECA 4.2a-c           | TRAC                                                                                                                                                                                                                                                                                                            | 07/04/14 | 31/08/20 |

|          |                                                                                                                                                    |          |          |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
| ECS008a  | To ensure effective implementation of the school organisation proposals agreed by Cabinet to date, and to plan for the next stage of the programme | 01/04/16 | 31/03/17 |
| EDU117a  | Health and Wellbeing Outcomes for Schools                                                                                                          | 01/04/15 | 29/07/16 |
| EDUa003  | Review current provision for students who access the Behaviour support Service and remodel as appropriate                                          | 01/04/13 | 31/03/17 |
| EDUa005  | Revisit Service Level Agreement with GwE                                                                                                           | 01/04/14 | 31/03/17 |
| EDUa008  | Literacy, Numeracy & ICT Skills development in schools                                                                                             | 01/04/14 | 16/03/17 |
| EDUa009  | Soft skills / skills for employment                                                                                                                | 01/04/14 | 31/03/17 |
| EDUa011  | Careers advice and support                                                                                                                         | 01/04/14 | 31/03/17 |
| EDUa012  | Work experience opportunities                                                                                                                      | 01/04/14 | 31/03/17 |
| EDUa013  | Apprenticeships                                                                                                                                    | 01/04/14 | 31/03/17 |
| EDUa014  | Links between schools, colleges and employers                                                                                                      | 01/04/14 | 31/03/17 |
| EDUa015  | Advanced skills for growth sectors                                                                                                                 | 01/04/14 | 31/03/17 |
| EDUa022  | Curriculum Enrichment Programme                                                                                                                    | 01/04/15 | 31/03/17 |
| EDUa023  | A consistent approach to attendance in Denbighshire schools                                                                                        | 01/09/15 | 31/07/16 |
| PR000055 | Bodnant Community School Extension and Refurbishment                                                                                               | 20/12/12 | 31/12/16 |
| PR000247 | Extending Secondary Welsh Medium Provision – Ysgol Glan Clwyd Extension & Refurbishment                                                            | 06/01/14 | 31/08/18 |
| PR000319 | Ruthin Town: Glasdir Development– Relocation of Ysgol Pen Barras and Rhos Street School                                                            | 21/04/14 | 11/03/18 |
| PR000330 | Ruthin Area Review: New Area School for Ysgol Carreg Emlyn                                                                                         | 01/01/14 | 30/06/18 |
| PR000332 | Ruthin Review –New Area School for Llanfair DC and Pentrecelyn                                                                                     | 01/08/14 | 03/09/18 |
| PR000359 | Rhyl New School                                                                                                                                    | 30/01/14 | 17/10/16 |

PRIORITY – IMPROVING OUR ROADS

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

|                                           |                                                                                                                                                                                                      |                                                                                                                                                                    |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>                             | <b>GOOD</b>                                                                                                                                                                                          |                                                                                                                                                                    |
| <b>Outcome Summary</b>                    | The overall position for this outcome is Yellow: Good.<br>We compare our position for the road condition indicators with a group of similar rural local authority areas in Wales on an annual basis. |                                                                                                                                                                    |
| <b>Indicators</b>                         |                                                                                                                                                                                                      |                                                                                                                                                                    |
| HES101i<br>Resident Survey –<br>Bi-Annual |                                                                                                                                                                                                      | The percentage of respondents reporting satisfaction with the council's work in maintaining rural roads in good condition                                          |
| RSQ09A<br>Resident Survey –<br>Bi-Annual  |                                                                                                                                                                                                      | The percentage of respondents reporting satisfaction with the council's work in maintaining main roads in good condition (excluding don't know)                    |
| RSQ09B<br>Resident Survey –<br>Bi-Annual  |                                                                                                                                                                                                      | The percentage of respondents reporting satisfaction with the council's work in maintaining streets in towns and villages in good condition (excluding don't know) |
| THS012 – Annual                           |                                                                                                                                                                                                      | The percentage of principal (A) and non-principal (B) and (C) roads that are in overall poor condition                                                             |
| THS012a – Annual                          |                                                                                                                                                                                                      | The percentage of principle A roads that are in overall poor condition                                                                                             |
| THS012b – Annual                          |                                                                                                                                                                                                      | The percentage of non-principal/classified B roads that are in overall poor condition                                                                              |
| THS012c – Annual                          |                                                                                                                                                                                                      | The percentage of non-principal/classified C roads that are in overall poor condition                                                                              |
| <b>Measures</b>                           |                                                                                                                                                                                                      |                                                                                                                                                                    |
| APSEPI03c<br>Quarterly                    |                                                                                                                                                                                                      | Percentage of damaged roads and pavements made safe within target time                                                                                             |
| HES102m – Annual                          |                                                                                                                                                                                                      | The percentage of planned dropped-kerbs delivered along key routes within the year                                                                                 |

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

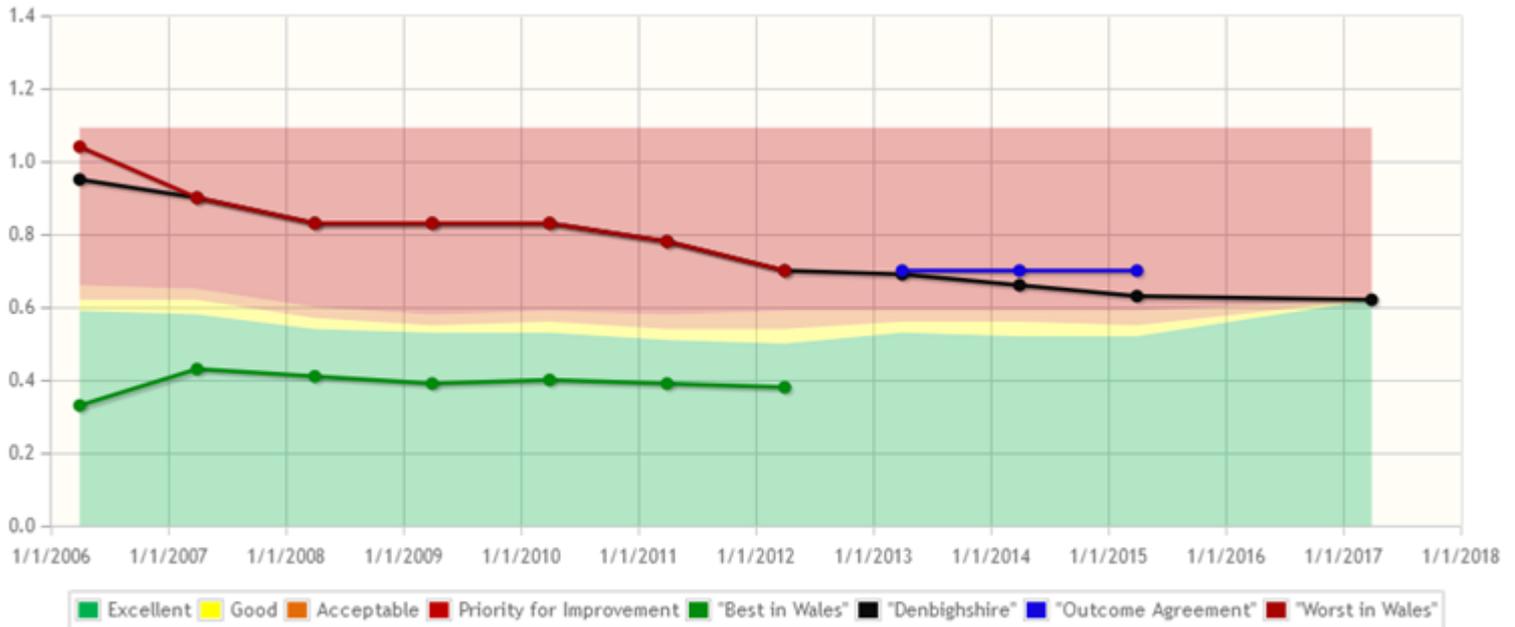
Activities

|         |                                                                                     |          |          |
|---------|-------------------------------------------------------------------------------------|----------|----------|
| HES118a | Review the existing method for undertaking pothole repairs and minor reinstatements | 01/04/16 | 31/10/16 |
| HES119a | Review existing methods of ditch and water course maintenance on rural roads        | 01/04/16 | 31/10/16 |
| HES120a | Resurfacing works                                                                   | 01/04/16 | 31/03/17 |
| HES121a | Microasphalt laying works                                                           | 01/04/16 | 31/03/17 |
| HES122a | Surface dressing works                                                              | 01/04/16 | 31/03/17 |
| HIA004  | Implement policy by delivery of dropped kerbs on prioritised key routes             | 01/04/14 | 31/03/17 |

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

### OUTCOME 9 – VULNERABLE PEOPLE ARE ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

|                                      |                                                                                                                                  |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>                        | <b>GOOD</b>                                                                                                                      |
| <b>Outcome Summary</b>               | The overall position for this outcome is Yellow : Good                                                                           |
| <b>Indicators</b>                    |                                                                                                                                  |
| QIndependent18 Annual                | The percentage adults who live independent of a formal package of social care provided/arranged by the council (aged 18 or over) |
| QResidential18 Residential 18 Annual | The percentage of the population who cannot live independently (aged 18 or over)                                                 |



#### Latest Data Comment

Quarter 4      Quarter 4 and 2016/17 = 0.62%

#### Measures

|                    |                                                                                  |
|--------------------|----------------------------------------------------------------------------------|
| Assistive18 Annual | The number of adult clients in receipt of assistive technology (aged 18 or over) |
|--------------------|----------------------------------------------------------------------------------|

|     |                               |                                                                                                                                                                                |
|-----|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| N/A | Newcarehome65<br>(count only) | The number of new placements of adults whom the authority supports in care homes (aged 65 or over)                                                                             |
|     | QPSR002                       | The average number of calendar days taken to deliver a Disabled Facilities Grant                                                                                               |
|     | QSCA001                       | The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over                                                                              |
|     | QSupported (a) 18             | Of the people who can live independently with a package of care, the percentages that are supported to live independently through, modern supportive options (aged 18 or over) |
|     | QSupported (b) 18             | Of the people who can live independently with a package of care, the percentages that are supported to live independently through traditional care options                     |

### Activities

|  |         |                                                                                                                                                                                                                                                          |          |          |
|--|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
|  | CFS207a | Implement actions from Foster Care Profile exercise undertaken in 2014/15.                                                                                                                                                                               | 01/04/15 | 30/06/16 |
|  | CFS405a | Carry out a review of the assessment based service provision for children and young people with additional needs                                                                                                                                         | 01/04/15 | 30/06/16 |
|  | CFS406a | Improve the approach to inclusive practice of mainstream providers of services to children and young people, so that these services can be easily accessed by children with additional needs                                                             | 01/04/15 | 30/06/16 |
|  | CFS407a | Alternative arrangements for residential / respite provision                                                                                                                                                                                             | 01/04/15 | 30/06/16 |
|  | CFS515a | Deliver an information, advice and assistance service that conforms with the Act                                                                                                                                                                         | 01/04/15 | 31/03/16 |
|  | CSS307a | We will test a different way of working with citizens at risk of losing their independence that is community focussed and geared towards promoting independence. This will be part of a national 'Community Led Conversations' programme run by the NDTi | 01/04/15 | 31/03/16 |

|          |                             |          |          |
|----------|-----------------------------|----------|----------|
| PR003057 | Community Led Conversations | 08/12/14 | 01/04/16 |
|----------|-----------------------------|----------|----------|

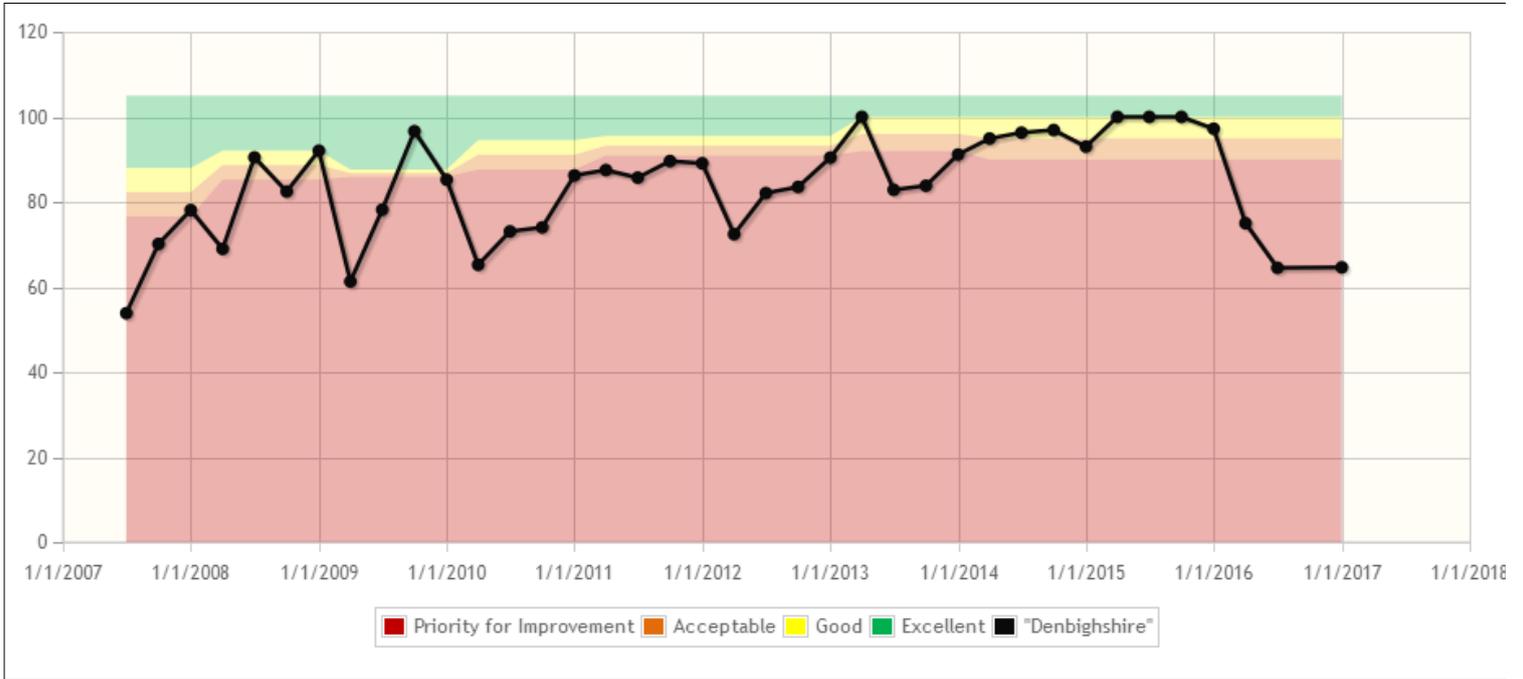
**OUTCOME 10 - VULNERABLE PEOPLE ARE PROTECTED**

|                        |                                                       |
|------------------------|-------------------------------------------------------|
| <b>Status</b>          | <b>GOOD</b>                                           |
| <b>Outcome Summary</b> | The overall position for this outcome is Yellow: Good |

**Indicators**

**Measures**

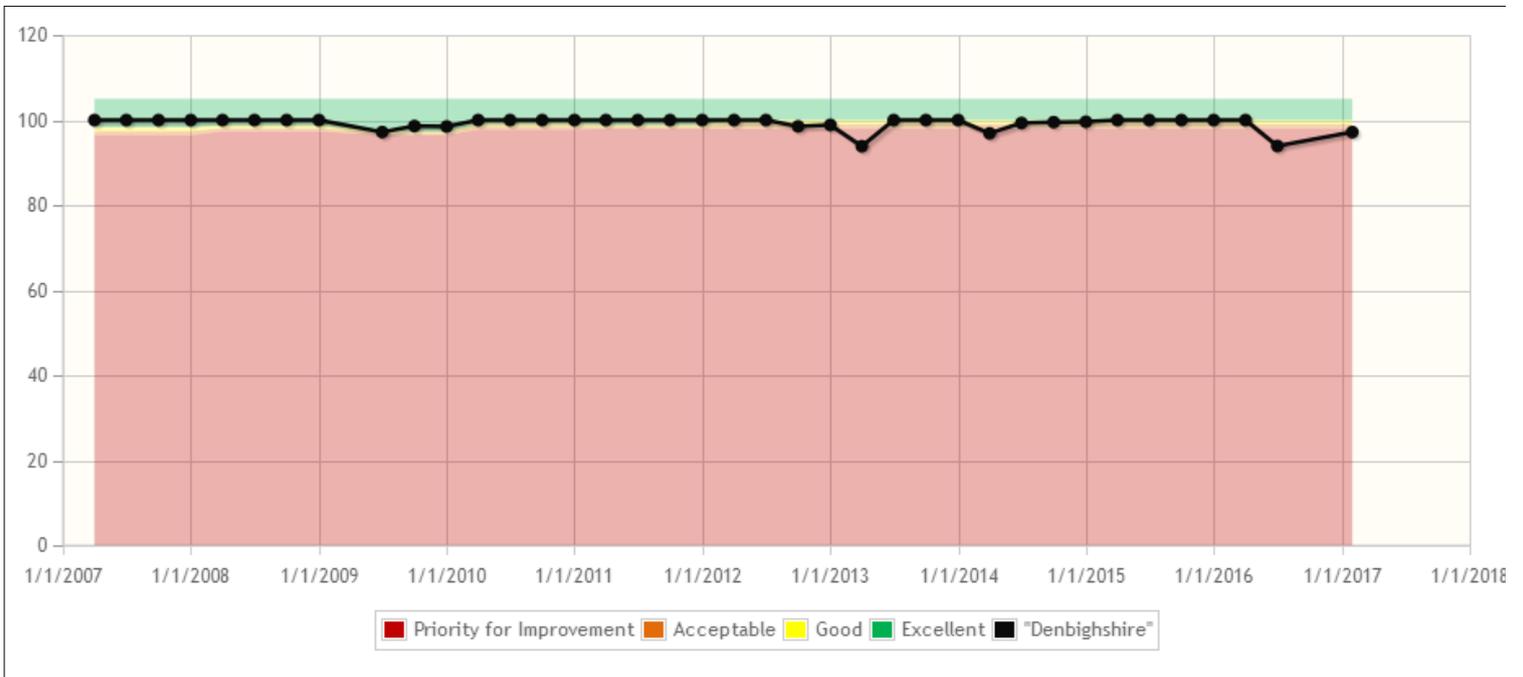
|         |                                                                                                                                                 |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| QSCC015 | The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------|



**Latest Data Comment**

Quarter 4/Annual 82 total with 53 being carried out within timescale

QSCC034 The percentage of child protection reviews carried out within statutory timescales during the year



**Latest Data Comment**

Quarter 4/Annual 213 total with 207 being carried out within timescale = 97.18%

| Activities |         |                                                                                                                                                                                       |          |          |
|------------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
|            | CFS105a | Review the impact of the Waking Hours Service                                                                                                                                         | 01/04/15 | 31/03/16 |
|            | CFS106a | Develop a Strategy to further strengthen impact of early intervention services and an Options Appraisal for strengthening the interface between TAF and Intake Services               | 01/04/15 | 30/09/15 |
|            | CFS107a | Develop the final year plan for delivery of Families First to include preparation to exit from the programme                                                                          | 01/04/15 | 31/03/16 |
|            | CFS108a | Develop and deliver an effective training programme for `all staff' around providing stability for vulnerable families                                                                | 01/04/16 | 31/03/17 |
|            | CSS203a | Implement the offer to support the Syrian Refugee Programme                                                                                                                           | 01/04/16 | 31/03/17 |
|            | CSS204a | Review the operation of the PoVA process and the new Adult Safeguarding Team to ensure that the revised processes have been fully implemented to address the concerns raised by CSSIW | 01/04/16 | 30/09/16 |

PRIORITY – CLEAN & TIDY STREETS

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

|                        |                                                                                                                             |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>GOOD</b>                                                                                                                 |
| <b>Outcome Summary</b> | The overall position for this outcome is Yellow: Good.<br><br>This outcome is predominantly supported by annual indicators. |

Indicators

|                             |                                                                                                                                                      |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| HES201i<br>Annual           | The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area                                     |
| HES202i<br>Annual           | The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area in relation to dog fouling          |
| HES203i<br>Annual           | The percentage of respondents reporting satisfaction with the cleanliness of the streets within their nearest town centre                            |
| HES204i<br>Annual           | The percentage of respondents reporting satisfaction with the cleanliness of the streets within their nearest town centre in relation to dog fouling |
| HES207i<br>Quarterly        | Clean Streets Survey – Improvement Areas                                                                                                             |
| RATE/STS/<br>006D<br>Annual | The rate of fly-tipping incidents reported per 1000 population                                                                                       |
| KWT001i<br>Annual           | Keep Wales Tidy – Cleanliness Indicator                                                                                                              |

Measures

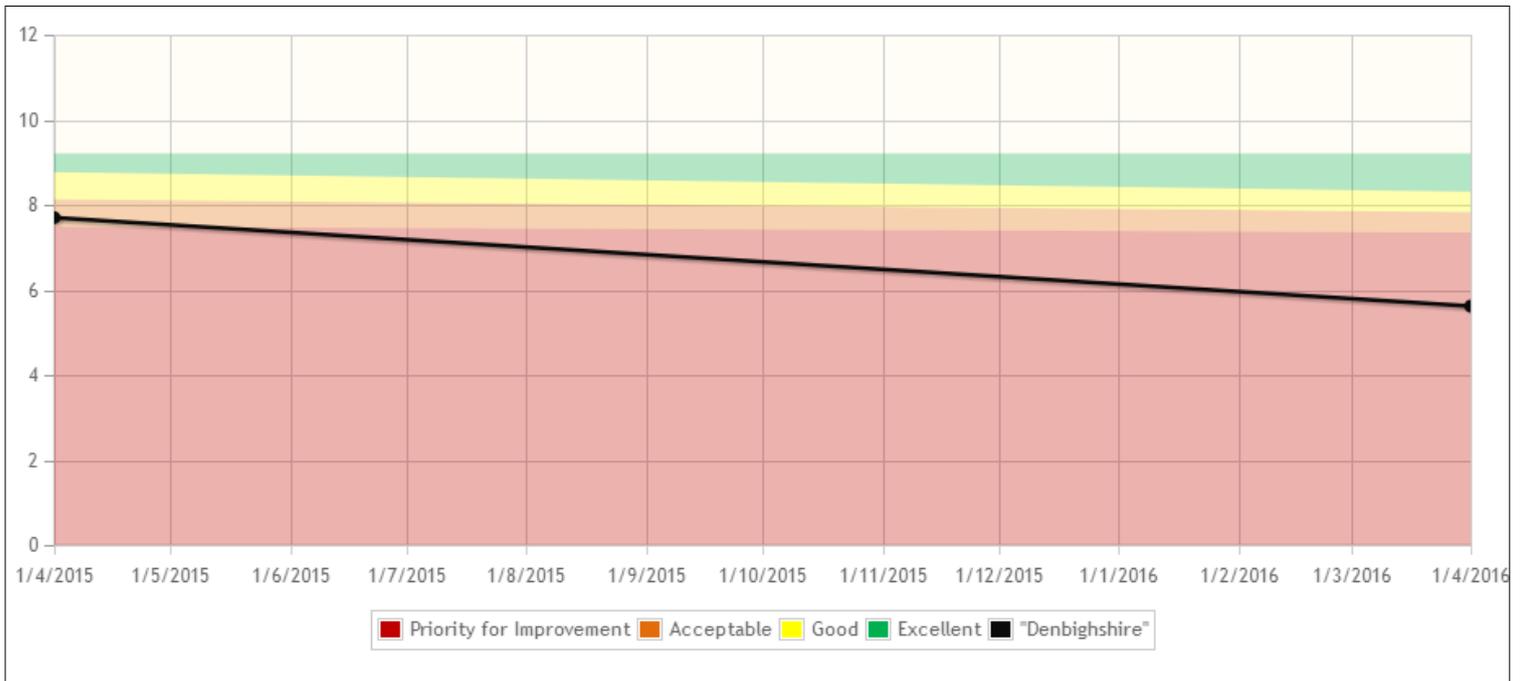
|                                     |                                                                                |
|-------------------------------------|--------------------------------------------------------------------------------|
| STS006 – Annual                     | The percentage of reported fly tipping incidents cleared within 5 working days |
| QPPP102m<br>Quarterly and<br>Annual | The rate of fixed penalty notices (all types) issues per 1000 population       |

|                   |                                     |                                                                                      |          |          |
|-------------------|-------------------------------------|--------------------------------------------------------------------------------------|----------|----------|
|                   | QPPP103m<br>Quarterly and<br>Annual | The rate of fixed penalty notices (dog fouling) issues per 1000 population           |          |          |
|                   | QPPP110m                            | % of untidy land cases resolved within 180 days                                      |          |          |
| <b>Activities</b> |                                     |                                                                                      |          |          |
|                   | HES204a                             | Collaboration between Streetscene and Public Protection in relation to dog fouling   | 01/04/15 | 31/03/16 |
|                   | HES205a                             | Streetscene/Countywide engagement with the general public in relation to dog fouling | 01/04/15 | 31/03/16 |

**PRIORITY – ENSURING ACCESS TO GOOD QUALITY HOUSING**

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

|                        |                            |                                                                                                                                                                                                |
|------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          |                            | <b>GOOD</b>                                                                                                                                                                                    |
| <b>Outcome Summary</b> |                            | The overall position for this outcome is Yellow : Good<br>There are two indicators and one performance measure that are considered to be a priority for improvement. These are detailed below. |
| <b>Indicators</b>      |                            |                                                                                                                                                                                                |
| N/A                    | JHLASTAN1i<br>Annual – N/A | The years of supply of housing land as determined by the Joint Housing Land Availability Study (published July)                                                                                |
|                        | QPSR008a                   | % of HMOs known to the authority, that are eligible to be licensed, that have a full licence                                                                                                   |
|                        | FAA407i                    | The % of Council House tenants that were at least satisfied with the quality of their home                                                                                                     |
|                        | PPPAH001<br>Annual         | The additional supply of affordable housing, including social housing, provided during the year                                                                                                |
|                        | LPIAF-01<br>Annual         | The percentage of additional affordable housing units provided during the year per 10,000 population                                                                                           |



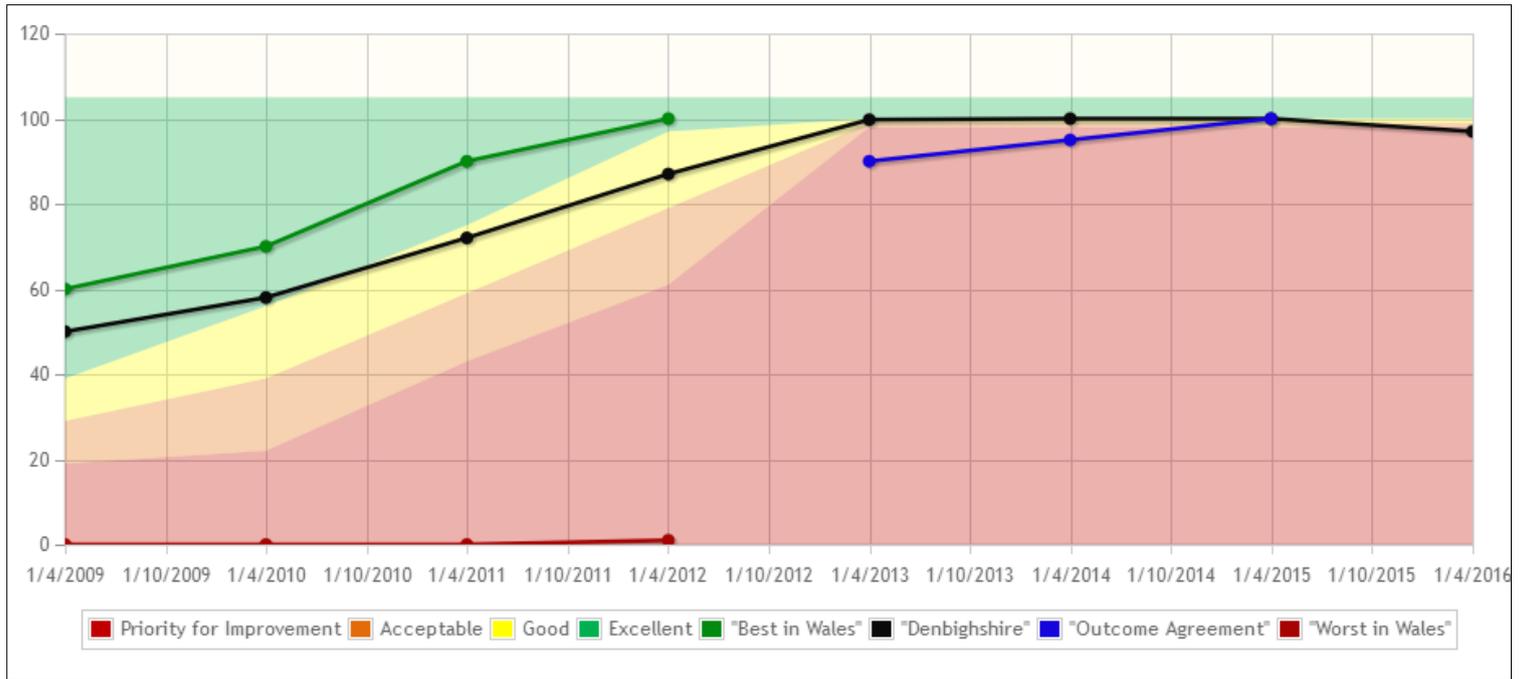
**Latest Data Comment**

**Quarter 4** Number affordable housing delivered in 2016/17 was 56.  
 This local indicator measures performance for last year (2015/16) so that comparisons with other authorities can be made. It relates to the average affordable housing delivered by each authority over the past 5 years, based on 10,000 population.

**Measures**

|                             |                                                                                                                                                                                                 |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Q-HMPI102                   | Percentage of residents satisfied with the most recent repair (when surveyed in accordance with the organisation's own survey format)                                                           |
| Q-CMPI03                    | The number of calendar days taken to let empty properties (council stock only) – General Need & Housing for Older People                                                                        |
| Q-LI/HS/13                  | The number of potential homeless people assisted to find a home                                                                                                                                 |
| PLA004c<br>Quarterly/Annual | The percentage of householder planning applications determined during the year within 8 weeks                                                                                                   |
| PSR002<br>Quarterly/Annual  | The average number of calendar days taken to deliver a Disabled Facilities Grant                                                                                                                |
| PSR004<br>Quarterly/Annual  | The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority |

|  |                     |                                                                                        |
|--|---------------------|----------------------------------------------------------------------------------------|
|  | Y-HSG304m<br>Annual | The percentage of council properties compliant with the Welsh Housing Quality Standard |
|--|---------------------|----------------------------------------------------------------------------------------|



**Latest Data Comment**

|                   |                                                                                              |
|-------------------|----------------------------------------------------------------------------------------------|
| Annual<br>2016/17 | 2016/17 = 97%. The only properties not at the standard are classified as 'acceptable fails'. |
|-------------------|----------------------------------------------------------------------------------------------|

| Activities |         |                                                                                                                                               |          |          |
|------------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
|            | CSS301a | Develop and implement strategy to improve support to people at risk of homelessness                                                           | 01/04/16 | 31/03/17 |
|            | FAH313a | Submit application to WG for suspension of Right to Buy Scheme                                                                                | 01/06/16 | 31/12/16 |
|            | FAH401a | Conduct condition surveys to update our intelligence around the housing stock, to include an analysis around high-cost maintenance properties | 01/02/16 | 31/03/17 |
|            | FAH402a | Review approach to surveying tenants about property condition / repairs                                                                       | 01/01/16 | 30/04/16 |
|            | FAH403a | Profiling our tenants to understand current and future needs                                                                                  | 01/01/16 | 30/09/16 |

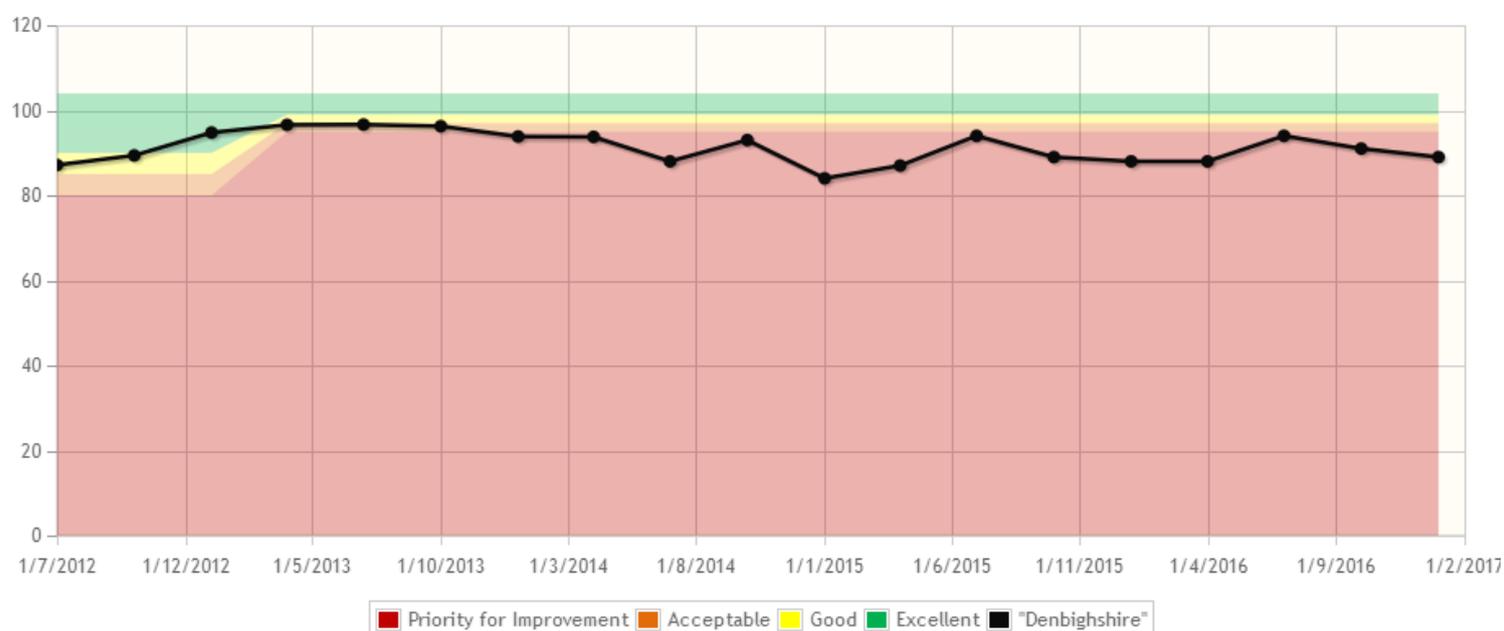
|         |                                                                                                                                                                                                   |          |          |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
| FAH404a | Create a more coherent approach to property management and maintenance in order to assure best value for money                                                                                    | 01/12/15 | 30/09/16 |
| FAH405a | Develop and implement policy to support energy efficient housing within the council's stock                                                                                                       | 01/01/16 | 30/06/16 |
| FAH406a | Develop programme for the electrical testing of properties (dedicated DLO operative)                                                                                                              | 01/01/16 | 30/04/16 |
| FAH407a | Develop one approach to a Health & Safety policy for housing and corporate property (covering asbestos, fire, electrical, etc.)                                                                   | 01/01/16 | 30/06/16 |
| FAH408a | Implement enhanced processes around the 'anything else?' approach to maintenance and repairs, allowing flexibility for operatives to deal with ad-hoc tasks and reduce the need for repeat visits | 01/01/16 | 30/06/16 |
| FAH409a | Evaluate the effectiveness of the Jewson supplier contract in preparation for its renewal / replacement, in partnership with neighbouring authorities                                             | 01/03/15 | 31/07/16 |
| FAH410a | Develop a strategic asset management plan for our housing stock (link to Housing Strategy), which defines Denbighshire's own housing quality standard                                             | 01/01/16 | 30/06/16 |
| FAH411a | Delivery of planned upgrade works to housing stock                                                                                                                                                | 01/04/16 | 31/03/17 |
| FAH412a | Integration of housing and corporate property services to deliver best value (to include a review of the workforce, helpdesk, skill-gaps and contracts, etc.)                                     | 01/01/16 | 31/08/17 |
| FAH413a | Improve strategic approach to the buying and selling of housing assets ('whole-street' approach), supported by intelligence around need and demand, for the benefit of housing stock              | 01/02/16 | 31/07/16 |
| FAH414a | Undertake work to enable identified vacant private sector dwellings to be converted into social housing                                                                                           | 01/09/15 | 31/03/17 |

|  |         |                                                                                                                                                                                                                    |          |          |
|--|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
|  |         | and temporary accommodation, in partnership with homelessness services                                                                                                                                             |          |          |
|  | FAH415a | Develop a schedule to enhance our open space / play assets                                                                                                                                                         | 01/10/15 | 31/10/18 |
|  | FAH416a | Acquire sites to enable new social housing developments                                                                                                                                                            | 01/12/15 | 31/03/17 |
|  | FAH417a | Profiling of current Council Housing stock against need and demand with a view to explore opportunities of reclassification (i.e Sheltered to general needs). Working in conjunction with RSL's & Housing Strategy | 01/02/16 | 30/09/16 |
|  | FAH418a | Review of all IT systems and data recording methods in Housing (Keystone, Coms, spreadsheets etc)                                                                                                                  | 01/01/16 |          |
|  | FAH504a | Develop the tenant handbook                                                                                                                                                                                        | 01/02/16 | 31/12/16 |
|  | FAH517a | Consideration for the implementation of SARTH                                                                                                                                                                      | 01/01/16 | 31/01/17 |
|  | PPP208a | Deliver the Housing Strategy and associated actions                                                                                                                                                                | 01/04/16 | 31/03/17 |
|  | PPP211a | Undertake a Gypsy and Traveller accommodation needs assessment. Support delivery of appropriate accommodation if a need is identified                                                                              | 01/04/16 | 31/03/17 |
|  | PPP215a | Develop the Council's Empty Homes Delivery Plan, investigate innovative mechanisms for bringing empty homes back into use and work with partners to develop new initiatives.                                       | 01/04/16 | 31/03/17 |
|  | PPP218a | Establish and implement an affordable housing delivery / investment programme to enable resources to be targeted to priority sites and actions                                                                     | 01/04/16 | 01/06/16 |
|  | PPP224a | To develop an Energy Conservation delivery plan and establish a database to prioritise those in fuel poverty                                                                                                       | 01/04/16 | 01/08/16 |
|  | PPP225a | Develop & engage with private rented sector landlords & tenants through alternative methods and routes                                                                                                             | 01/04/16 | 01/12/16 |

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

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

|                   |                                                                                                                                                                                                          |  |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Status            | <b>GOOD</b>                                                                                                                                                                                              |  |
| Outcome Summary   | The overall status for this Outcome is Yellow: Good.                                                                                                                                                     |  |
| <b>Indicators</b> |                                                                                                                                                                                                          |  |
| BPP1002           | The number of formal recommendations for improvement within the WAO Improvement Reports                                                                                                                  |  |
| RSQ16B            | The percentage of residents responding positively to the statement: My Council is efficient and well-run                                                                                                 |  |
| RSQ16C            | The percentage of residents responding positively to the statement: My council acts on the concerns of residents (excluding don't know)                                                                  |  |
| BIM3110i          | The percentage deviation from a good practice figure of 75% of Open projects generating a Green or Yellow ROYG status in terms of being on-track to deliver their outputs according to pre-defined scope |  |
| <b>Measures</b>   |                                                                                                                                                                                                          |  |
| M102m             | The percentage of Modernisation projects that were due a post-implementation review this quarter that have been subject to one                                                                           |  |
| PCOTDCC           | The % of external stage 1 complaints that are responded to within corporate timescales (DCC)                                                                                                             |  |



## Latest Data Comment

Quarter 4 78 of 88 stage 1 complaints responded to within timescale

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

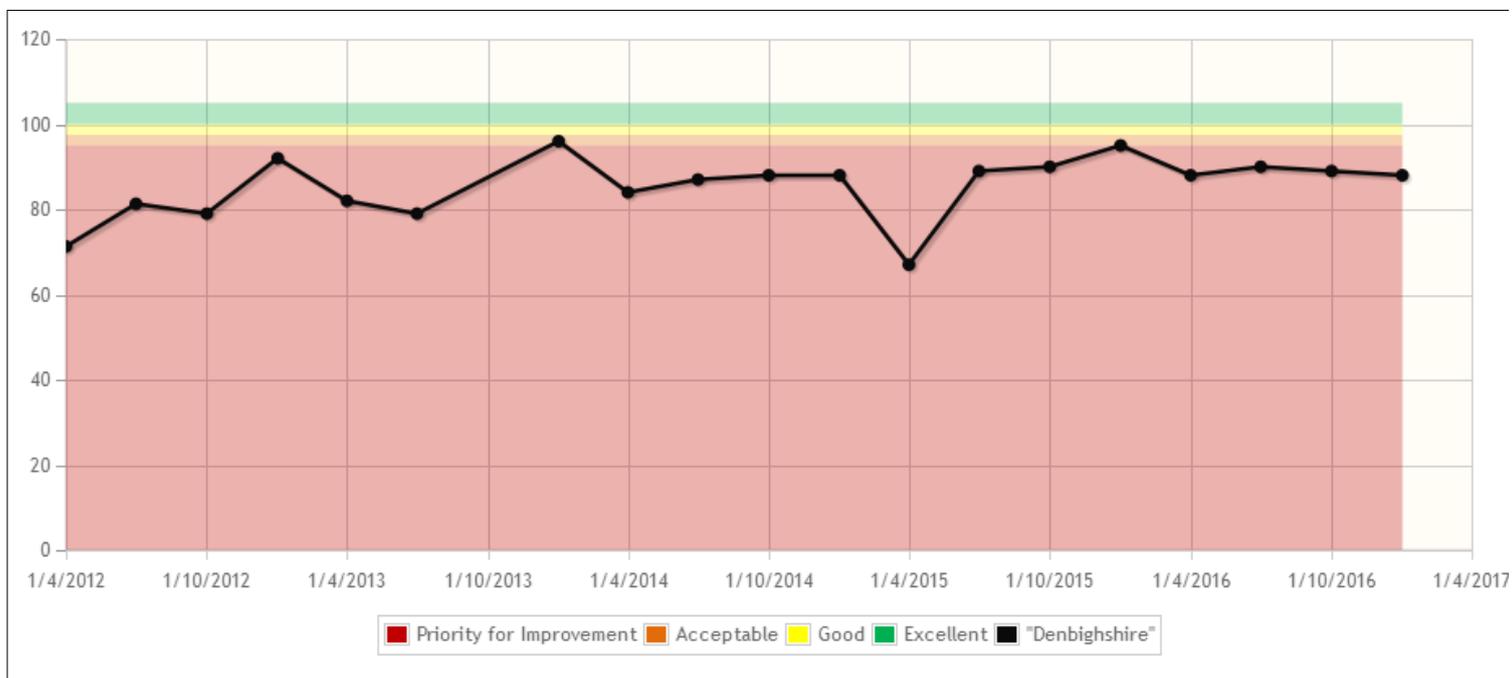
## Activities

|          |                                                                                                                                  |          |          |
|----------|----------------------------------------------------------------------------------------------------------------------------------|----------|----------|
| LDHR201a | Develop a business case for expanding webcasting and audiovisual facilities, if the prospect seems viable (linked to risk 00014) | 01/04/15 | 30/06/16 |
| LDS110a  | Implement the relocation of Rhyl Register office to Rhyl Town Hall (linked to risk 00006)                                        | 01/04/14 | 31/12/16 |
| LHRD2a   | Increase public engagement with Scrutiny                                                                                         | 01/04/16 | 31/03/17 |
| LHRD3a   | Increase public involvement in council meetings during live webcasting                                                           | 01/04/16 | 31/03/17 |
| PR000073 | Brighton Road Office Closure                                                                                                     |          |          |
| PR000157 | Electronic Document and Record Management System (EDRMs)                                                                         | 01/04/13 | 31/03/17 |
| PR000251 | Centralised Mailroom Project                                                                                                     | 01/04/15 | 30/04/17 |
| PR000318 | Digital Choice – Getting the council ready                                                                                       | 01/10/14 |          |
| PR000494 | Archives & Records Management Transformation                                                                                     | 01/09/14 | 31/05/16 |
| PR003256 | Digital Choice – Making Better Use of our Data                                                                                   | 01/07/15 | 01/12/15 |
| WBP6a    | Develop a County Welsh Language Standards Strategy                                                                               | 01/04/16 | 31/03/17 |

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

|                        |                                                                                                                                                                                                                     |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>          | <b>ACCEPTABLE</b>                                                                                                                                                                                                   |
| <b>Outcome Summary</b> | <p>The overall status for this Outcome is Orange: Acceptable.</p> <p>The three measures relating to carbon emissions as reported in quarter 3 relates to 2015/16 – data for 2016/17 will be inputted early May.</p> |

| Indicators             |                                                                                                                                            |  |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--|
| M202a<br>2015 result   | Staff Survey Q3a – The percentage of staff responding positively to the statement: I have the skills to do my job effectively              |  |
| SSQ13a<br>2015 result  | The percentage of staff responding positively to the statement: I have access to the information and IT I need to work efficiently         |  |
| SSQ1A<br>2015 result   | The percentage of staff responding positively to the statement: I know what is expected of me                                              |  |
| SACORP                 | (Corporate) The average number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence |  |
| Measures               |                                                                                                                                            |  |
| ABMCORP                | The average number of business miles recorded per FTE across all corporate services                                                        |  |
| CES301<br>(count only) | The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels   |  |
| FAA101m<br>2015/16     | Corporate office space occupied by Denbighshire County Council (m2) per FTE                                                                |  |
| FAA110i<br>2015/16     | Carbon emissions (carbon kgs) per m2 of Denbighshire's corporate office space                                                              |  |
| FAA111i<br>2015/16     | Carbon emissions (carbon kgs) per m2 in Denbighshire's primary schools                                                                     |  |
| FAA112i<br>2015/16     | Carbon emissions (carbon kgs) per m2 in Denbighshire's secondary schools                                                                   |  |
| SHR104i                | The percentage of eligible staff that were due a performance appraisal within the last 13 months and have received one (corporately)       |  |



### Latest Data Comment

**Quarter 4** Quarter 4 = 88% completion rate.  
 Performance Appraisal reports go out monthly to Heads of Service and middle managers to inform them of their current compliance rate. HR also support with any help with inputting the information along with support from HR BPs to services where necessary.

### Activities

|          |                                                                                                                                            |          |          |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
| LHRD10a  | Roll out e-learning for staff and Members                                                                                                  | 01/04/16 | 31/03/17 |
| LHRD12a  | Raise awareness of employee health and well-being by establishing quarterly health and well-being campaigns and alcohol awareness training | 01/04/16 | 31/03/17 |
| LHRD21a  | Raise awareness of employee health and well-being by managing sickness absence                                                             | 01/04/16 | 31/03/17 |
| PR000073 | Brighton Road Office Closure                                                                                                               |          |          |
| PR000157 | Electronic Document and Record Management System (EDRMs)                                                                                   | 01/04/13 | 31/03/17 |
| PR000251 | Centralised Mailroom Project                                                                                                               | 01/04/15 | 30/04/17 |
| PR000264 | Denbighshire Telephony                                                                                                                     | 06/01/14 | 30/03/17 |
| PR000344 | Flexible Working                                                                                                                           | 01/08/14 | 31/12/15 |



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**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 13<sup>th</sup> July 2017

**Lead Member/Officer:** Head of Community Support Services

**Report Author:** Statutory and Corporate Complaints Officer

**Title:** Your Voice report – Q4 2016/17

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## 1. What is the report about?

The report provides an overview of compliments, suggestions and complaints received by Denbighshire County Council under the council's customer feedback policy 'Your Voice' during Q4 2016/17. The report also includes Social Services complaints received under the statutory complaints procedure.

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

To enable the Committee to fulfil its scrutiny role in relation to the council's performance in dealing with customer feedback.

To provide the Committee with information regarding specific examples where council services have been learning from complaints.

## 3. What are the Recommendations?

That the Committee considers the content of this report and, if appropriate, identifies any areas that require further scrutiny.

## 4. Report details

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

- The council received 104 complaints during Q4 (10% [11] fewer than the previous quarter).
- The council received 144 compliments during Q4 (9% [12] more than the previous quarter).
- The council received 28 suggestions during Q4 (75% [12] more than the previous quarter).

### 4.2 Complaints regarding commissioned services (please see appendix 1 for further detail):

During Q4:

- 3 *stage 1* complaints were received regarding services provided by Civica (compared to 10 in Q1).
- 20 *stage 1* complaints were received regarding services provided by Kingdom Security (compared to 25 in Q1). This accounts for 63% of complaints received for Planning and Public Protection during Q4.
- There were no *stage 2* complaints received regarding services provided by Civica.

- There were no *stage 2* complaints received regarding services provided by Kingdom Security.

#### 4.3 Performance – Q4 2016/17

- 91% (91/100) of stage 1 complaints were responded to within timescales. This does not meet the corporate target of 95%.
- Chart 1 in appendix 1 provides a four year trend of performance in relation to responding to stage 1 complaints. In four years, the corporate target was only met in four quarters. However, as previously discussed with the committee, the corporate targets are purposely very ambitious, and to meet the targets would represent a position of “excellence”.
- 100% (4/4) of stage 2 complaints were responded to within timescale. This does meet the corporate target of 95%.
- Chart 2 in appendix 1 provides a four year trend of performance in relation to responding to stage 2 complaints. In four years, the corporate target was achieved in seven quarters.

#### 4.4 Stage 1 complaints

Three service areas are highlighted as having RED status for stage 1 complaints (table 1, appendix 1). RED status means less than 90% of stage 1 complaints were dealt with within the timescale of 10 working days. Further detail regarding the complaints where timescales were exceeded for those services are provided below:

##### 4.4.1 Revenues and Benefits (Civica)

###### 1. **Complaint Outcome:** Not Upheld

**Summary of complaint:** Alleged that final notice had been sent out in error for amount that had already paid.

**Reason for being late:** This issue required further information from the complainant in order to resolve, once information required was received the matter was resolved fully.

##### 4.4.2 Education

###### 1. **Complaint Outcome:** Not Upheld

**Summary of complaint:** The complainant alleged that he has had many enquiries ignored by the service regarding the educational needs of his child.

**Reason for being late:** Meeting arranged to discuss complaint with complainant. Further issues were raised at the meeting and required additional investigation leading to timescale being exceeded. Complainant updated throughout.

###### 2. **Complaint Outcome:** Not Upheld

**Summary of complaint:** Complainant alleged that information requested regarding a sewage solution for the proposed new building for Ysgol Carreg Emlyn in Clocaenog was ignored by service.

**Reason for being late:** Complex complaint regarding sewage solution for the proposed new building for Ysgol Carreg Emlyn in Clocaenog. DCC officers have been working with complainant, representatives of NRW and Dŵr Cymru to seek a working solution for many months. A coordinated response to the complaint was provided but this did ultimately result in a delay.

#### 4.4.3 Highways & Environmental Services

**1. Complaint Outcome: Not upheld**

**Summary of complaint:** Issue with refuse collection, alleged that bins are regularly missed.

**Reason for being late:** Capacity issue in team delayed initial conversation. Complaint was not substantiated as complainant reported issue has now been resolved.

**2. Complaint Outcome: Not upheld**

**Summary of complaint:** Recycling centre staff removed personal item from boot.

**Reason for being late:** Capacity issue in team delayed initial conversation. Complaint was not substantiated.

**3. Complaint Outcome: Not upheld**

**Summary of complaint:** Damage to property caused by bin lorry

**Reason for being late:** To investigate the complaint the RCV hard drive needed to be taken out of the vehicle and hooked up to the viewing software. There was a delay in getting access to the vehicle which caused the response target to be missed.

#### 4.5 Outcomes Q4 2016-17

Upheld: 24 % (25 complaints)

Upheld in part: 19% (20 complaints)

Not Upheld: 57% (59 complaints)

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

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

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

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

#### 7. What are the main conclusions of the Well-being Impact Assessment?

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

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

Monthly reporting to the Senior Leadership Team.

#### 9. Chief Finance Officer Statement

There are no obvious financial implications arising from the report.

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

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

**11. Power to make the Decision**

Sections 7.3 and 7.4.2(b) of the Council's Constitution outlines the Committee's remit and powers with respect of Services' performance.

**Contact Officer:**

Statutory and Corporate Complaints Officer

Tel: 01824 706597

## Your Voice information

### 1 Your Voice reporting periods

The following periods are used for reporting data:

Quarter 1: 1-Apr to 30-Jun

Quarter 2: 1-Jul to 30-Sep

Quarter 3: 1-Oct to 31-Dec

Quarter 4: 1-Jan to 31-Mar

### 2 Complaint response timescales

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

Stage 1: **10** working days

Stage 2: **20** working days

Please note: Community Support Services and Children and Family Services adhere to statutory timescales, which differ slightly from corporate.

### 3 Your Voice performance measures

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

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

Table 1: Overall complaint response times for stage 1 complaints – Q4

| Service                              | Quarter 1 - Stage 1 |        |      | Quarter 2 - Stage 1 |        |      | Quarter 3 - Stage 1 |        |      | Quarter 4 - Stage 1 |        |      |
|--------------------------------------|---------------------|--------|------|---------------------|--------|------|---------------------|--------|------|---------------------|--------|------|
|                                      | Rec'd               | Within | %    |
| Business Improvement & Modernisation | 0                   | 0      | -    | 0                   | 0      | -    | 0                   | 0      | -    | 0                   | 0      | -    |
| Legal, HR and Democratic Services    | 0                   | 0      | -    | 0                   | 0      | -    | 2                   | 1      | 50%  | 0                   | 0      | -    |
| Customers                            | 8                   | 7      | 88%  | 5                   | 5      | 100% | 5                   | 3      | 60%  | 5                   | 5      | 100% |
| Revs and Bens (Civica)               | 6                   | 3      | 50%  | 10                  | 10     | 100% | 4                   | 4      | 100% | 3                   | 2      | 67%  |
| Education                            | 2                   | 2      | 100% | 1                   | 1      | 100% | 2                   | 2      | 100% | 6                   | 4      | 67%  |
| Highways & Environmental Services    | 36                  | 34     | 94%  | 27                  | 23     | 85%  | 35                  | 34     | 97%  | 23                  | 20     | 87%  |
| Facilities, Assets and Housing       | 24                  | 24     | 100% | 19                  | 19     | 100% | 19                  | 19     | 100% | 17                  | 17     | 100% |
| Planning and Public Protection       | 42                  | 34     | 81%  | 35                  | 34     | 97%  | 28                  | 24     | 86%  | 32                  | 29     | 91%  |
| Community Support Services           | 3                   | 3      | 100% | 2                   | 2      | 100% | 0                   | 0      | -    | 1                   | 1      | 100% |
| COMMUNITY SUPPORT SERVICES           | 10                  | 10     | 100% | 9                   | 9      | 100% | 10                  | 10     | 100% | 5                   | 5      | 100% |
| CHILDREN AND FAMILY SERVICES         | 6                   | 4      | 67%  | 6                   | 4      | 67%  | 5                   | 2      | 40%  | 8                   | 8      | 100% |
| Corporate Total                      | 137                 | 121    | 88%  | 114                 | 107    | 94%  | 110                 | 99     | 90%  | 100                 | 91     | 91%  |

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

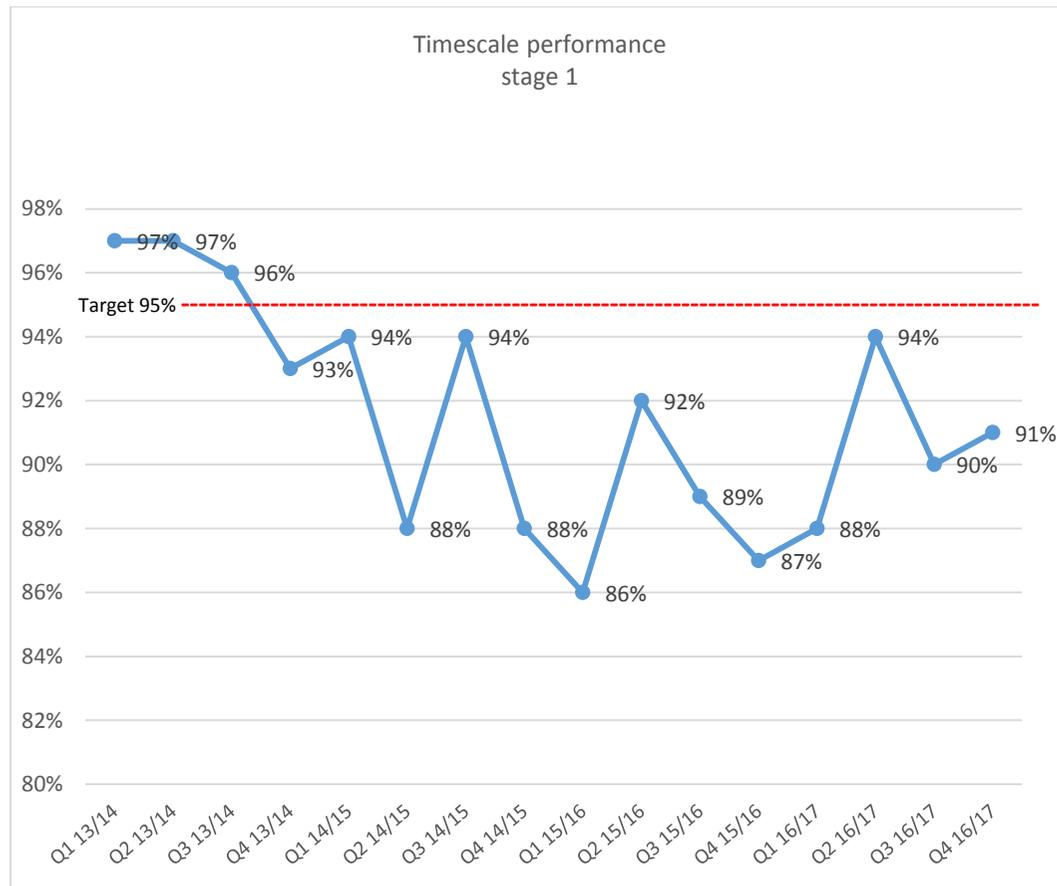


Table 2: Overall complaint response times for stage 2 complaints – Q4

| Service                              | Quarter 1 - Stage 2 |        |      | Quarter 2 - Stage 2 |        |      | Quarter 3 - Stage 2 |        |      | Quarter 4 - Stage 2 |        |      |
|--------------------------------------|---------------------|--------|------|---------------------|--------|------|---------------------|--------|------|---------------------|--------|------|
|                                      | Rec'd               | Within | %    |
| Business Improvement & Modernisation | 0                   | 0      | -    | 0                   | 0      | -    | 0                   | 0      | -    | 0                   | 0      | -    |
| Legal, HR and Democratic Services    | 0                   | 0      | -    | 0                   | 0      | -    | 0                   | 0      | -    | 0                   | 0      | -    |
| Customers                            | 0                   | 0      | -    | 0                   | 0      | -    | 0                   | 0      | -    | 0                   | 0      | -    |
| Revs and Bens (Civica)               | 2                   | 2      | 100% | 1                   | 1      | 100% | 0                   | 0      | -    | 0                   | 0      | -    |
| Education                            | 2                   | 2      | 100% | 1                   | 1      | 100% | 2                   | 2      | 100% | 0                   | 0      | -    |
| Highways & Environmental Services    | 0                   | 0      | -    | 1                   | 1      | 100% | 1                   | 0      | 0%   | 0                   | 0      | -    |
| Facilities, Assets and Housing       | 0                   | 0      | -    | 2                   | 2      | 100% | 0                   | 0      | -    | 0                   | 0      | -    |
| Planning and Public Protection       | 8                   | 7      | 88%  | 5                   | 5      | 100% | 1                   | 0      | 0%   | 0                   | 0      | -    |
| Community Support Services           | 2                   | 2      | 100% | 1                   | 1      | 100% | 0                   | 0      | -    | 0                   | 0      | -    |
| COMMUNITY SUPPORT SERVICES           | 1                   | 1      | 100% | 2                   | 2      | 100% | 1                   | 1      | 100% | 2                   | 2      | 100% |
| CHILDREN AND FAMILY SERVICES         | 0                   | 0      | -    | 1                   | 1      | 100% | 0                   | 0      | -    | 2                   | 2      | 100% |
| Corporate Total                      | 15                  | 14     | 93%  | 14                  | 14     | 100% | 5                   | 3      | 60%  | 4                   | 4      | 100% |

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

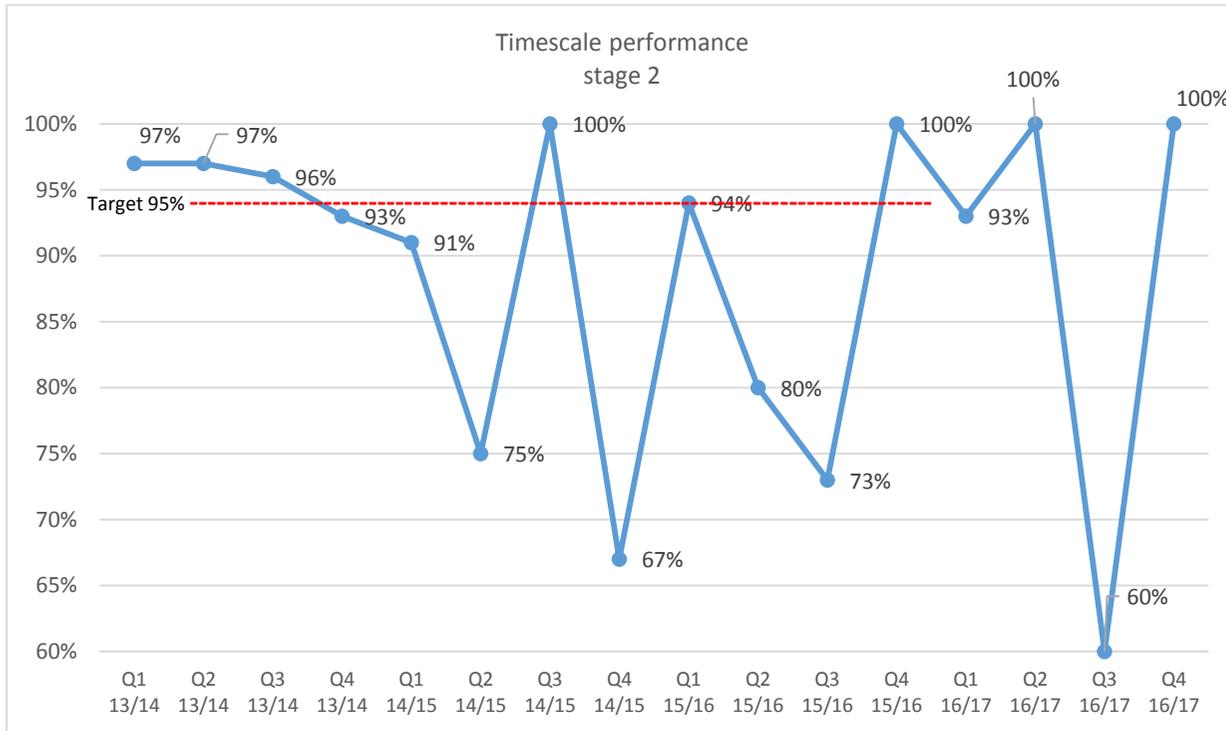
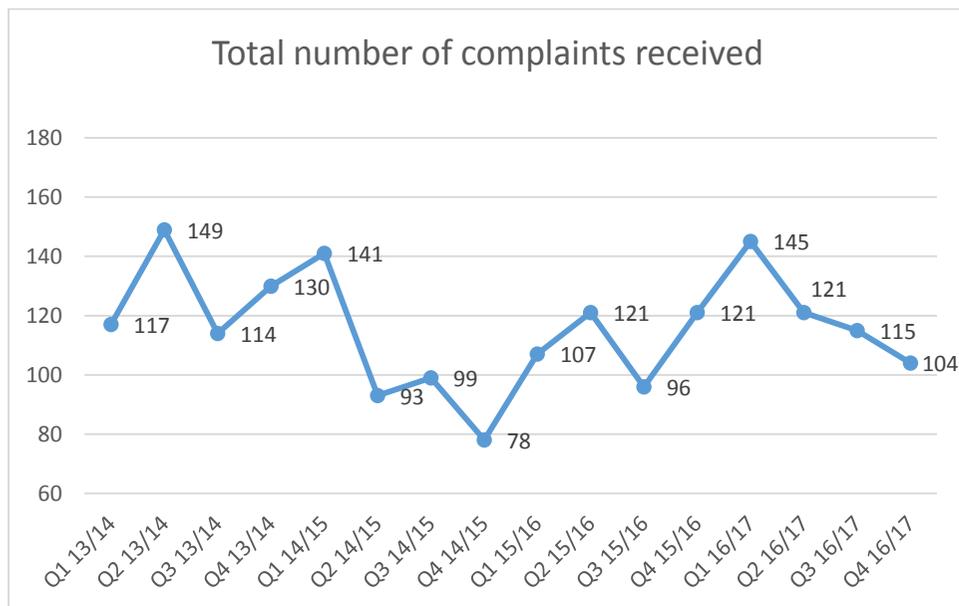


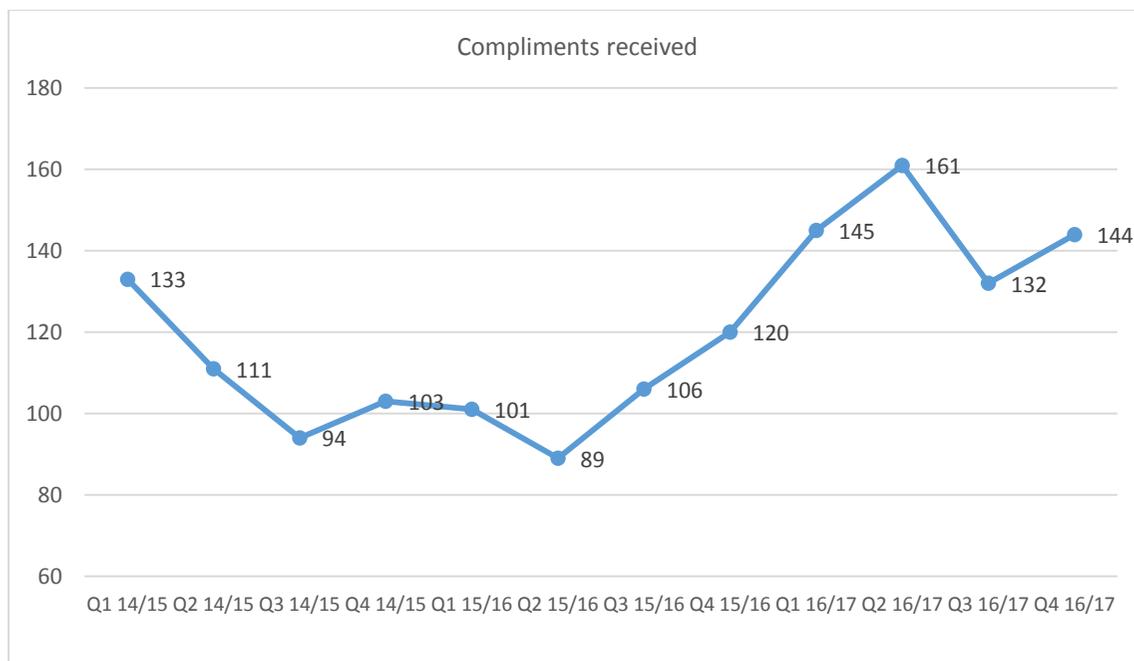
Chart 3: Total number of complaints received – 4 year analysis



**Table 5: Compliments received during Q4**

| Service Area                           | Q1         | Q2         | Q3         | Q4         |
|----------------------------------------|------------|------------|------------|------------|
| Business Improvement and Modernisation | 0          | 1          | 0          | 0          |
| Legal, HR and Democratic Services      | 1          | 0          | 0          | 0          |
| Customers                              | 16         | 39         | 12         | 8          |
| Revenues and Benefits                  | 0          | 0          | 0          | 0          |
| Education and Children's Services      | 2          | 1          | 14         | 22         |
| Highways and Environmental Services    | 50         | 42         | 39         | 47         |
| Facilities, Assets and Housing         | 55         | 22         | 39         | 26         |
| Planning and Public Protection         | 7          | 16         | 10         | 11         |
| Community Support Services             | 14         | 40         | 18         | 30         |
|                                        | <b>145</b> | <b>161</b> | <b>132</b> | <b>144</b> |

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



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|                         |                                       |
|-------------------------|---------------------------------------|
| <b>Report to:</b>       | <b>Performance Scrutiny Committee</b> |
| <b>Date of Meeting:</b> | <b>13 July 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:

- 3.1 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate; and
- 3.2 appoints representatives to serve on the nine Service Challenge Groups and the Strategic Investment Group.

## **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. From now on 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. 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) recommended that the Council's scrutiny committees should, when deciding on their work programmes, focus on the following key areas:
- budget savings;
  - achievement of the Corporate Plan objectives (with particular emphasis on the their deliverability during a period of financial austerity);
  - any other items agreed by the Scrutiny Committee (or the SCVCG) as high priority (based on the PAPER test criteria – see reverse side of the 'Member Proposal Form' at Appendix 2) and;
  - Urgent, unforeseen or high priority issues

#### 4.6 Scrutiny Proposal Forms

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

- 4.7 With a view to making better use of scrutiny's time by focussing committees' resources on detailed examination of subjects, adding value through the decision-making process and securing better outcomes for residents, the SCVCG 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). No items should 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.

## 5. Appointments to Council Boards and Groups

- 5.1 The Council operates various Boards and Groups to oversee specific areas of work or services' performance. Membership of these boards/groups include both councillors and officers. Councillor representatives on them are either by virtue of their Cabinet position or by appointment by the committees on which they serve. As we are now in a new Council term appointments need to be made to a number of boards/groups.
- 5.2 At this point in time Performance Scrutiny Committee is asked to appoint representatives to serve on the Council's:
- **Service Challenge Groups:** the Council has nine services, therefore the Committee is asked to appoint a representative to serve on the Service Challenge Group for each one of these services. Information on the Service Challenge Group process along with a schedule of the Groups' meeting dates can be found at Appendix 4a to this report:
  - **Strategic Investment Group (SIG):** this group examines applications for financial resources for major capital investment projects. It meets on a monthly basis, usually during the afternoon of Cabinet meeting days. More information on this Group's Terms of Reference can be found at Appendix 4b to this report. The Committee is asked to appoint one representative to serve on the SIG.

## 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 its 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.

**Contact Officer:**

Scrutiny Coordinator

Tel No: (01824) 712554

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

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

| Meeting                                        | Lead Member(s)                    | Item (description / title)                                                                     | Purpose of report                                                                                                                                                                                                                                                                                                                                                                | Expected Outcomes                                                                                                                                                        | Author                        | Date Entered   |
|------------------------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------|
| 28 Sept<br>[GwE representatives to be invited] | <b>Cllr. Huw Hilditch Roberts</b> | 1. Provisional External Examinations and Teacher Assessments<br><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      |
|                                                | <b>Cllr. Huw Hilditch Roberts</b> | 2. GwE<br><b>[Education]</b>                                                                   | To inform the Committee on GwE's new structure, aims and objectives, and the associated timelines for realising those objectives                                                                                                                                                                                                                                                 | To ensure that GwE's new objectives and focus are aligned to those of the county and will contribute towards educational attainment and realising pupils' full potential | Karen Evans/Julian Molloy/GwE | January 2017   |
|                                                | <b>Cllr. Huw Hilditch Roberts</b> | 3. Pupil progress from Year 10 to KS4<br><br><b>[Education]</b>                                | To consider the findings of the study undertaken on Year 10 pupils from choice of subjects to attainment (including projected grades, intervention/support provided and final attainment)                                                                                                                                                                                        | Ensure that all pupils are supported to achieve their full potential                                                                                                     | Julian Molloy/Karen Evans/GwE | January 2017   |
|                                                | <b>Cllr. Richard Mainon</b>       | 4. 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:<br>(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; | Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.                                                     | Mark Southworth/Ben Chandler  | September 2015 |

| Meeting                                                | Lead Member(s)                     | Item (description / title) |                                                                                             | Purpose of report                                                                                                                                                                                                                                                                             | Expected Outcomes                                                                                                                                                            | Author                              | Date Entered   |
|--------------------------------------------------------|------------------------------------|----------------------------|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------|
|                                                        |                                    |                            |                                                                                             | (ii) how services encourage feedback and use it to redesign or change the way they deliver services; and<br>(iii) details of complaints which have been upheld or partially upheld and the lessons learnt from them                                                                           |                                                                                                                                                                              |                                     |                |
| 7 December                                             | <b>Cllr. Julian Thompson -Hill</b> | 1                          | Corporate Plan (Q2) 2012-17                                                                 | To monitor the Council's progress in delivering the Corporate Plan 2012-17                                                                                                                                                                                                                    | Ensuring that the Council meets its targets to deliver its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents | Alan Smith/Nicola Kneale/Heidi Gray | June 2017      |
| 1 February 2018<br>(GwE representatives to be invited) | <b>Cllr. Huw Hilditch Roberts</b>  | 1.                         | Verified External Examinations<br><b>[Education]</b>                                        | To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's pupils.<br><br>The report to incorporate GwE's Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire | Scrutiny of performance leading to recommendations for improvement                                                                                                           | Karen Evans/Julian Molloy           | July 2016      |
|                                                        | <b>Cllr. Julian Thompson -Hill</b> | 2.                         | Corporate Risk Register                                                                     | To consider the latest version of the Council's Corporate Risk Register                                                                                                                                                                                                                       | Effective monitoring and management of identified risk to reduce risks to residents and the Authority                                                                        | Alan Smith/Nicola Kneale            | December 2015  |
|                                                        | <b>Cllr. Richard Mainon</b>        | 3                          | Your Voice' complaints performance (Q 2) including social services annual complaints report | To scrutinise Services' performance in complying with the Council's complaints. The report to include:<br>(iv) a comprehensive explanation on why targets have not been                                                                                                                       | Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.                                                         | Mark Southworth/<br>Ben Chandler    | September 2015 |

| Meeting         | Lead Member(s)              | Item (description / title)                                     | Purpose of report                                                                                                                                                                                                                                                                                                   | Expected Outcomes                                                                                                                                                                                                    | Author                          | Date Entered |
|-----------------|-----------------------------|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------|
|                 |                             |                                                                | met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe; and<br>(v) how services encourage feedback and use it to redesign or change the way they deliver services |                                                                                                                                                                                                                      |                                 |              |
| <i>15 March</i> | <b>Cllr. Bobby Feeley</b>   | 1. Library Service Standards 2016/17                           | To detail the Council's performance in delivering the 6 <sup>th</sup> performance framework and the progress made in developing libraries as community hubs                                                                                                                                                         | Identification of any slippages in performance or delays in progressing the development of community hubs with a view to recommending solutions in a bid to modernise the Council and improve outcomes for residents | Liz Grieve/Principal Librarian  | March 2017   |
|                 | <b>Cllr. Richard Mainon</b> | 2. Customer Effort Dashboard                                   | To monitor the progress achieved in relation to developing the Customer Effort Dashboard                                                                                                                                                                                                                            | Improve resident accessibility to the Council's enquiries service, assisting them to easily access required services and consequent improving the customer satisfaction experience of the Council                    | Liz Grieve                      | March 2017   |
| <i>26 April</i> |                             |                                                                |                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                      |                                 |              |
| <i>7 June</i>   | <b>Cllr. Bobby Feeley</b>   | 1. Draft Director of Social Services Annual Report for 2017/18 | To scrutinise the content of the draft annual report to ensure it provides a fair and clear evaluation of performance in                                                                                                                                                                                            | Identification of any specific performance issues which require further scrutiny by the committee in future                                                                                                          | Nicola Stubbins/Mark Southworth | April 2017   |

| Meeting      | Lead Member(s)                    | Item (description / title)                                                      | Purpose of report                                                                                                                                                                                                                                                                             | Expected Outcomes                                                                                                                                                            | Author                              | Date Entered |
|--------------|-----------------------------------|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------|
|              |                                   |                                                                                 | 2016/17 and clearly articulates future plans                                                                                                                                                                                                                                                  |                                                                                                                                                                              |                                     |              |
| 19 July      | <b>Cllr. Julian Thompson-Hill</b> | 1. Corporate Plan (Q2) 2017/2022                                                | To monitor the Council's progress in delivering the Corporate Plan 2017-22                                                                                                                                                                                                                    | Ensuring that the Council meets its targets to deliver its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents | Alan Smith/Nicola Kneale/Heidi Gray | June 2017    |
| 27 September | <b>Cllr. Huw Hilditch-Roberts</b> | 1. Provisional External Examinations and Teacher Assessments <b>[Education]</b> | To review the performance of schools and that of looked after children                                                                                                                                                                                                                        | Scrutiny of performance leading to recommendations for improvement                                                                                                           | Karen Evans/Julian Molloy           | July 2017    |
| 29 November  |                                   |                                                                                 |                                                                                                                                                                                                                                                                                               |                                                                                                                                                                              |                                     |              |
| Jan 2019     | <b>Cllr. Huw Hilditch Roberts</b> | 1. Verified External Examinations and Teacher Assessments <b>[Education]</b>    | To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's pupils.<br><br>The report to incorporate GwE's Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire | Scrutiny of performance leading to recommendations for improvement                                                                                                           | Karen Evans/Julian Molloy           | July 2017    |
|              |                                   |                                                                                 |                                                                                                                                                                                                                                                                                               |                                                                                                                                                                              |                                     |              |

**Future Issues**

| Item (description / title)                                                                                                                                                                                       | Purpose of report                                                                                                                    | Expected Outcomes                                                                                             | Author      | Date Entered |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-------------|--------------|
| Implementation of the Donaldson Report 'Successful Futures' – Independent Review of Curriculum and Assessment Arrangements in Wales<br><b>[Education]</b><br><br><b>Dependent upon the legislative timetable</b> | To consider and monitor the plans to implement the agreed measures adopted by WG following the consultation on the review's findings | Better outcomes for learners to equip them with jobs market skills                                            | Karen Evans | April 2015   |
| <b>(Following local authority elections – summer/autumn 2017)</b><br>Update on options appraisals for In-house care services. (Dolwen & Hafan Dêg)<br><br><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>September 2017 &amp; March 2018</b><br><br>[Information] | Corporate Plan (Q1) 2016/17<br><br>Corporate Plan (Q3) 2017/22<br><br>To monitor the Council's progress in delivering the Corporate Plan | Ensuring that the Council meets its targets and delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents | Alan Smith/Nicola Kneale/Heidi Gray | June 2017    |

**Note for officers – Committee Report Deadlines**

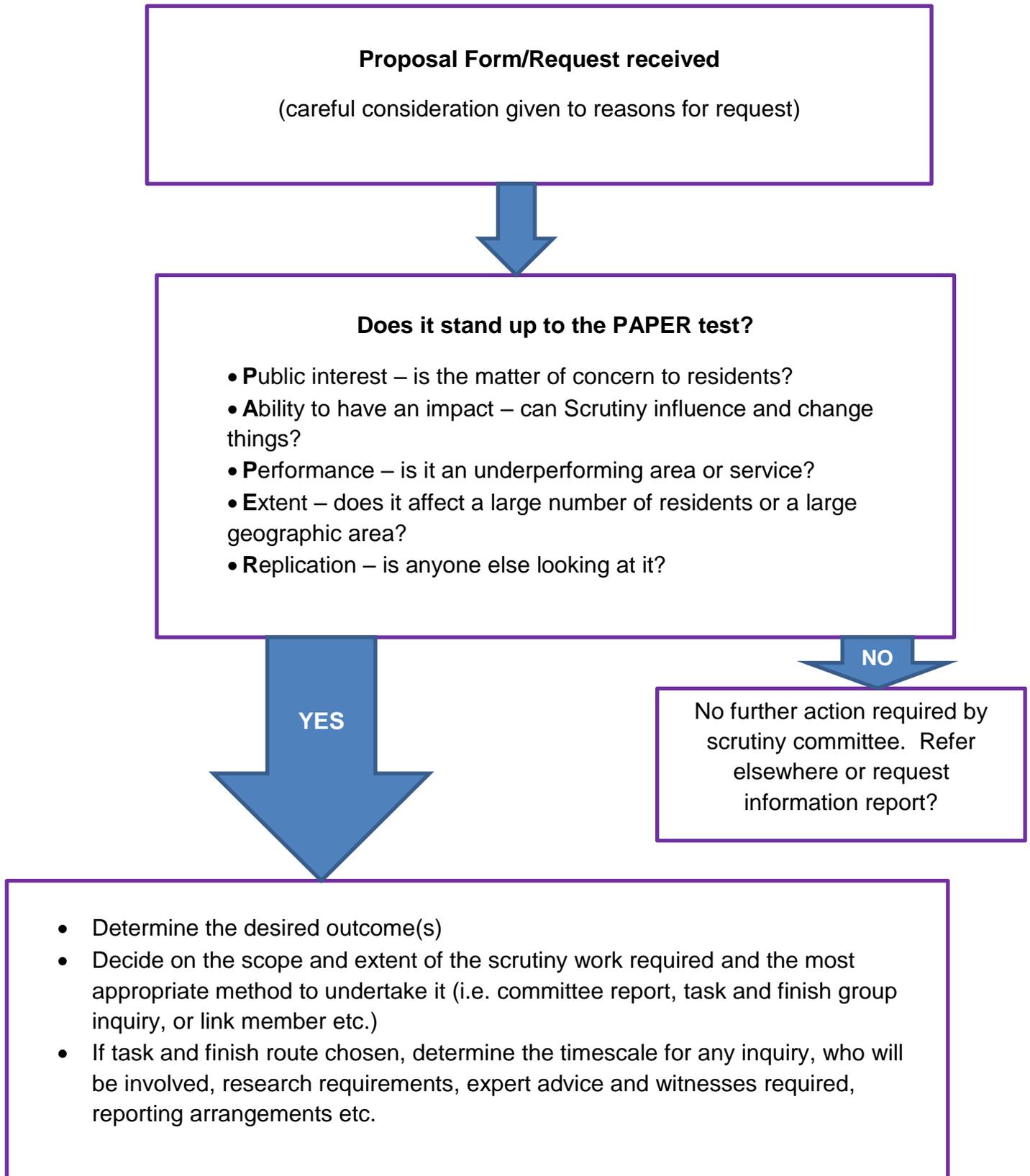
| Meeting      | Deadline            | Meeting    | Deadline           | Meeting      | Deadline   |
|--------------|---------------------|------------|--------------------|--------------|------------|
| 28 September | <b>14 September</b> | 7 December | <b>23 November</b> | January 2018 | <b>TBC</b> |

Performance Scrutiny Work Programme.doc

Updated 05/07/2017 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><br>(if 'yes' please state how you think scrutiny can influence or change things)                                                      | <b>YES/NO</b> |
| <b>Does the matter relate to an underperforming service or area?</b>                                                                                                                   | <b>YES/NO</b> |
| <b>Does the matter affect a large number of residents or a large geographical area of the County</b><br>(if 'yes' please give an indication of the size of the affected group or area) | <b>YES/NO</b> |
| <b>Is the matter linked to the Council's Corporate priorities</b><br>(if 'yes' please state which priority/priorities)                                                                 | <b>YES/NO</b> |
| <b>To your knowledge is anyone else looking at this matter?</b><br>(If 'yes', please say who is looking at it)                                                                         | <b>YES/NO</b> |
| <b>If the topic is accepted for scrutiny who would you want to invite to attend e.g. Lead Member, officers, external experts, service-users?</b>                                       |               |
| <b>Name of Councillor/Co-opted Member</b>                                                                                                                                              |               |
| <b>Date</b>                                                                                                                                                                            |               |

## Consideration of a topic's suitability for scrutiny



## Cabinet Forward Work Plan

| Meeting        | Item (description / title) |                                                           | Purpose of report                                                                                                                                      | Cabinet Decision required (yes/no) | Author – Lead member and contact officer        |
|----------------|----------------------------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------------------|
| <b>18 July</b> | 1                          | Finance Report                                            | To update Cabinet on the current financial position of the Council                                                                                     | Tbc                                | Richard Weigh                                   |
|                | 2                          | Bodelwyddan Castle                                        | To consider the future of Bodelwyddan Castle                                                                                                           | Tbc                                | Jamie Groves / Rebecca Williams / Gerald Thomas |
|                | 3                          | 21st Century Schools Programme – Band B Proposals         | To seek approval of Denbighshire’s Strategic Outline Programme for Band B of the 21st Century Schools Programme for submission to the Welsh Government | Yes                                | Karen Evans                                     |
|                | 4                          | Denbighshire’s Learner Transport Policy                   | To consider the Denbighshire Learner Transport Policy for approval.                                                                                    | Yes                                | Karen Evans / Ian Land                          |
|                | 5                          | Asset Management Strategy                                 | To approve the new Asset Management Strategy                                                                                                           | Yes                                | Tom Booty                                       |
|                | 6                          | Strategic Investment Group – Review of Terms of Reference | To approve the Strategic Investment Groups amended terms of reference                                                                                  | Yes                                | Richard Weigh                                   |
|                | 7                          | Items from Scrutiny Committees                            | To consider any issues raised by Scrutiny for Cabinet’s attention                                                                                      | Tbc                                | Scrutiny Coordinator                            |
|                |                            |                                                           |                                                                                                                                                        |                                    |                                                 |

## Cabinet Forward Work Plan

| Meeting        | Item (description / title) |                                | Purpose of report                                                  | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|----------------|----------------------------|--------------------------------|--------------------------------------------------------------------|------------------------------------|------------------------------------------|
| <b>26 Sept</b> | 1                          | Finance Report                 | To update Cabinet on the current financial position of the Council | Tbc                                | Richard Weigh                            |
|                | 2                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                     |
|                |                            |                                |                                                                    |                                    |                                          |
| <b>24 Oct</b>  | 1                          | Finance Report                 | To update Cabinet on the current financial position of the Council | Tbc                                | Richard Weigh                            |
|                | 2                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                     |
|                |                            |                                |                                                                    |                                    |                                          |
| <b>21 Nov</b>  | 1                          | Finance Report                 | To update Cabinet on the current financial position of the Council | Tbc                                | Richard Weigh                            |
|                | 2                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                     |
|                |                            |                                |                                                                    |                                    |                                          |
|                |                            |                                |                                                                    |                                    |                                          |

## Cabinet Forward Work Plan

| Meeting | Item (description / title) |                                | Purpose of report                                                  | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|---------|----------------------------|--------------------------------|--------------------------------------------------------------------|------------------------------------|------------------------------------------|
| 12 Dec  | 1                          | Finance Report                 | To update Cabinet on the current financial position of the Council | Tbc                                | Richard Weigh                            |
|         | 2                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                     |
|         |                            |                                |                                                                    |                                    |                                          |

Note for officers – Cabinet Report Deadlines

| <i>Meeting</i> | <i>Deadline</i> | <i>Meeting</i>   | <i>Deadline</i>     | <i>Meeting</i> | <i>Deadline</i>   |
|----------------|-----------------|------------------|---------------------|----------------|-------------------|
|                |                 |                  |                     |                |                   |
| <i>July</i>    | <b>4 July</b>   | <i>September</i> | <b>12 September</b> | <i>October</i> | <b>10 October</b> |

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Cabinet Forward Work Programme.doc

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## Service Challenge

Each service participates in an annual Service Performance Challenge. To support the discussions, three months before the meeting a service would begin preparation of their paperwork. There are limits placed here on what is submitted to retain focus. Generally a service will produce a Self-Assessment and update their Service Risk Register. Corporately, a performance report on their Service Plan is produced; a comparative performance report; a needs and demands report; and a business performance report. Progress on actions from the last challenge are also included, but these will generally be reported on in the Service Plan Performance Report if they are long-term.

A month before the Challenge all the paperwork is submitted and circulated. Shortly after, the Challenge panel will meet for an hour to agree the Lines of Inquiry – the key discussion areas around which questions can be asked. The panel generally is made up of service Link Members from each scrutiny committee (Communities, Partnerships and Performance); the relevant Cabinet Lead Member(s) and Cabinet Lead Member for Performance; Wales Audit Office Lead Performance Officer (and other regulatory representatives where applicable); all Corporate Directors; and chaired by the Chief Executive. The Leader and Section 151 Officer are also invited. The Head of Service does not attend this meeting.

Once the Lines of Inquiry have been agreed, these are shared with the Head of Service (along with a briefing on some of the questions they might be asked). The paperwork is updated finally and circulated again.

Approximately two weeks later, the Challenge takes place (with the Head of Service present this time), and only actions are recorded. These are circulated to the Head of Service and Chief Executive for approval, then saved within Verto with the papers, and added to the Service Plan for quarterly reporting.

## Service Challenge Programme 2017-18

| Service / Function                    | Paper deadline<br>(1 month before) | “Lines of Inquiry”<br>meeting<br>(2 weeks before) | Meeting papers<br>published<br>(1 week before) | Challenge<br>Meeting               |
|---------------------------------------|------------------------------------|---------------------------------------------------|------------------------------------------------|------------------------------------|
| Customers, Communications & Marketing | August 17                          | Sept 13 12noon –<br>1.00pm                        | Sept 18                                        | September 25<br>1.00pm – 4.00pm    |
| Business Improvement & Modernisation  | September 29                       | October 17<br>3.00pm – 4.00pm                     | October 19                                     | October 26<br>2.00pm – 5.00pm      |
| Planning & Public Protection          | October 20                         | November 14<br>11.00am –<br>12.00am               | November 16                                    | November 23<br>9.30am –<br>12.30pm |
| Community Support Services            | November 13                        | November 28<br>3.00pm – 4.00pm                    | December 6                                     | December 13<br>2.00pm – 5.00pm     |
| Facilities, Assets & Housing          | December 15                        | January 11<br>2.00pm – 3.00pm                     | January 16                                     | January 25<br>2.00pm – 5.00pm      |
| Education and Children’s Services     | January 26                         | February 13<br>2.00pm – 3.00pm                    | February 20                                    | February 27<br>2.00pm – 5.00pm     |
| Finance                               | February 22                        | March 8 2.00pm<br>– 3.00pm                        | March 15                                       | March 22 2.00pm<br>– 5.00pm        |
| Legal, HR & Democratic Services       | March 22                           | April 10 2.00pm –<br>3.00pm                       | April 17                                       | April 24 2.00pm –<br>5.00pm        |

**Highways & Environmental Services**

April 27

May 15 2.00pm -  
3.00pm

May 17

May 24 2.00pm -  
5.00pm

For any further information about the programme, please contact the Strategic Planning & Performance team on x6591

Updated 20/03/2017

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## Service Challenge Programme 2017-18

| Service / Function                    | Paper deadline<br>(1 month before) | “Lines of Inquiry”<br>meeting<br>(2 weeks before) | Meeting papers<br>published<br>(1 week before) | Challenge Meeting               |
|---------------------------------------|------------------------------------|---------------------------------------------------|------------------------------------------------|---------------------------------|
| Customers, Communications & Marketing | August 17                          | Sept 13 12noon –<br>1.00pm                        | Sept 18                                        | September 25<br>1.00pm – 4.00pm |
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| Facilities, Assets & Housing          | December 15                        | January 11<br>2.00pm –3.00pm                      | January 16                                     | January 25<br>2.00pm – 5.00pm   |
| Education and Children’s Services     | January 26                         | February 13<br>2.00pm – 3.00pm                    | February 20                                    | February 27<br>2.00pm – 5.00pm  |
| Finance                               | February 22                        | March 8 2.00.pm<br>– 3.00pm                       | March 15                                       | March 22 2.00pm<br>– 5.00pm     |
| Legal, HR & Democratic Services       | March 22                           | April 10 2.00pm –<br>3.00pm                       | April 17                                       | April 24 2.00pm –<br>5.00pm     |
| Highways & Environmental Services     | April 27                           | May 15 2.00pm –<br>3.00pm                         | May 17                                         | May 24 2.00pm –<br>5.00pm       |

For any further information about the programme, please contact the Strategic Planning & Performance team on x6591

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**STRATEGIC INVESTMENT GROUP**

**27 MAY 2014**

**TERMS OF REFERENCE.**

The Strategic Investment Group will provide an independent review of a Business Case and will have delegated authority to approve to the value of £1 million. They will appraise all Capital bids regardless of value, and significant Revenue and Grant Funding applications, review and approve, or make appropriate recommendation to Cabinet or Full Council those applications made above £1m.

1. To review and approve (within agreed delegation authority) the capital and significant revenue requirements; and to appraise current projects against investment as submitted by Heads of Service and/or Project and Programme Boards and in light of possible future funding available.
2. Recommend a medium to long term strategy for;
  - Prioritising schemes for support
  - Identifying options for increasing funding available
3. Ensure bids for resources are in line with;
  - Statutory requirements
  - Have a Full Business Case (in Verto)
  - Council's agreed priorities,
4. To review all bids for external revenue and capital funds.

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