

To: Members of the Performance
Scrutiny Committee

Date: 30 November 2017

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Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 7 DECEMBER 2017** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams
Head of Legal, HR and Democratic Services

AGENDA

1 APOLOGIES

2 DECLARATIONS OF INTEREST (Pages 3 - 4)

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

3 URGENT MATTERS AS AGREED BY THE CHAIR

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

4 MINUTES OF THE LAST MEETING (Pages 5 - 14)

To receive the minutes of the Performance Scrutiny Committee meeting held on 28 September 2017 (copy attached).

5 DEVELOPING A HIGHWAY MAINTENANCE STRATEGY (Pages 15 - 28)

To consider a report (copy enclosed) illustrating trends in road conditions since the start of the previous Corporate Plan (2012 – 2017), and to give an understanding of the way the service proposes to use the available budget during the period of the next Corporate Plan (2017 – 2022).

9:35 a.m

BREAK

6 YOUR VOICE COMPLAINTS PERFORMANCE (Q2) (Pages 29 - 50)

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

10:30 a.m

7 SCRUTINY WORK PROGRAMME (Pages 51 - 72)

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

11:00 a.m

8 FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

MEMBERSHIP

Councillors

Councillor Huw Jones (Chair)

Councillor Hugh Irving (Vice-Chair)

Ellie Chard

Arwel Roberts

Ann Davies

Peter Scott

Martyn Holland

David Williams

Geraint Lloyd-Williams

Eryl Williams

Bob Murray

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All Councillors for information

Press and Libraries

Town and Community Councils

LOCAL GOVERNMENT ACT 2000

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, (<i>name</i>)	<input type="text"/>
a *member/co-opted member of <i>(*please delete as appropriate)</i>	Denbighshire County Council
CONFIRM that I have declared a *personal / personal and prejudicial interest not previously declared in accordance with the provisions of Part III of the Council's Code of Conduct for Members, in respect of the following:- <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: <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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PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 28 September 2017 at 9.30 am.

PRESENT

Councillors Ellie Chard, Ann Davies, Martyn Holland, Hugh Irving (Vice-Chair), Huw Jones (Chair), Geraint Lloyd-Williams and Peter Scott. Mrs Kathleen Jones (Co-opted Member) attended for business items 5 and 6.

Cabinet Members – Councillor Huw Hilditch-Roberts and Councillor Richard Mainon attended at the Committee's invitation for items relating to their portfolio.

ALSO PRESENT

Chief Executive (MM), Head of Education and Children Services (KIE), Senior School Improvement Officer (JM), Head of Customers, Communication and Marketing (LG), Head of Community Support Services (PG), Team Manager – Business Support (BC), Principal Manger – Support Services (AL), Service Improvement Manager (FfA), Statutory and Corporate Complaints Officer (KR), Scrutiny Coordinator (RE) and Democratic Services Officer (KAE).

GwE representatives in attendance for business items 5 and 6: Arwyn Thomas (Managing Director) Jacqueline Chan (Primary Education Sector Lead Advisor – Conwy and Denbighshire) and Paul Matthews-Jones (Secondary Sector Lead Advisor – Conwy and Gwynedd).

1 APOLOGIES

Apologies were received from Councillor Bob Murray and Co-opted member Gareth Williams.

Tribute to Alastair McNab

The Chair paid tribute to Lead Officer: Operations and Business Support, Alastair McNab, who had died suddenly the previous week. The Chair and Councillor Martyn Holland gave their apologies for having to leave the meeting early to pay their respects at the funeral.

2 DECLARATION OF INTERESTS

Personal Interests were declared as members of a School Governing Body by Councillors E Chard, H Hilditch-Roberts, M Holland, H Jones, G Lloyd-Williams and P Scott for items 5 and 6.

3 URGENT MATTERS AS AGREED BY THE CHAIR

There were no urgent items.

4 MINUTES OF THE LAST MEETING

The minutes of the meeting of the Performance Scrutiny Committee held on 13 July 2017 were submitted.

Matters arising:

Item 6 Corporate Risk Register – The response from North Wales Emergency Planning Service had been circulated to members as part of the Information Brief document ahead of the meeting.

Item 7 Corporate Plan (Q4) –

- a) The new Service Manager for Intake and Intervention was Jamie Pope.
- b) The suspension of the Right to Buy Scheme had been granted.

RESOLVED that subject to the above that the minutes of the meeting held on 13 July 2017 be received and approved as a correct record.

5 TEACHER ASSESSMENTS AND PROVISIONAL EXAMINATION RESULTS

The Lead Member for Education introduced the report and appendices (previously circulated) which provided information on the performance of Denbighshire's pupils in relation to the final teacher assessments for the 2016-17 academic year, plus the provisional examination results at Key Stage (KS)4 and post 16 at the end of the summer term 2017.

During his introduction the Lead Member advised that the KS4 results were subject to a different assessment process to previous years and therefore could not be accurately compared to the county's results in preceding years. Education officers and Education Lead Members across Wales had been notified in April 2017 to expect a dip in performance in the 2017 GCSE examination results because of the new assessment process.

The Lead Member also advised that officers had requested that a number of Denbighshire pupils' papers be re-marked as they disputed the grades awarded for them. The outcomes of this process to date had been successful and would be reflected in the verified results when they were presented to Scrutiny in early 2018.

The Head of Education detailed the primary education sector's teacher assessment results emphasising that:

- the Education Service aimed at the conclusion of the Foundation Phase to undertake robust assessments of pupils' abilities. Denbighshire pupils' attainment at the end of the Foundation Phase during 2017 had been 1.7% below target, and ranked 20th out of 22 in Wales – lower than the expected free school meal (FSM) position, but one place above the expected position in the North Wales region. However, through the use of data available to Children's Services officers had been able to understand the challenges faced by individual pupils in the cohort. Work was also being undertaken in conjunction

with Children's Services in relation to these pupils based on Public Health Wales's adverse child experiences work;

- KS2 assessments continued to record an improvement year on year. Achievement now stood at 88.9% with only 6 pupils who were not on the Additional Learning Needs (ALN) register not achieving the Core Subject Indicator (CSI). In addition 37 pupils who had English as an Additional Language (EAL) did not attain the CSI;
- officers from the County's Education Department met with Estyn at the end of each term to discuss attainment and the Regulator had indicated that it did not have concerns about the performance of Denbighshire's primary pupils as the County was aware of each individual pupil's personal circumstances;
- the Education Department did have concerns about the overall performance at KS4, despite all authorities in Wales being advised not to compare the current year's results with previous years' performance;
- the performance of all authorities in Wales at KS4 had dipped in 2017 with the introduction of the new syllabus and grading system;
- Denbighshire's performance profile at KS4 was very interesting as it had the best and third best performing school at KS4 in North Wales, but it also had the poorest performing school;
- neither Welsh or English Literature examination papers this year counted towards the Level 2+, it was only the language examinations and mathematics that were taken into account for the Level 2+; and
- within its county boundaries Denbighshire had the highest number of the most deprived council wards in North Wales, consequently officers were interrogating FSM data to ensure that it accurately reflected the county's performance and to establish whether everyone who was entitled to FSMs were claiming them.

The Catholic Church's co-opted member on scrutiny congratulated the Council on its approach of focussing educational and welfare provision on each individual pupil's specific needs. She felt that this was the correct approach to take, particularly linking the pupil's educational needs to his/her welfare needs as identified by Children Services. In her view having the same officer as the Head of both these important services facilitated this approach and supported the work across both services.

GwE's Managing Director emphasised that:

- 12 pupils represented 1% of the cohort in the performance data, therefore the examination performance of a small number of pupils within the cohort could have a significant impact on the county's overall performance ranking, both regionally and nationally;
- it was important to remember that KS4 performance this year was uncharted territory;
- Denbighshire's contribution to the education agenda in the North Wales region was key. Whilst improving performance in KS4 would be a challenge it was important to remember that Denbighshire's primary sector was performing well and the North Wales region was the best performing region in Wales in the primary sector;
- the gap between pupil attainment at Level 2+ in the region was also closing in comparison to other Welsh regions; and

- in his view, there would be a huge challenge during the forthcoming year with respect to improving pupils' performance in English and Maths, particularly in view of the fact that of the 55 Heads of Mathematics Departments in North Wales at present, 31 of were newly appointed to their posts.

GwE's Primary Lead advised that:

- during the Foundation Phase, which was up to 7 years of age, pupils were assessed on their literacy, mathematical and personal and social development (PSD) skills;
- Denbighshire pupils' performance at the end of the Foundation Phase had declined this year, the first time this had happened since the introduction of the Foundation Phase assessments. Nevertheless, the gap in performance between pupils receiving FSMs and non-FSM pupils was smaller than across the rest of the North Wales region; and
- whilst performance in literacy, mathematics and science at KS2 had improved in Denbighshire, all other counties had also improved against this indicator. However, at KS2 Denbighshire had performed above the expected FSM ranking at both national and regional level. It was also pleasing to report that there was a smaller gap between the performance of pupils at this stage who were in receipt of free school meals and those who were not, and that the performance gap between girls and boys was narrowing.

Responding to members' questions the Lead Member for Education, Education Service Officers and GwE representatives:

- advised that whilst a 'weighting' mechanism did not exist to take into account the effect on a school's performance of having a disproportionate number of ALN or EAL pupils, examination results and teacher assessment data formed only one part of the information available on individual schools. It was important that performance data was considered alongside other available information such as Estyn inspection reports, school categorisation information etc., and not in isolation;
- provided reassurances that the county's Education Service had an individual profile of every pupil in Denbighshire's schools, including ALN pupils attending mainstream schools and those pupils attending its special schools. The Service understood what each pupil was capable of achieving, the support they would require to achieve their full potential, including the needs of those who had complex barriers to overcome in order to achieve their potential;
- confirmed that the county's pupil profiles were consistent with Estyn inspection assessments. GwE analysed this data closely and consequently held the most detailed pupil profile data of all the School Improvement consortia across Wales;
- emphasised that pupils who had Special Educational Needs (SEN) or ALNs were not as likely to achieve multiple A* results. However, the Council had a duty to ensure that they were provided with the best educational experience possible, and one which met their individual needs;
- confirmed that the FSM measure was a WG measure, used by them when reporting on educational performance. Children in receipt of FSMs were not identifiable to their peers in school, they were only identified on school administration systems and County pupil data for the purposes of statistical

- reporting and to ensure that all pupils, whatever their background/circumstances were afforded the same educational opportunities;
- advised that the Council had undertaken some work with Headteachers recently with a view to understanding what services they required for ALN pupils in their schools;
 - confirmed that the KS4 Level 2+ performance results had been adversely impacted this year following the withdrawal of the English/Welsh Literature qualification from the indicator. In addition the assessment method had changed, with 80% of the performance measure now being based on examination results. The mathematical and numeracy element of the KS4 qualification had changed to include mathematical reasoning in daily life;
 - informed the Committee that the -9.3% dip in performance in Denbighshire at KS4 (Level 2+), the largest % dip in the region, was due to a number of factors i.e. the secondment of a high performing school's headteacher, slippages in performance in other schools compared to previous years, performance of pupils in receipt of FSMs etc. The county also had the first and third placed best performing schools in the region as well as the weakest performing school in the region, the extent of this variance in performance impacted on the County's overall performance position;
 - explained the new Welsh Government (WG) Cap 9 measurement, which focussed on each pupil's strongest nine subjects and aggregated their performance score across the selected subjects;
 - confirmed that GwE were currently examining the curriculum offer available at Denbighshire's schools to ensure that it was fit for purpose;
 - confirmed that GwE had an improvement plan in place for each school in Denbighshire and that they worked closely with the Council's Education Service to deliver each plan. Where required specialist officers would be going into schools that were underperforming in a bid to improve outcomes for the pupils;
 - verified that each subject department in every secondary school had been assessed in order to identify their improvement needs;
 - advised that GwE and education officers were currently analysing the data to establish whether the new approach towards assessing pupils at KS4 had contributed towards the decline in performance across the region;
 - confirmed that whilst the secondment of high performing staff to organisations such as GwE could potentially have a detrimental effect on a school's performance, specialist school improvement services had to secure the services of the best people in order to deliver sustainable school improvement across the region. It was therefore important that the correct balance of suitably qualified high calibre staff were maintained at all levels within the education system in order to achieve maximum benefits for all; and
 - advised that the 3 year KS4 average floor target for pupils in receipt of FSMs of 36%, which Denbighshire had only achieved 16.2% and which only one North Wales authority had achieved, was an incremental target set by the WG.
- The Head of Education advised members that with regards to the disappointing performance of individual schools that:

- deep concerns had been expressed to the governing body of a school which had permitted the secondment of its Headteacher, although the decline in performance was not attributed to the Headteacher's departure but to one department's under

performance. The Governing Body had been informed that if it was permitting the Headteacher to be seconded it should therefore have robust monitoring arrangements in place for the school's middle managers to ensure that pupils' performance did not suffer;

- senior officials, chair of governors and diocesan representatives of another underperforming school had been invited to meet with her to discuss leadership and management issues, FSM performance, authorised and unauthorised absence rates, and their plans for improvement; and
- having regard to the future closure of both the primary and secondary Catholic schools in Rhyl and the opening of the new 3 – 19 faith school in the town, a primary Headteacher had been appointed to work alongside the present secondary school management team. Thus enabling the monitoring of its improvement and ability to provide support and challenge, with a view to achieving sustainable improvement in readiness for the opening of the new school. Already school absenteeism rates at that school were reducing.

The Lead Member for Education assured the Committee that he had every confidence that the County's Education Service staff and GwE knew the county's schools and their pupils inside out, and that they were making every effort to ensure that each pupil achieved their full potential. He also advised the Committee that the Schools Standards Monitoring Group (SSMG), which would include representatives from the scrutiny committees, would in future be chaired by the Lead Member for Education. SSMG would also be considering GwE's quarterly review reports on a regular basis.

The Lead Member for Education emphasised that whilst the Council and Education Service were generally supportive of the principle of allowing staff to gain additional experience through secondment opportunities, he was of the view that in future it would be beneficial if the details of proposed secondments were shared with the Council for it to submit its observations on their impact to the governing bodies prior to them taking decisions on secondment requests.

Prior to concluding the discussion members' emphasised the need to focus on under performing schools and to support them to a level where they could sustain continual improvement. On this basis the practicalities of inviting Headteachers and Chairs of Governing Bodies of schools who were underperforming and/or encountering severe problems to attend scrutiny to discuss with Committee members their plans for improvements were discussed. Members and the Chief Executive were supportive of this approach.

The Committee:

Resolved: subject to the above observations to -

- (i) receive the information on the performance of the county's schools against previous performance and the external benchmarks that were presently available;***
- (ii) confirm that it had read, understood and taken account of the Well-being Impact Assessment in Appendix 6 as part of its consideration of the information; and***

(iii) invite Headteachers and Chairs of Governing Bodies of schools that were underperforming and/or encountering severe problems to meet with the Committee in future with a view to supporting sustainable long-term improvements.

6 THE NEW GwE CHALLENGE AND SUPPORT PROGRAMME

The Lead Member for Education introduced the report (previously circulated) which provided members with information on the new GwE challenge and support model for Denbighshire's schools - including the revised structure for the organisation and details of its working practices to support school improvement across the North Wales region. Members were advised by the Head of Education and Children's Services that GwE had recently undergone a significant period of change and that officers within Denbighshire were now more confident that the 'new' GwE structure would support school improvement across all education sectors in the county.

GwE's new Managing Director advised that the national formula for school improvement services had given greater emphasis towards the provision of more support to the primary sector. From Denbighshire's perspective this focus had adversely impacted on the secondary sector's performance in the county. Committee members were informed by GwE's Primary and Secondary Lead Officers for Denbighshire that they had been appointed to their respective roles to support schools with the development and delivery of their School Improvement Plans, part of that role included quality assuring those plans to ensure that they would secure improvement and deliver improved outcomes for all pupils. Both of GwE's Lead Officers would meet with the Council's lead education officers on a fortnightly basis to ensure that sustainable improvements were being realised in all schools across the county. GwE officers explained that the new model would entail Level 2 and Level 3 detailed Business Plans from September 2017. These Plans would focus on GwE's six key priorities of:

- standards
- curriculum and assessment
- leadership
- wellbeing
- teaching; and
- business

all of which were detailed in the report. The Level 2 Plans would focus on local authority standards, curriculum and assessment, leadership, well-being and teaching, whilst the higher Level 3 Plans would focus on more specialist areas of the curriculum, GwE's business and governance etc., and comparing performance and outcomes across the region's six local education authority areas.

In response to members' questions GwE and Education Service officers advised that:

- the well-being of every pupil across all school sectors was an integral part of the service provided by both GwE and the local authority, as healthy, resilient and responsible pupils were more likely to realise their full potential;

- the merger of both Education and Children’s Services in Denbighshire under the same Head of Services was regarded as being advantageous and conducive to delivering the well-being agenda; and
- Estyn was due to re-inspect GwE in mid-October 2017

The Chief Executive of Denbighshire County Council informed the Committee that there would always be problems or matters of concern relating to pupils’ education. It was both GwE and the local education authority’s responsibility to identify and understand the ‘problems’ and put measures in place to address and solve them. He advised members that he had confidence in this new model and that it would achieve the desired outcomes. The Committee:

Resolved: -

- (i) subject to the above observations on the revised structure and working practices to support school improvement in Denbighshire’s schools, to endorse the model; and**
- (ii) to confirm that it had read, understood and taken account of the Well-being Impact Assessment as part of its consideration of the above.**

7 'YOUR VOICE' COMPLAINTS REPORT PERFORMANCE

Introducing the ‘Your Voice’ Complaints report for Quarter 4 2016/17 and Quarter 1 2017/18 (previously circulated) the Lead Member for Developing Community Infrastructure advised the Committee that the information was provided to give members an opportunity to scrutinise the Council’s performance in dealing with complaints. The report also outlined how complaints had been used by Council services for the purpose of improving service delivery to residents. During his introduction the Lead Member drew members’ attention to the fact that the number of compliments received during both individual quarters had outnumbered the number of complaints received, which was pleasing. It was also evident from the data that there was no discernible pattern emerging in relation to the complaints received.

Appended to the ‘Your Voice’ report was a report which members had requested on the ‘Customer Dashboard’ – which provided an overview of the customer effort and satisfaction results for the Council for the period September 2016 to August 2017. Introducing this report the Head of Customers, Communication and Marketing outlined the process for evaluating customer feedback and how the feedback received was used to improve Council services. She advised that future ‘Customer Dashboard’ reports should include statistical and data analysis on a service by service basis.

Responding to members’ questions the Lead Member and officers:

- detailed the process for dealing with ‘complaints’, emphasising that ‘complaints’ were different to ‘service requests’;
- advised that ‘service requests’ could be dealt with and resolved earlier if pertinent and specific information was provided by the caller who contacted the Customer Services Centre;

- confirmed that the Council was constantly looking at methods for improving services and for improving accessibility to the complaints process for the public. The Council's website contained all the relevant information on how to make a complaint;
- advised that telephone calls received for service requests or to register a complaint were not audio recorded. Nevertheless, a manual record would be made of each request or complaint received;
- confirmed that certain services, or agencies delivering services on the Council's behalf, were more likely to generate complaints against them e.g. civil enforcement services. This was because of the nature of their work;
- advised that if members felt there was a need to raise awareness of the Council's Corporate Complaints procedure a communications event could be arranged for this purpose; and
- confirmed that the Council welcomed complaints as it viewed them as an effective way to understand problems and consequently improve services.

The Head of Customers, Communication and Marketing undertook to investigate the apparent delay encountered with progressing 'service requests' if the exact postcode for the problem/incident was not known by the person reporting it. She also undertook to ensure that the telephone numbers for the emergency out of hours service were easily accessible on all Council publications, correspondence, website and social media pages.

At the conclusion of the discussion the Committee:

Resolved: - subject to the above observations to –

- (i) receive the report on Council's performance in dealing with complaints, compliments and suggestions received under the 'Your Voice' corporate complaints procedure during Quarter 4, 2016-17 and Quarter 1, 2017-18, and how they were used to improve services to residents; and***
- (ii) receive the data on the Customer Effort and Satisfaction results for Denbighshire County Council for the period from September 2016 to August 2017 and how that information had been utilised for the purpose of improving services to the Council's customers and residents.***

8 SCRUTINY WORK PROGRAMME

The Scrutiny Co-ordinator presented the 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.

The Committee considered its draft Forward Work Programme for future meetings, Appendix 1. The following additions - as requested by the Scrutiny Chairs and Vice-Chairs Group – to the Performance Scrutiny Committee agenda on 7 December 2017 were agreed:-

- a) the Welsh Audit Office's national study on Waste Management in Wales and
- b) a report on 'Developing a Highway Maintenance Strategy'.

The Committee were asked to appoint members to the Service Challenge Groups that oversee specific areas of work or services' performance. To that end the following nominations were presented:

- Councillor Ellie Chard - Legal, HR and Democratic Services
- Councillor Hug Irving – Business Improvement and Modernisation.

RESOLVED that

- (i) that, subject to the above observations and amendments, the Forward Work Programme be approved; and***
- (ii) that the appointments to the Service Challenge Groups be agreed.***

9 FEEDBACK FROM COMMITTEE REPRESENTATIVES

There was no feedback to be presented.

Meeting concluded at 12:00pm

Report to: Performance Scrutiny Committee

Date of Meeting: 7th December 2017

Lead Member/Officer: Lead Member for Highways, Planning and Sustainable Transport / Head of Highways and Environmental Services

Report Author: Highways Asset and Risk Manager

Title: Developing a Highway Maintenance Strategy

1. What is the report about?

The following report is to outline to the Committee how effective the investment in road condition has been in recent years, and what the proposed strategy will be for managing the available funding in future to secure the maximum benefit.

2. What is the reason for making this report?

To inform the Performance Scrutiny Committee about trends in road conditions since the start of the previous Corporate Plan (2012 – 2017), and to give an understanding of the way the service proposes to use the available budget during the period of the next Corporate Plan (2017 – 2022).

3. What are the Recommendations?

That the Committee:

- 3.1 provides observations on, and supports, the approach being proposed by the Service to balance the risk of deteriorating roads against the available financial resource over the period 2017 – 2022; and
- 3.2 confirms that it has read, understood and taken into account the Well-being Impact Assessment (Appendix 3) as part of its consideration.

4. Report details

There are 1,416 kilometres of adopted public highway in Denbighshire, ranging in character and importance from very busy High Streets through to remote stretches of rural road linking to single properties. Regardless of the nature of them, they are all subject to the same statutory duty to keep them safe. Therefore the County Council must take a view as to how it intends to manage this risk.

Since 2012 there has been a commitment within the Corporate Plan to improve the condition of Denbighshire's roads, such that 'Residents and visitors to Denbighshire have access to a well-managed road network', and there has

been significant funding put in place since then in order to fulfil this commitment. Within the new Corporate Plan, under the Connected Communities strategy, there remains a commitment to 'Invest in Roads and Bridges to maintain a viable, sustainable network'.

The network is divided into four classifications of road; A, B, C and Unclassified, with the latter two making up by far the majority of the total with a combined length of 1,142 kilometres. Annually we use an externally assessed, non-invasive survey technique called Scanner to assess the condition of all of the A and B roads and a random fifty per cent sample of the C. The results of these assessments generates the outcomes for the National Performance Indicators on road condition. Since 2011 these indicators have shown an ongoing improvement in all three classes, with only 2.7% of our A roads now being in the Poor category. Notwithstanding this, it is still prudent to note that there are a number of locations where work is needed and some of these are major investment items with no obvious funding source to deliver them. It should also be noted that the National Performance Indicators only cover a total of 32% of the county's highways network.

The remaining 68% of the network is evaluated using a visual inspection methodology carried out by our own inspectors, and since 2011 this has shown a more complex picture. We have tackled over 100 of the worst roads in the county and therefore there should be a noticeable improvement in the overall score. However this is not the case and in fact the score is now 16% worse than six years ago, indicating that the average score per road is now higher, i.e. worse. This shows that we have fewer roads in very poor condition, but a larger number of roads that are deteriorating in quality. Further analysis shows that this deterioration is more localised rather than affecting long stretches of carriageway, and therefore this can help us to develop a strategy going forward as can be noted later in this report.

In terms of funding streams, the improvements to date have been financed primarily from Prudential Borrowing by the County. For three years this was enhanced significantly by the Welsh Government via the Local Government Borrowing Initiative which certainly gave a boost, but is no longer available to us. The County Capital allocation is currently £2.55 million and this results in around £2.3 million actually being spent on funded carriageway works spread across the whole network. This is supplemented by Revenue spending and the breakdown is shown in Appendix 1.

If the current levels of spending are maintained throughout the current Corporate Plan period it is felt that this will result in:-

- a) An increase in the budget allocation needing to be spent on reactive maintenance in order to fulfil our statutory obligations
- b) A moderate deterioration of measured condition
- c) An increased quantity of minor defects
- d) A consequent increase in the potential for 3rd Party Claims
- e) A likely decrease in customer satisfaction with the road condition.

A graphical indication of projected future road deterioration based on current funding levels is shown in Appendix 2.

Using software it is possible to analyse the effect of various spending strategies and one option is to seek to achieve a 'steady state' i.e. maintain the carriageway in its present condition. The outcome here is that current resources should suffice as long as every penny is spent in exactly the right place at the right time. However, in practice this is very difficult to achieve.

We also ran the software so as to calculate how much would it cost over the term of the new Corporate Plan to achieve the 4% average improvement we got during the last Corporate Plan period, and that equates to a requirement for a £2.7 million year-on-year investment (compared to the current £2.3m), on the assumption that the existing revenue allocation remains unchanged. As the road network naturally forms the infrastructure across the whole county, it is more than likely that other works being carried out will involve affecting the highway. As a result, with proper planning, we aim to link into as many other sources of funding as possible to provide mutual benefit. We are already working with Housing on a shared strategy to gain maximum mutual benefit, and we will continue to improve communication with officers in Planning so that we can gain an insight into how new developments can assist in boosting our own budget, i.e. via Section 278 Agreements. The Local Development Plan (LDP) will also help to inform our thinking here. Naturally we already work closely with Utility companies to make best use of the legislation covering Streetworks, and for certain schemes we will chase grant funding where appropriate. In short, we will do our utmost to draw on as many funding opportunities as are available and ensure they are used as prudently as possible.

Going back to the maintenance strategy and the information derived from the Road Condition Indicator it has become clear that, other than the large scale schemes, there are now very few roads in the County that can be classed as having totally failed structurally, and it is now much more common to have localised failures. Indeed many of our carriageways are in quite a reasonable condition, and it is therefore prudent to retain them in that state by Surface Dressing them. Where appropriate we will patch them one year and Dress them the following spring.

The Road Condition data indicates that, for the bulk of the network, it makes sense to put in place a programme of patching and smaller scale surfacing / overlay as we have done this year, and we believe that this focussed work will make the best use of our resources and minimise the risk to users. As far as possible this programme will be agreed with Members against managed criteria to ensure that a consistent approach is achieved right across the county. Risk reduction will be the main driver but this will also be aligned to local usage requirements.

However it is not all about surface treatments. By noticing locations where joints are opening up, we can cost effectively seal these up to stop deterioration. If the damage relates to a Utility installation then we will continue to be proactive in getting these corrected. Finally, we will also use our revenue budget to sweep

roads and remove debris; open up drainage ditches and also ensure the highway gullies are working efficiently. Water on the carriageway is the real culprit when it comes to carriageway deterioration so its elimination must be a priority.

- a) We will focus on a prevention strategy and use available funding to protect as many roads as possible that are still in relatively good condition.
- b) It represents better value for money to protect/prevent than it is to repair.
- c) We will prioritise surface treatments to seal up existing roads to keep them in good condition.
- d) Smaller scale patching/overlay work will continue to have a fundamental place in the programme.
- e) We will identify sites where joint sealing will be sufficient to prevent any large scale deterioration.
- f) We will utilise revenue budgets effectively such that drainage systems work efficiently to keep as much water off the carriageway as possibly.
- g) We will target Jetpacher work to treat rural deterioration.
- h) We will work with other services to achieve the most potential value from available funding.
- i) We will seek funding from Welsh Government to address significant issues that we are unable to fund.

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

This work contributes directly to the Connected Communities priority but in addition to this we will also link into the Resilient Communities agenda by extending the dropped kerb provision thus allowing greater mobility. We will particularly aim to do this along strategic routes where there is an enhanced mutual benefit rather than for the needs of individuals. Over the next few years we will set targets for recycling materials which will in turn link into the council's goal to reduce carbon emissions. In order to set challenging targets we need to make a baseline assessment, and this will be done shortly.

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

Budgetary considerations are contained in the main body of the report.

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

This proposal is basically offering a like for like outcome and therefore would not be expected to add significantly to the aims of the Wellbeing and Future Generations Act however it will also have very little negative effect too.

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

Consultation with Members, Town and Community Councils and other interested third parties are an ongoing process when prioritising the work

9. Chief Finance Officer Statement

The report sets out the estimated capital requirements to support the highway maintenance strategy. The Council's capital plan for 2018/19 is currently being developed and will go through the usual formal decision making processes. The process of prioritisation and distribution of funds to support the new corporate plan has yet to be determined and will also be subject to a formal decision. All investment decisions must be seen in the context of a challenging financial position with funding reducing year-on-year.

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

So as not to lead the Council open to litigation due to a failure to maintain the roads, we need a robust methodology to determine scheme prioritisation and this needs to be under-pinned with good inspection procedures and a suitable Code of Practice – all of which are achievable.

The other risk relates to contractor availability to undertake the necessary work, but this can be mitigated by good planning and procurement processes and these are already in place.

11. Power to make the Decision

The Highways Act 1980

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

Contact Officer:

Highways Asset and Risk Manager

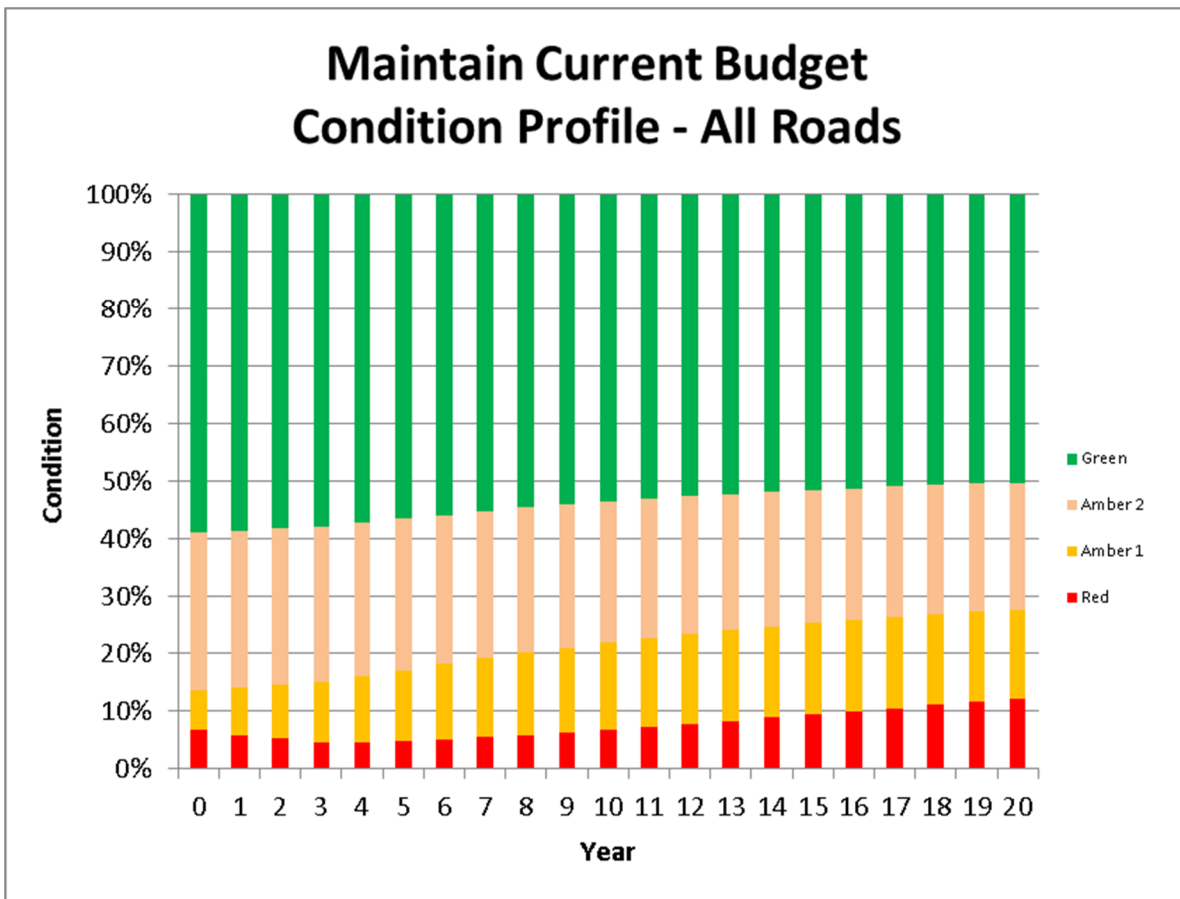
Tel: 01824 706875

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Overall financial spend for 2016 /2017 on carriageways

	Cost Category	£5,073.6k	Output
Capital	Planned Maintenance – Preventative	£1,028.7k	Surface Dressing
	Planned Maintenance - Corrective	£1,284.8k	Patching / Small Scale works
Revenue	Planned Maintenance - Corrective	£519.4k	Including:- <ul style="list-style-type: none"> • £174k jet patching • £96k patching (planned)
	Routine Cyclic Maintenance	£755.0k	Including:- <ul style="list-style-type: none"> • £281k gully emptying • £223k h'way sweeping • £137k grass cutting • £70k siding
	Routine – Reactive Repairs (emergency)	£36.9k	<ul style="list-style-type: none"> • Storm damage
	Routine – Reactive Repairs (non-emergency)	£565.2k	Including:- <ul style="list-style-type: none"> • £298k pot hole repairs • £82k drainage works • £61k ditch clearance • £37k trees
	Routine – Inspection & Survey	£40.0k	<ul style="list-style-type: none"> • Inc. SCANNER/SCRIM
	Operating Costs	£833.7k	<ul style="list-style-type: none"> • Winter Maintenance
	Loss	£9.9k	<ul style="list-style-type: none"> • Damage - Persons Unknown

This graph indicates the likely change in road condition over the next twenty years based on the current levels of investment. Whilst initially the percentage of roads in red ('poor') decreases this is offset by the increase in percentage of roads in the Amber 1 category. In other words we are storing up a problem and the volume of reactive, less cost effective, maintenance will increase significantly so as to fulfil our Statutory Duty.



Highway Capital programme

Wellbeing Impact Assessment Report

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

Assessment Number:	90
Brief description:	Provision of highway maintenance
Date Completed:	27/10/2016 14:40:04 Version: 1
Completed by:	Tim Towers
Responsible Service:	Highways & Environmental Services
Localities affected by the proposal:	Whole County,

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

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

Score for the sustainability of the approach

Could you do more to make your approach more sustainable?

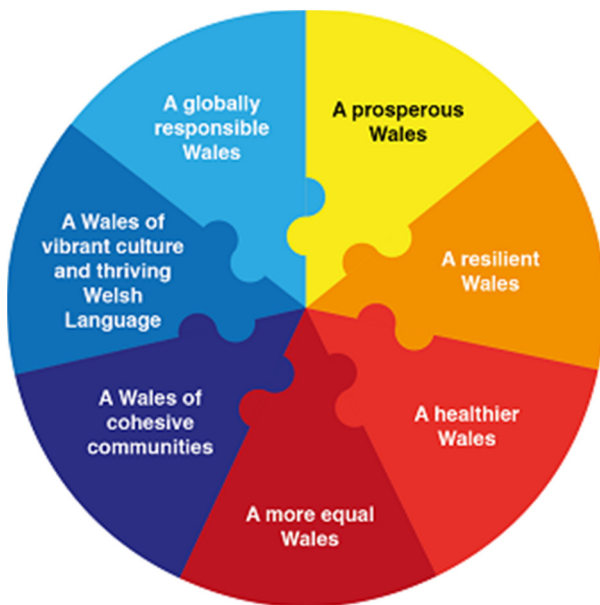


(2 out of 4 stars)

Actual score : 16 / 24.

Summary of impact

Wellbeing Goals



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

Main conclusions

This proposal is basically offering a like for like outcome and therefore wouldn't be expected to add significantly to the aims of the Wellbeing and Future Generations Act however it will also have very little negative effect too

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact	Positive
Justification for impact	A good road network is vital to so many areas of everyday life

Positive consequences identified:

A good quality road network has been proven to boost economic benefit
A good local economy can create quality long term jobs
A good local economy can create quality long term jobs
The whole purpose of the project is to boost this

Unintended negative consequences identified:

Better roads could make driving more desirable

Mitigating actions:

Other initiatives can be used to assist with walking / cycling

A resilient Denbighshire

Overall Impact	Negative
Justification for impact	By its very nature the processes and end result of this work tend to be detrimental to the environment

Positive consequences identified:

As part of the normal maintenance we tend to clean and upgrade drainage systems thus reducing risk

Unintended negative consequences identified:

Highway maintenance produces often hazardous waste
The proposal is likely to sustain energy levels and may even increase them

Mitigating actions:

Where possible we will overlay existing roads or recycle material to reduce waste

A healthier Denbighshire

Overall Impact	Positive
Justification for impact	A good quality network encourages people to get out more and provides for a safer environment

Positive consequences identified:

This proposal would certainly provide a safer environment
A good quality network encourages cycling and walking due to a reduction in hazards such as potholes
A good network aids movement

Unintended negative consequences identified:

Mitigating actions:

A more equal Denbighshire

Overall Impact Positive

Justification for impact A good quality road and footway network with adequate dropped kerbs creates a better environment for all

Positive consequences identified:

A good quality road and footway network with adequate dropped kerbs creates a better environment for all

A good quality road and footway network with adequate dropped kerbs creates a better environment for all

Unintended negative consequences identified:

Mitigating actions:

A Denbighshire of cohesive communities

Overall Impact Neutral

Justification for impact Users and residents tend to take a good quality road for granted but don't like poor ones

Positive consequences identified:

Good quality roads and footways are easier to clean and are aesthetically pleasing

Unintended negative consequences identified:

Mitigating actions:

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact Neutral

Justification for impact

Positive consequences identified:

Unintended negative consequences identified:

Mitigating actions:

A globally responsible Denbighshire

Overall Impact Positive

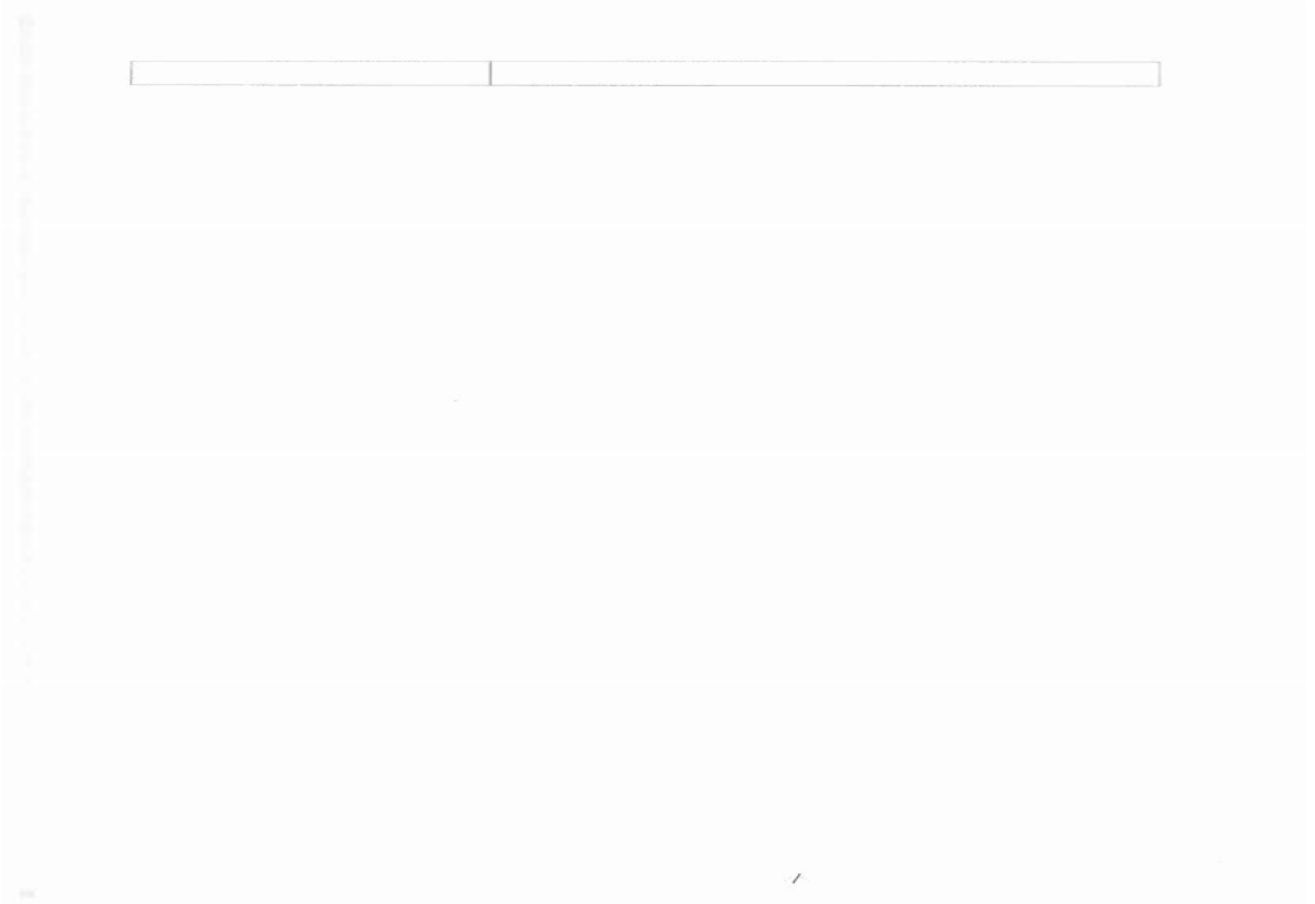
Justification for impact

Positive consequences identified:

The road network contributes to many service provision aims

Unintended negative consequences identified:

Mitigating actions:



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Report to: Performance Scrutiny Committee

Date of Meeting: 7 December 2017

Lead Member/Officer: Lead Member for Developing Community Infrastructure/
Head of Community Support Services

Report Author: Statutory and Corporate Complaints Officer

Title: Your Voice report – Q2 2017/18

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 Q2 2017/18. 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 and 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 Q2 2017/18 (please see appendix 1 for further detail):

- The Council received 109 complaints during Q2 (10% [10] more than the previous quarter).
- The Council received 145 compliments during Q2 (9% [14] more than the previous quarter).
- The Council received 43 suggestions during Q2 (55% [24] more than the previous quarter)

4.2 All Stage 1 and Stage 2 complaints were dealt with on time, giving a 100% performance across all services. This is the first quarter in which the authority has achieved a 100% return on stage 1 complaints and the first time an overall return of 100% (on stage 1 and stage 2 complaints) has been achieved.

4.3 Performance Q2 2017/18

- 100% (109/109) of Stage 1 complaints were responded to within timescales. The corporate target is 95%
- Chart 1 in appendix 1 provides a four year trend of performance in relation to responding to stage 1 complaints. 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% (8/8) of stage 2 complaints were responded to within timescale. The corporate target is 95%.
- Chart 2 in appendix 1 provides a four year trend of performance in relation to responding to stage 2 complaints.

4.4 Stage 1 complaints Q2 2017/18

All service areas report as exceeding the corporate target (95%) in Q2 with 100% of complaints dealt with within timescale. The year to date authority performance is 98%.

4.5 Outcomes Q2 2017/18

- Upheld: 29% (32 complaints)
- Upheld in part 20% (22 complaints)
- Not upheld 51% (55 complaints)

4.6 Complaints regarding commissioned services: Q2 2017/18

- 8 stage 1 complaints were received regarding services provided by Civica (compared to 10 in Q2 2016/17).
- 12 stage 1 complaints were received regarding services provided by Kingdom Security (compared to 25 in Q2 2016/17). This accounts for 44% of stage 1 complaints received for Planning and Public Protection during Q2.
- There were no stage 2 complaints received regarding services provided by Civica (compared to 1 in Q2 2016/17).
- There were 3 stage 2 complaints received regarding services provided by Kingdom Security (compared to 2 in Q2 2016/17).

4.7 Service Improvements as a result of complaints: Q2 2017/18

- Highways and Environmental Services: A citizen complained that he had not had his orange caddy bin picked up on a regular basis. This complaint was investigated and the service found that there were issues with the route map. The complaint was upheld and the route maps updated accordingly and the citizen was satisfied with this response.
- Intake and Intervention: A citizen complained about children’s services intervention with her daughter. Due to cross-border confusion between Flintshire, Denbighshire and other agencies the complaint was partially upheld. As a result the service revisited its procedures for inter-agency and cross-county working, communicating

these findings with Flintshire to prevent future issues. Citizen was satisfied with this response.

- **Facilities, Assets and Housing:** A citizen complained that her young daughter had received friction burns at the Nova Centre whilst in the soft play area. The complaint was not upheld because warning signs were in place but the service agreed to make the signs larger and more prominent to avoid future accidents. Citizen was satisfied with this response.

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

The Your Voice scheme directly contributes to the corporate priority of Resilient Communities, as its aim is to deliver services which are modern, efficient and well managed.

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 706409

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Your Voice information

1 Your Voice reporting periods

The following periods are used for reporting data:

Quarter 1: 1-Apr to 30-Jun

Quarter 2: 1-Jul to 30-Sep

Quarter 3: 1-Oct to 31-Dec

Quarter 4: 1-Jan to 31-Mar

2 Complaint response timescales

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

Stage 1: **10** working days

Stage 2: **20** working days

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:

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

Table 1: Overall complaint response times for stage 1 complaints – Q2 2017/18

Service	Quarter 2 - Stage 1		
	Rec'd	Within	%
Business Improvement & Modernisation	0	0	-
Legal, HR and Democratic Services	1	1	100%
Customers	2	2	100%
Revs and Bens (Civica)	8	8	100%
Education	0	0	-
Highways & Environmental Services	34	34	100%
Facilities, Assets and Housing	27	27	100%
Planning and Public Protection	21	21	100%
COMMUNITY SUPPORT SERVICES	6	6	100%
CHILDREN AND FAMILY SERVICES	10	10	100%
Corporate Total	109	109	100%

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

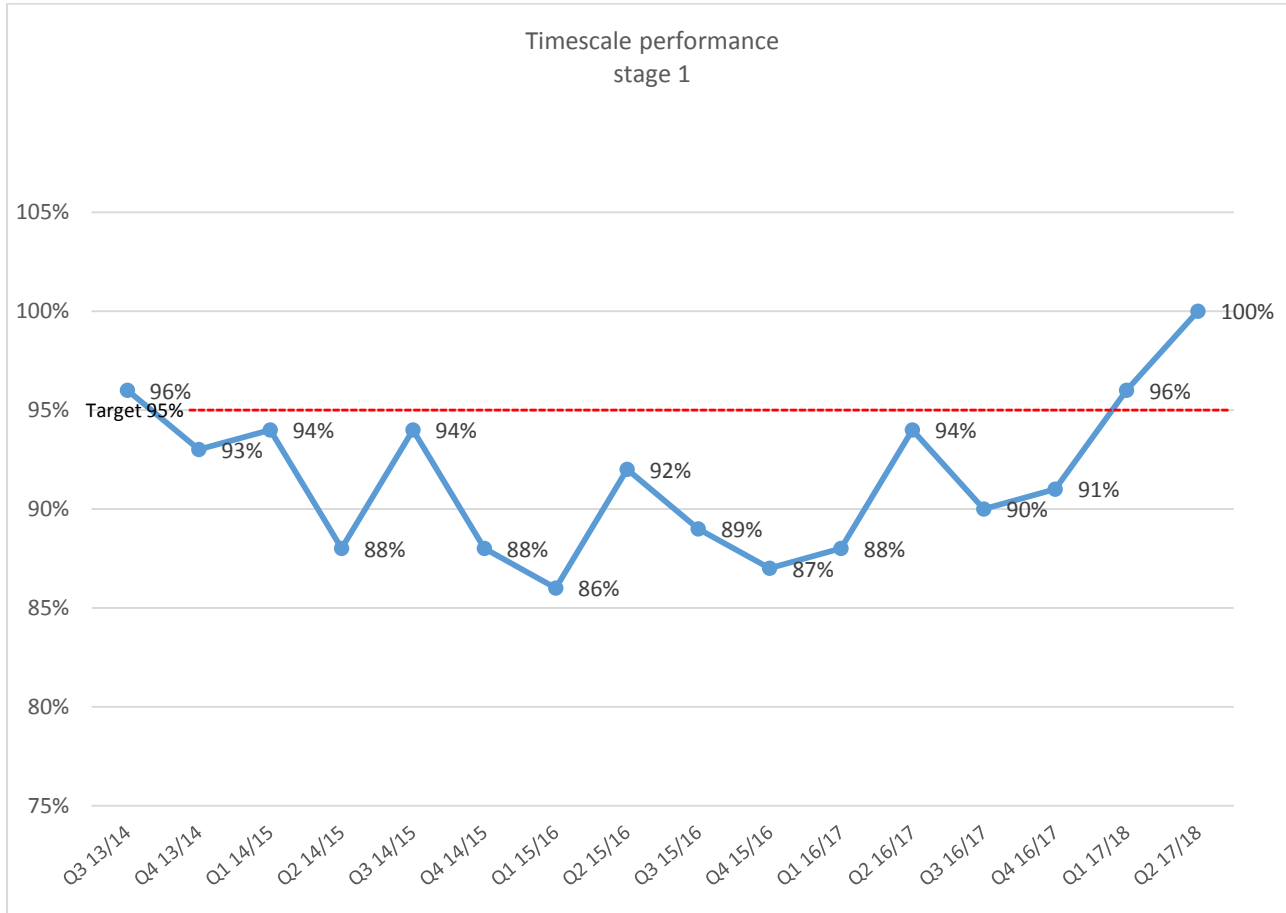


Table 2: Overall complaint response times for stage 2 complaints – Q2 2017/18

Service	Quarter 2 - Stage 2		
	Rec'd	Within	%
Business Improvement & Modernisation	0	0	-
Legal, HR and Democratic Services	1	1	100%
Customers	0	0	-
Revs and Bens (Civica)	0	0	-
Education	0	0	-
Highways & Environmental Services	1	1	100%
Facilities, Assets and Housing	0	0	-
Planning and Public Protection	6	6	100%
COMMUNITY SUPPORT SERVICES	0	0	-
CHILDREN AND FAMILY SERVICES	0	0	-
Corporate Total	8	8	100%

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

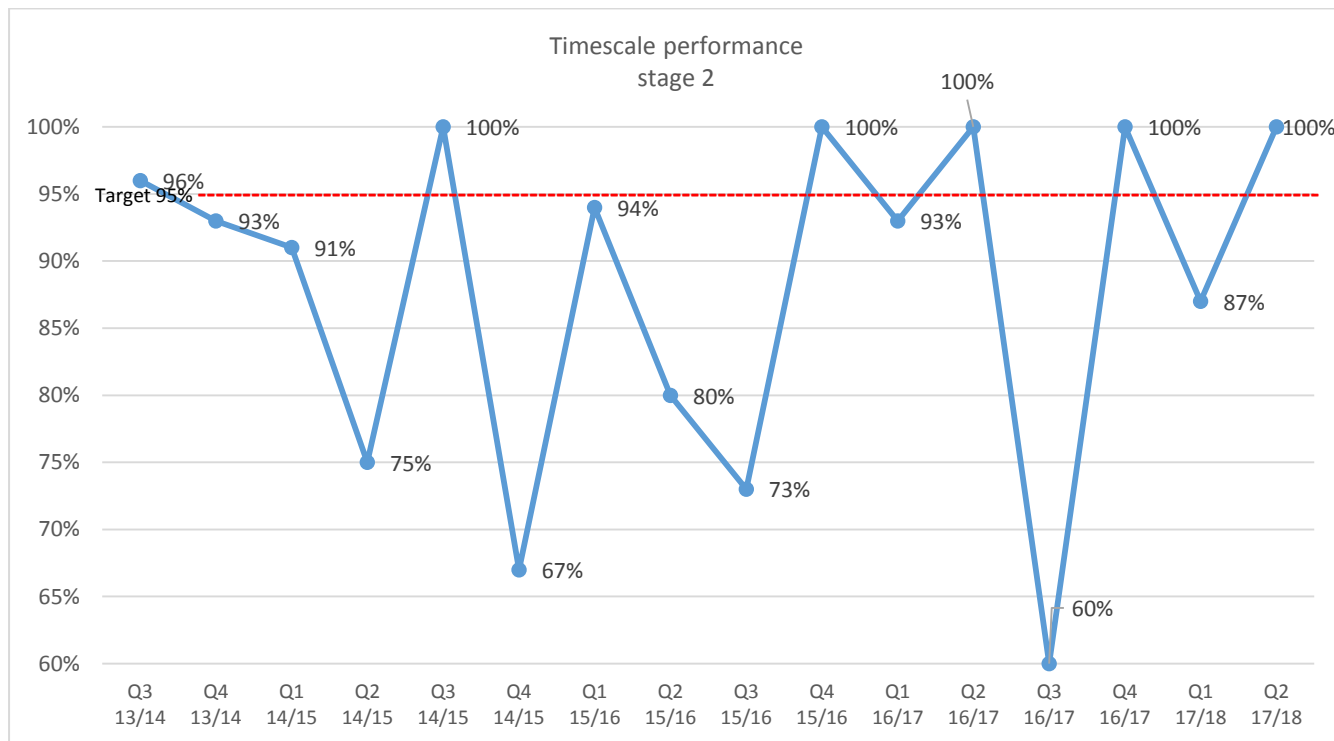


Chart 3: Total number of complaints received – 4 year analysis

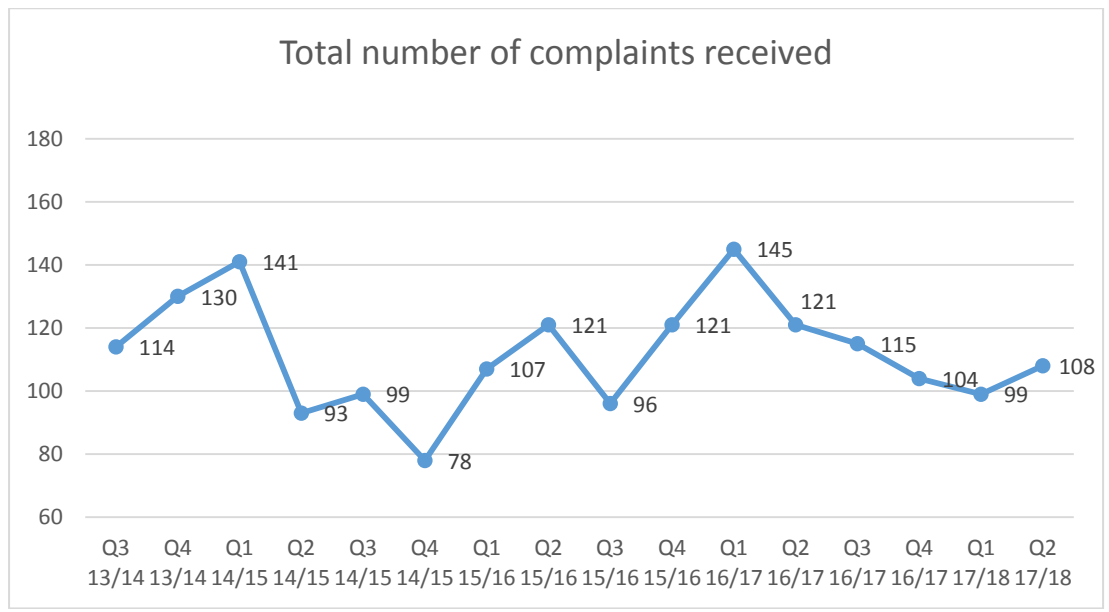
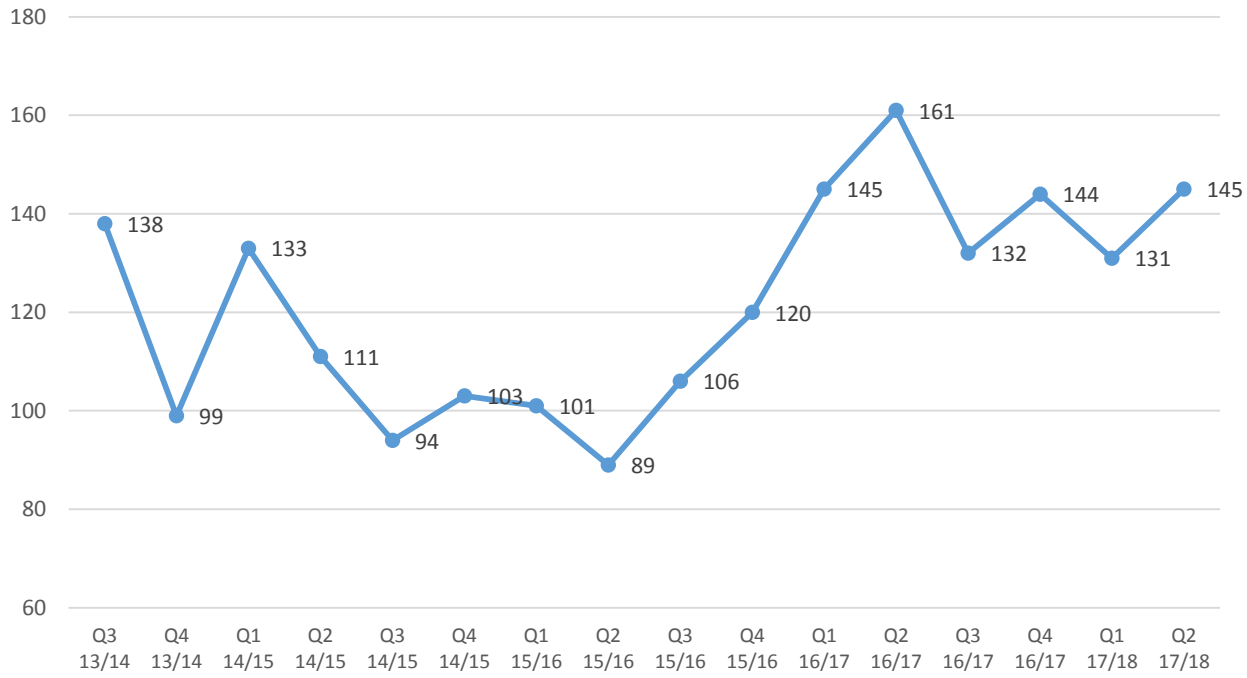


Table 5: Compliments received during Q2 2017/18

Service Area	Q1	Q2	Q3	Q4
Business Improvement and Modernisation	1	0		
Legal HR and Democratic Services	1	2		
Customers	23	11		
Revenues and Benefits	0	0		
Education and Children's Services	26	27		
Highways and Environmental Services	20	36		
Facilities Assets and Housing	30	21		
Planning and Public Protection	16	9		
Community Support Services	14	39		
	131	145		

Chart 4: Compliments received – 4 year analysis

Compliments received



Report to: Performance Scrutiny Committee

Date of Meeting: 7 December 2017

Lead Member/Officer: Lead Member for Developing Community Infrastructure/
Head of Community Support Services

Report Author: Statutory and Corporate Complaints Officer

Title: Your Voice report – Q2 2017/18

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 Q2 2017/18. 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, identify any areas that require further scrutiny.

4. Report details

4.1 Headlines for Q2 (please see appendix 1 for further detail):

- All Stage 1 and Stage 2 complaints were dealt with according to corporate timescales giving a 100% performance across all services. This is the first time a 100% performance has been recorded for Stage 1 complaints. (See 1 and 2)
- The council received 109 complaints during Q2 (10% [10] more than the previous quarter). (See 3)
- The council received 145 compliments during Q2 (9% [14] more than the previous quarter). (See 4).
- The council received 43 suggestions during Q2 (55% [24] more than the previous quarter).

4.2 Performance – Q2 2017/18

- 100% (109/109) of stage 1 complaints were responded to within timescales. This exceeds 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. As previously discussed with the committee, the corporate targets are purposely very ambitious, and to meet the targets would represent a position of “excellence”.
- The majority of complaints (51%) were not upheld after investigation. (see 5)
- 100% (8/8) of stage 2 complaints were responded to within timescale. This exceeds the corporate target of 95%. (See 6).
- Chart 2 in appendix 1 provides a four year trend of performance in relation to responding to stage 2 complaints.
- The majority of complaints (55) related to service issues when measured against corporate standards (see 7).

4.3 Complaints about commissioned services

- 8 stage 1 complaints were received regarding services provided by Civica (compared to 10 in Q2 2016/17).
- 12 stage 1 complaints were received regarding services provided by Kingdom Security (compared to 25 in Q2 2016/17). This accounts for 44% of complaints received for Planning and Public Protection during Q1.

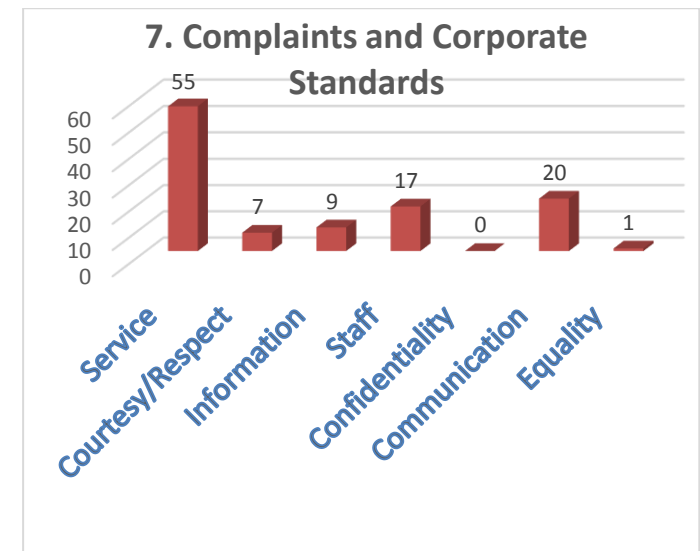
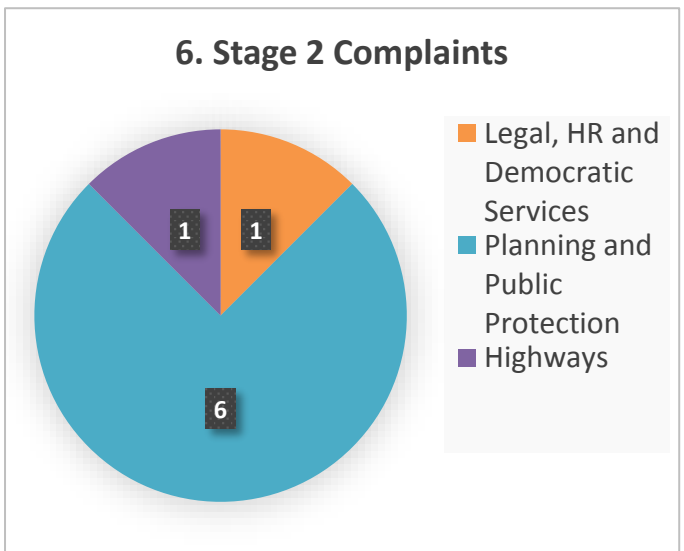
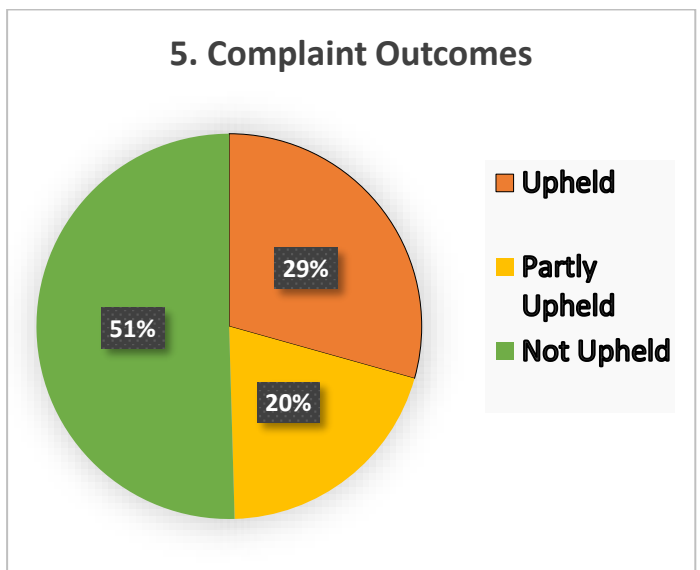
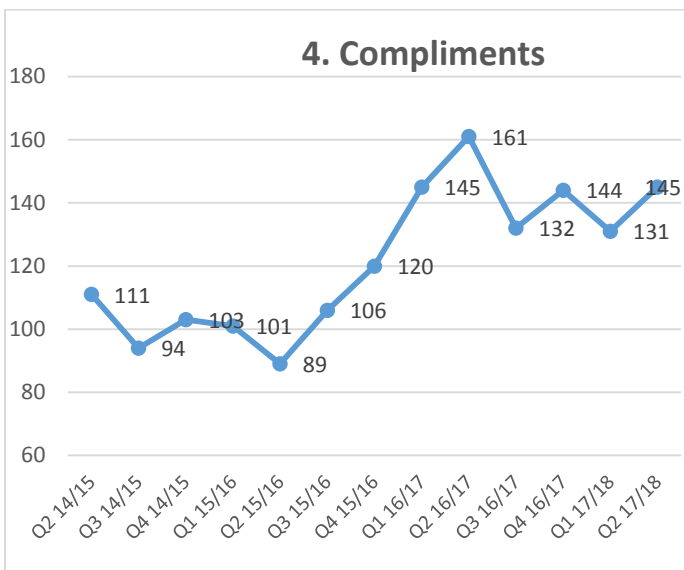
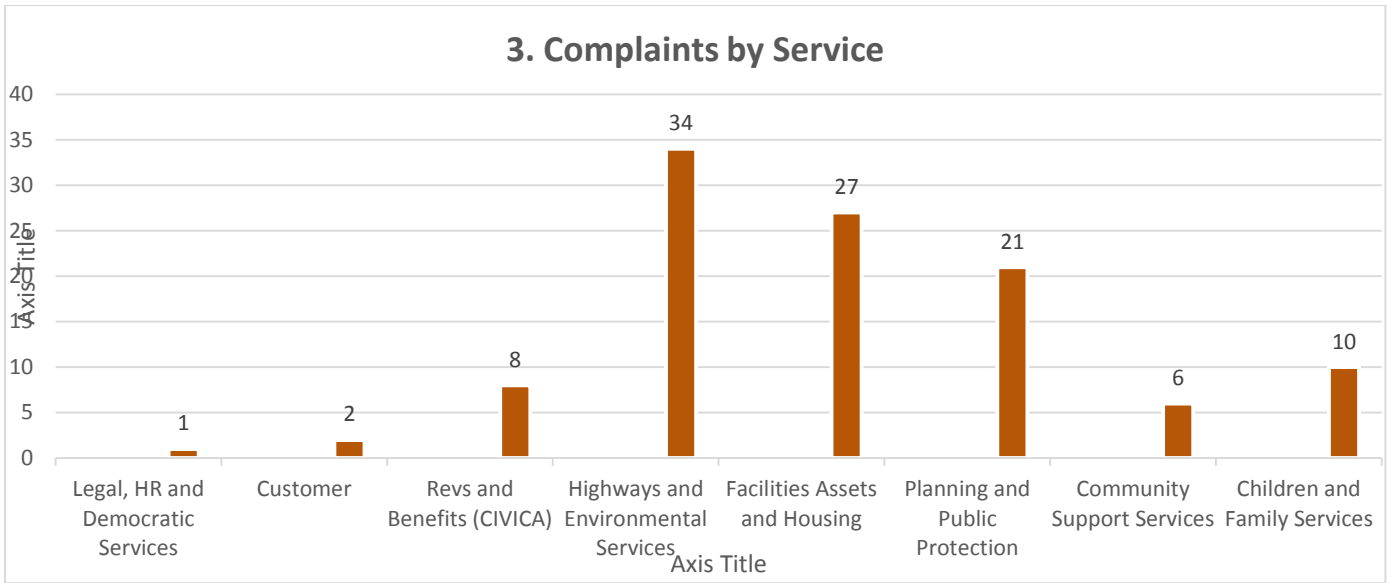
4.4 Tables

1.

Service	Quarter 2 - Stage 1		
	Rec'd	Within	%
Business Improvement & Modernisation	0	0	-
Legal, HR and Democratic Services	1	1	100%
Customers	2	2	100%
Revs and Bens (Civica)	8	8	100%
Education	0	0	-
Highways & Environmental Services	34	34	100%
Facilities, Assets and Housing	27	27	100%
Planning and Public Protection	21	21	100%
COMMUNITY SUPPORT SERVICES	6	6	100%
CHILDREN AND FAMILY SERVICES	10	10	100%
Corporate Total	109	109	100%

2.

Service	Quarter 2 - Stage 2		
	Rec'd	Within	%
Business Improvement & Modernisation	0	0	-
Legal, HR and Democratic Services	1	1	100%
Customers	0	0	-
Revs and Bens (Civica)	0	0	-
Education	0	0	-
Highways & Environmental Services	1	1	100%
Facilities, Assets and Housing	0	0	-
Planning and Public Protection	6	6	100%
COMMUNITY SUPPORT SERVICES	0	0	-
CHILDREN AND FAMILY SERVICES	0	0	-
Corporate Total	8	8	100%



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

The Your Voice scheme directly contributes to the corporate priority of Resilient Communities, as its aim is to deliver services which are modern, efficient and well managed.

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 706409.

Report to: Performance Scrutiny Committee

Date of Meeting: 7th December 2017

Lead Member / Officer: Head of Customers, Communication and Marketing

Report Author: Service Improvement Manager

Title: Customer Dashboard - Update Report

1. What is the report about?

The report provides an overview of customer effort and satisfaction results for Denbighshire County Council, as a result of customer feedback following their contact with the Council for quarter 2. The report also includes examples of call-back reports and verbatim provided by the customer about the quality of service received for the same period.

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 customer satisfaction and dealing with customer feedback.

To provide the Committee with information regarding recent performance and specific examples where customers have offered suggestions for improvements to council services.

3. What are the Recommendations?

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

4. Report details

Background

Further to our previous reports to Scrutiny, the Customers, Communications & Marketing Service have continued to undertake an independent analysis of our customers' satisfaction, through results gained from surveys delivered by an external supplier, Ember Services Ltd.

By seeking customer views immediately after they have contacted the Contact Centre, we have been able to gain more timely feedback on their experience, following a text based survey sent out to callers' mobile numbers, 24 hours after they have called the Centre (Frequent callers only receive one request every 6 weeks). *Please see Annex 1 for survey statistics*

The survey results provide Denbighshire with a monthly overall Customer Effort score which demonstrates how much effort customers have to go to, to transact with the Council (the lower the score the less effort is required) - *please see Annex 2 for monthly results for Quarter 2*

Exceptions: July results were attributable to those calls answered and dealt with by Housing staff or transferred by them to other departments.

The practical actions required to improve our services come from the analysis of customer comments.

In addition, the customer service agents in our Customer Contact Centre use the data to reflect on their own performance and improve where necessary.

This survey and will be available for all key customer facing telephone services within Denbighshire in quarter 3 providing the Council with customer feedback and suggestions for improvement across all customer facing services.

The monthly results are published to members of the public on our website together with examples of the feedback received.

4.2 Highlights

“Very good customer service, friendly and efficient”

“Excellent response and service”

“Person I spoke to was friendly, efficient and willing to help”

“Issue was resolved straight away and advisor was really helpful”

Most verbatim confirmed that when the customer’s call was answered, the level of customer received was satisfactory if not better.

Lowlights

“Messages left no response. Contacted council over a year ago still no positive outcome.

Very disappointed. I will be taking this problem to Chris Ruane for his input”

“I made 2 complaints online with 1 response stating someone would contact they did not I rang eventually and was actually logged”

“Nobody answered the phone. 8 attempts at different times”

The three emerging themes of why customers are not satisfied following their contact with the council are:

- 1) Having being transferred from the Contact Centre or given a direct dialled number to ring, no one answered the phone.
- 2) Having left an answering machine message requesting a callback, none was received
- 3) Having logged their enquiry with a promise that the ‘council’ will ring them back, a callback is not received.

Action:

Customer feedback suggesting service improvements in terms of the quality of our telephony answering performance emailed to relevant departments for consideration and action as appropriate.

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

The Customer Effort and Satisfaction Dashboard directly contributes to the corporate priority of: Modernising the Council and improving services for customers.

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

Monthly fee for 12 months part funded by the Modernisation Board. Services will be supported to make use of the call-back report to help them identify best practice and areas for improvement in their service delivery.

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?

Regular Scrutiny Reports.

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?

N/A

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:

Service Improvement Manager

Tel: 01824 712648

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Customer Dashboard - Annexes

1 Customer Dashboard – information to date (September 2016 to 2017)

Survey Statistics

Total surveys sent to date	23424	Total Verbatims received	2151
Total received to date	2573	Verbatim %	84%
Response rate	11%	No of calls / transaction to date	1.77

2. Quarter 2 – Dashboard Survey Results (July, August 8 September 2017)

Month	Customer Effort Results (from 100)	Customer Satisfaction:
July	37.6	78.7%
August	38.3	71.1%
September	42.1	71.2%

**Customer Effort demonstrates how much effort customers have to go to, to transact with the Council – the lower the score the less effort is required

Month	How easy was it to resolve your enquiry?	How easy was it to get through to us?	Was this the 1 st call	Was the agent willing to help?
July	74.4%	78.2%	74.9%	83.2%
August	69.3%	69.7%	72.1%	80.5%
September	66.1%	73.2%	69.6%	80.2%

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Report to:	Performance Scrutiny Committee
Date of Meeting:	7 December 2017
Lead Officer:	Scrutiny Co-ordinator
Report Author:	Scrutiny Co-ordinator
Title:	Scrutiny Work Programme

1. What is the report about?

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

2. What is the reason for making this report?

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

3. What are the Recommendations?

That the Committee:

- 3.1 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate; and
- 3.2 appoints a representative to serve on the School Standards Monitoring 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.

Performance Management Framework for the Council's Corporate Plan 2017-2022

- 4.8 A report on the above had been scheduled into the Committee's forward work programme for consideration at the current meeting. However, following a request from officers, the Chair agreed to defer the Framework's presentation until the meeting in March 2018. The reason for the deferral is that the Programme Boards

are yet to meet to approve the Framework, therefore it would be premature for scrutiny to consider it at this stage.

4.9 Wales Audit Office National Report on Waste Management in Wales

The above report had originally been scheduled for presentation to the Committee at its current meeting. However, the national report is not now expected to be published until the spring of 2018 and therefore its presentation has been rescheduled into the Committee's forward work programme for its meeting on 7 June 2018, pending confirmation on the actual publication date for the national report (see Appendix 1).

Cabinet Forward Work Programme

- 4.10 When determining their programme of future work it is useful for scrutiny committees to have regard to Cabinet's scheduled programme of work. For this purpose a copy of the Cabinet's forward work programme is attached at Appendix 3.

Progress on Committee Resolutions

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

5. Scrutiny Chairs and Vice-Chairs Group

- 5.1 Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group met on 12 October 2017. At that meeting the Group asked this Committee to examine the draft Strategic Equality Plan (SEP). As the Plan has to be published by 31 March 2018 its presentation to this Committee has been scheduled for the meeting on 15 March 2018.
- 5.2 The next Scrutiny Chairs and Vice-Chairs Group meeting is scheduled for 18 January 2018.

6. Appointments to Council Boards and Groups

- 6.1 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.
- 6.2 At the current meeting the Committee is asked to appoint a representative to serve on the School Standards Monitoring Group (SSMG). The terms of reference for this group is currently under review, however the requirement for the Committee to appoint a representative remains. For information the Group's previous terms of reference is attached at Appendix 5.

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

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

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

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

9. What are the main conclusions of the 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.

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

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

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

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

12. Power to make the decision

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

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

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
1 February 2018 (GwE representatives to be invited)	Cllr. Huw Hilditch Roberts	1. Verified External Examinations [Education]	To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's pupils. The report to incorporate GwE's Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy	July 2016
	Cllr. Huw Hilditch Roberts	2. Pupil progress from Year 10 to KS4 [Education]	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 (deferred September 2017)
	Cllr. Julian Thompson-Hill	3. 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
	Cllr. Richard Mainon	4. Your Voice' complaints performance (Q 3) to include social services complaints and quarterly public opinion/satisfaction information	To scrutinise Services' performance in complying with the Council's complaints. The report to include: (i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Ben Chandler/Ann Lloyd/Phil Gilroy/Liz Grieve/Ffion Angharad	July 2017

Meeting	Lead Member(s)	Item (description / title)		Purpose of report	Expected Outcomes	Author	Date Entered
				the failures and to ensure that future complaints will be dealt with within the specified timeframe; (ii) how services encourage feedback and use it to redesign or change the way they deliver services; and (iii) details of complaints which have been upheld or partially upheld and the lessons learnt from them; and (iv) information on customer satisfaction/public opinion on services collated via the Ember dashboard			
15 March	Cllr. Richard Mainon	1.	Library Service Standards 2016/17	To detail the Council's performance in delivering the 6 th 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
	Cllr. Richard Mainon	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/Ffion Angharad	March 2017
	Cllr. Mark Young	3.	Strategic Equality Plan (SEP)	Examination of the Council's draft SEP prior to its publication	To comply with statutory duties which require the Plan	Carol Evans/Alan Smith	By SCVCG

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
				to be scrutinised prior to its publication by 31 March		October 2017
	Cllr. Julian Thompson -Hill	4. Corporate Plan 2017-22 Performance Management Framework	To introduce to the Committee the Performance Management Framework for the new Corporate Plan	Scrutiny to understand the new Framework to enable it to effectively scrutinise and monitor the delivery of the new Corporate Plan	Alan Smith/Nicola Kneale	October 2017 (rescheduled November 2017)
26 April						
7 June	Cllr. Bobby Feeley	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 2016/17 and clearly articulates future plans	Identification of any specific performance issues which require further scrutiny by the committee in future	Nicola Stubbins/Mark Southworth	April 2017
	Cllr. Richard Mainon	2. Your Voice' complaints performance (Q 4) to include social services complaints and quarterly public opinion/satisfaction information	To scrutinise Services' performance in complying with the Council's complaints. The report to include: (i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe; (ii) how services encourage feedback and use it to redesign or change the way they deliver services; and	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Ben Chandler/Ann Lloyd/Phil Gilroy/Liz Grieve/Ffion Angharad	July 2017

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			(iii) details of complaints which have been upheld or partially upheld and the lessons learnt from them; and (iv) information on customer satisfaction/public opinion on services collated via the Ember dashboard			
	Cllr. Brian Jones	3. National Report on Waste Management in Wales	To consider the findings of the Wales Audit Office's (WAO) national study on waste management and the associated recommendations	To consider how Denbighshire will respond to the national recommendations in relation to waste management	Tony Ward/Jim Espley	By SCVCG July 2017 (rescheduled November 2017 as awaiting WAO report)
19 July	Cllr. Julian Thompson-Hill	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
	Cllr. Tony Thomas	2 Impact of the Suspension of the 'Right to Buy' Scheme	To evaluate the impact and effectiveness of the Council's application to suspend the 'Right to Buy' Scheme on the availability of properties within the Authority's housing stock	Improved capacity within the Council's housing stock to increase availability to meet local need and improve residents lives through the availability of high quality housing	Jamie Groves/Geoff Davies	July 2017

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
27 September	Cllr. Huw Hilditch-Roberts	1. Provisional External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy	July 2017
29 November						
Jan 2019	Cllr. Huw Hilditch Roberts	1. Verified External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's pupils. The report to incorporate GwE's Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy	July 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 [Education] Dependent upon the legislative timetable	To consider and monitor the plans to implement the agreed measures adopted by WG following the consultation on the review's findings	Better outcomes for learners to equip them with jobs market skills	Karen Evans	April 2015
(Following local authority elections – winter/spring 2017-18) Update on options appraisals for In-house care services. (Dolwen & Hafan Dêg) [WIA required]	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

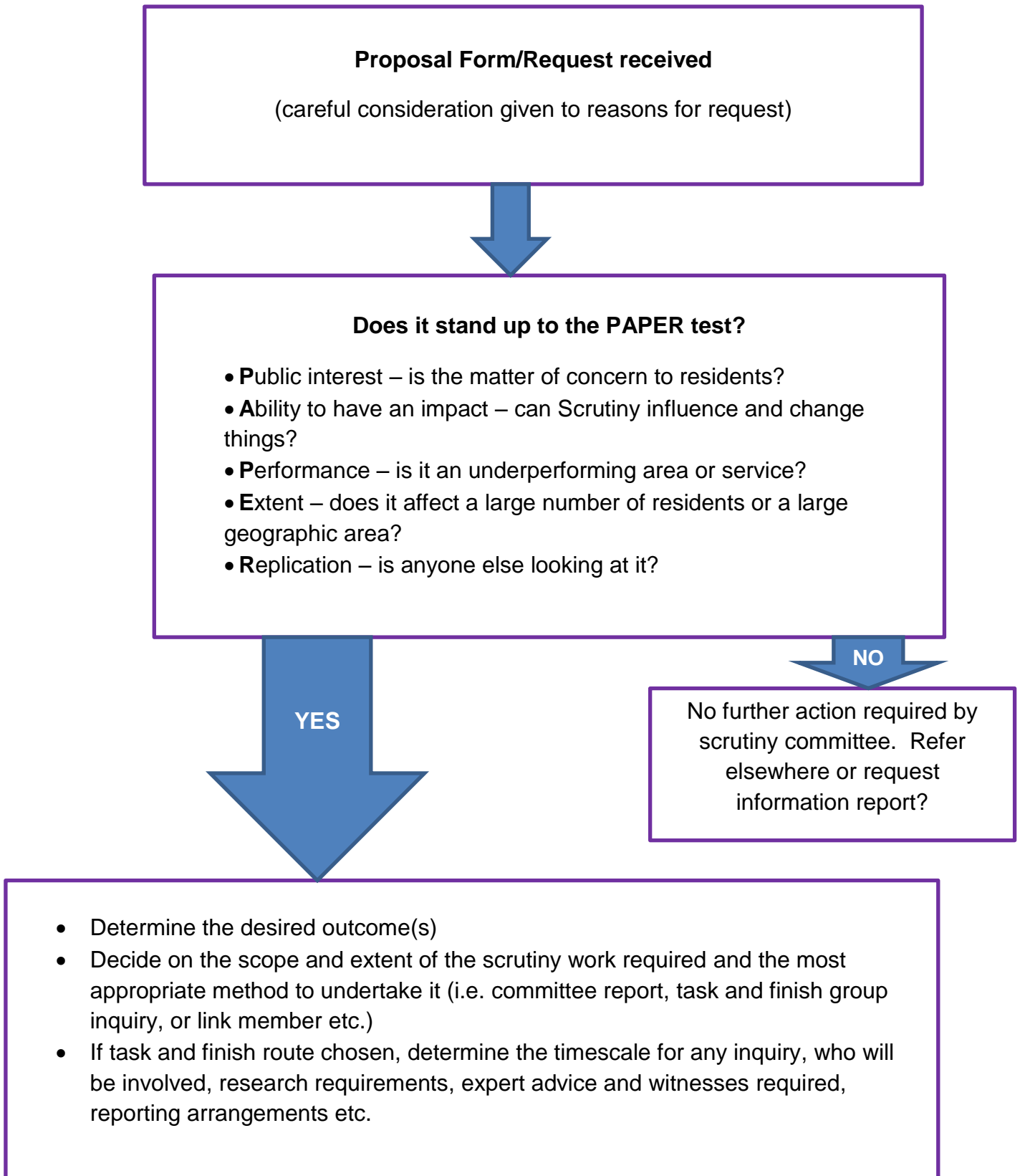
Date	Item (description / title)	Purpose of report	Author	Date Entered
March 2018 & September 2018 [Information]	Corporate Plan 2017/22 (Q3) 2017/18 & Corporate Plan 2017/22 Q1 2018/19 To monitor the Council's progress in delivering the Corporate Plan	Ensuring that the Council meets its targets and delivers 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
1 February 2018	18 January 2018	15 March	1 March	26 April	12 April

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

Consideration of a topic's suitability for scrutiny



Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
12 Dec	1	DCC Homelessness Strategy 2017-21	To approve the Homelessness Strategy	Yes	Councillor Bobby Feeley / Liana Duffy
	2	Supporting People/Homelessness Prevention Plan 2018/19	To approve the annual plan.	Yes	Councillor Bobby Feeley / Liana Duffy
	3	Employment Policies	To consider a number of employment policies for adoption	Yes	Councillor Mark Young / Catrin Roberts
	4	Managed Service for the Provision of Agency Workers	To seek approval to commence a procurement for the supply of temporary staff for use by DCC	Yes	Councillor Julian Thompson-Hill / Gary Williams / Helen Makin
	5	Local Bus Service Contracts	To award the local bus service contracts	Yes	Councillor Brian Jones / Peter Daniels
	6	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	7	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
23 Jan	1	Housing Rent Setting & Housing Revenue and Capital Budgets 2018/19	To seek approval for the proposed annual rent increase for council housing	Yes	Councillor Julian Thompson-Hill / Richard Weigh / Geoff Davies

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			and to approve the Housing Revenue Account Capital and Revenue Budgets for 2018/19		
	2	Recommendations of the Strategic Investment Group	To seek Cabinet support of projects identified for inclusion in the 2018/19 Capital Plan	Yes	Councillor Julian Thompson-Hill / Richard Weigh
	3	Budget 2018/19 – Final Proposals	To consider a report setting out the implications of the Local Government Settlement 2018/19 and proposals to finalise the budget for 2018/19	Yes	Councillor Julian Thompson-Hill / Richard Weigh
	4	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
27 Feb	1	CPO of the Former North Wales Hospital, Denbigh	To seek a decision regarding the CPO	Yes	Councillor Brian Jones / Gareth Roberts

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
20 Mar	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees		Tbc	Scrutiny Coordinator
24 Apr	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
22 May	1	Rhyl and Prestatyn Business Improvement Districts	To consider the full business case relating to the establishment of business improvement districts	Yes	Councillor Hugh Evans / Mike Horrocks

Cabinet Forward Work Plan

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

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>December</i>	28 November	<i>January</i>	9 January	<i>February</i>	13 February

Updated 22/11/17 - KEJ

Cabinet Forward Work Programme.doc

Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
28 September 2017	5. TEACHER ASSESSMENTS AND PROVISIONAL EXAMINATION RESULTS	<p><u>Resolved:</u> <i>subject to the above observations to - receive the information on the performance of the county's schools against previous performance and the external benchmarks that were presently available;</i></p> <p><i>(i) confirm that it had read, understood and taken account of the Well-being Impact Assessment in Appendix 6 as part of its consideration of the information; and</i></p> <p><i>(ii) invite Headteachers and Chairs of Governing Bodies of schools that were underperforming and/or encountering severe problems to meet with the Committee in future with a view to supporting sustainable long-term improvements.</i></p>	<p>Lead Member, GwE representatives and Education Service officers notified of the Committee's observations.</p> <p>(ii) a training event for Committee members and co-opted education members (open to all councillors), facilitated by GwE and senior officers from the Council's Education Service, has been arranged for 9.30am on Monday, 29 January 2018, for the purpose of supporting members to undertake this role. All Committee members are requested to make every effort to attend.</p>
	6. THE NEW GWE CHALLENGE AND SUPPORT PROGRAMME	<p><u>Resolved:</u> -</p> <p><i>(i) subject to the above observations on the revised structure and working practices to support school improvement in Denbighshire's schools, to endorse the model; and</i></p>	<p>Lead Member, GwE representatives and Council officers informed of the Committee's views.</p>

		(ii) <i>to confirm that it had read, understood and taken account of the Well-being Impact Assessment as part of its consideration of the above.</i>	
	7. 'YOUR VOICE' COMPLAINTS REPORT PERFORMANCE	<p><u>Resolved:</u> - <i>subject to the above observations to –</i></p> <p>(i) <i>receive the report on Council's performance in dealing with complaints, compliments and suggestions received under the 'Your Voice' corporate complaints procedure during Quarter 4, 2016-17 and Quarter 1, 2017-18, and how they were used to improve services to residents; and</i></p> <p>(ii) <i>receive the data on the Customer Effort and Satisfaction results for Denbighshire County Council for the period from September 2016 to August 2017 and how that information had been utilised for the purpose of improving services to the Council's customers and residents.</i></p>	<p>Lead Member and officers informed of the Committee's observations.</p> <p>Quarter 2 performance for 2017-18 is the subject of a report to the Committee's meeting on 7 December 2017</p>

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Schools Standards Monitoring Group

Terms of Reference

Denbighshire's School Standards Monitoring Group was set up in October 2007 to support the improvement of school standards. The Group gives headteachers and Chairs of governors the opportunity to discuss the performance and standards of a school with Councillors and senior officers in a non-public forum.

Membership of the Group:

Leader of the Council and Lead Member for Education
Deputy Lead Member for Education
Chair of Resources Scrutiny
Chair of Lifelong Learning Scrutiny
Lifelong Learning Scrutiny Member
Corporate Director – Resources
Head of School Improvement
Head of Partnership and Inclusion
Appropriate School Improvement Officer – depending on school in attendance
Head of Planning and Performance (Lifelong Learning)
Policy and Performance Manager (Administration of the Group)
Senior Performance Officer (Administration of the Group)


The Group will:

Monitor the performance of every school on a 3 yearly basis or more frequently as the Group deems appropriate.

1. Consider the following information:
 - Key stage results
 - Other attainment information
 - Attendance
 - Exclusions rate
 - School context
2. Receive a verbal presentation from the Headteacher on the context of the school and school standards.
3. Question the Headteacher and Chair of Governors in relation to school standards
4. Identify areas of good practice and support its dissemination.
5. Identify areas and actions for improvement
6. Provide Headteachers and Chairs of Governors the opportunity to comment on the support received from the Council.

Each school who is invited to attend SSMG will be asked to complete a proforma containing information on their school.

Following the meeting, notes and action points from the meeting will be circulated to all members of the Group. The appropriate School Improvement Officer will



visit the school to go through the action points. The School Improvement Officer will then attend the next SSMG to update the Group on how the actions have / will progress.

Issues raised through SSMG will be included as part of the Quarterly Performance Report taken to Lifelong Learning Scrutiny. The Leader will provide verbal reports to Cabinet, DMT and the Modernising Education Board as appropriate.