

To: Members of the Performance  
Scrutiny Committee

Date: 25 January 2018

Direct Dial: 01824 712554

e-mail: democratic@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **10.00 am** on **THURSDAY, 1 FEBRUARY 2018** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams  
Head of Legal, HR and Democratic Services

**PLEASE NOTE THAT THERE IS A BRIEFING FOR ALL ELECTED AND CO-OPTED MEMBERS AT 9.00 A.M. IMMEDIATELY PRIOR TO THE MEETING**

## **AGENDA**

### **1 APOLOGIES**

### **2 DECLARATION OF INTERESTS (Pages 5 - 6)**

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

### **3 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 7 - 16)**

To receive the minutes of the Performance Scrutiny Committee meeting held on 07 December 2017 (copy attached).

**5 VERIFIED KEY STAGE 4 EXAMINATION RESULTS (Pages 17 - 36)**

To consider a joint report by the Principal Education Manager and GwE's Secondary Lead (copy attached) detailing the verified performance of Denbighshire's schools in external examinations at Key Stage 4 and post 16.

**10:05 a.m. - 10:45 a.m.**

**6 YOUR VOICE COMPLAINTS PERFORMANCE (Q 3) (Pages 37 - 54)**

To scrutinise information (copy attached) on Services' performance in complying with the Council's complaints procedure and examine the customer effort and satisfaction results for Denbighshire County Council.

**10:45 a.m. – 11:15 a.m.**

**BREAK**

**11:15 a.m. – 11:25 a.m.**

**7 MANAGED SERVICE FOR THE PROVISION OF AGENCY WORKERS  
(Pages 55 - 86)**

To consider a joint report by the Legal and Procurement Operations Manager & Category Manager (Professional Services) Collaborative Procurement Service (copy attached) on the procurement exercise undertaken for the provision of a managed service for the supply of agency workers for the Council, including potential alternative options that may be available, and formulate a recommendation to Cabinet to appoint a provider to supply agency staff for use across Council Services.

**11:25 a.m. – 12:00 p.m.**

**8 SCRUTINY WORK PROGRAMME (Pages 87 - 104)**

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

**12:00 p.m – 12:15 p.m.**

**9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**12:15 p.m – 12:30 p.m.**

## **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

### **Voting Co-opted Members for Education (Agenda Item No. 5 only)**

Mike Hall

David Lloyd

Kathleen Jones

Gareth Williams

### **COPIES TO:**

All Councillors for information

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## LOCAL GOVERNMENT ACT 2000

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### Code of Conduct for Members

### DISCLOSURE AND REGISTRATION OF INTERESTS

I, ( <i>name</i> )	<input type="text"/>
a *member/co-opted member of <i>(*please delete as appropriate)</i>	<b>Denbighshire County Council</b>
<b>CONFIRM</b> that I have declared a <b>*personal / personal and prejudicial</b> interest not previously declared in accordance with the provisions of Part III of the Council's Code of Conduct for Members, in respect of the following:- <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, 7 December 2017 at 9.30 am.

### **PRESENT**

Councillors Ellie Chard, Ann Davies, Hugh Irving (Vice-Chair), Huw Jones (Chair), Geraint Lloyd-Williams, Bob Murray, Arwel Roberts, Peter Scott and David Williams

Cabinet Lead Members –Brian Jones and Richard Mainon attended at the Committee's request.

Cabinet Lead Members –Julian Thompson-Hill and Tony Thomas were in attendance.

Observer – Councillor Emrys Wynne

Welsh Audit Office representative – Charlotte Owen

### **ALSO PRESENT**

Head of Business Improvement and Modernisation (AS), Highways and Environmental Services (TW), Section Manager - Network Management (TT), Statutory & Corporate Complaints Officer (KR), Service Improvement Manager (FA), Scrutiny Co-ordinator (RE) and Committee Administrator (SJ).

The Chair extended a warm welcome to Alan Smith, Head of Business Improvement & Modernisation and also Charlotte Owen from the Welsh Audit Office.

#### **1 APOLOGIES**

Apologies were received from Councillor Martyn Holland and the Chief Executive Mohammed Mehmet.

#### **2 DECLARATIONS OF INTEREST**

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

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

There were no urgent matters.

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

The minutes of the meeting of the Performance Scrutiny Committee held on 28 September 2017 were submitted.

## Matters Arising –

Page 3 – (Information sheet) Teacher Assessments and Provisional Examination Results – The Scrutiny Co-ordinator confirmed she and the Chair had met with the Head of Education and Children’s Services to discuss ways going forward of inviting individual secondary schools to future Committee meetings. It was confirmed a training session had been scheduled for 29 January 2018 to enhance members understanding of their role in relation to all aspects of performance monitoring of schools. The training session would be facilitated by GwE and Education Department senior officers.

Item 6 – The New GwE Challenge and Support Programme – The Chair requested clarity if Estyn had re-inspected GwE as stipulated in the minutes. Officers confirmed that they believed a re-inspection had taken place and that the Regulator was pleased with the progress made to date. The Scrutiny Co-ordinator agreed to source the latest report and circulate it to Committee members.

***RESOLVED that, subject to the above, the minutes of the Performance Scrutiny Committee meeting held on 28 September 2017 be received and approved as a correct record.***

## **5 DEVELOPING A HIGHWAY MAINTENANCE STRATEGY**

The Lead Member for Highways, Planning and Sustainable Development and the Head of Highways and Environmental Services, introducing the Highways Asset and Risk Manager’s report (previously circulated), advised that they wanted to share with the Committee the effectiveness of the investment made to improve and maintain the county’s road network under the previous Corporate Plan and their proposed strategy for continuing to invest in the network during the term of the new Corporate Plan. The Lead Member advised that since being appointed to his Cabinet role he had visited all areas of the county to discuss with residents and businesses their concerns regarding specific highway matters in their areas. By means of a PowerPoint presentation the Highways Asset and Risk Manager briefed members on the current state of the county’s highways and the Service’s proposed strategy for its future maintenance. During the presentation members were:

- advised of the length of Class A, Class B, Class C and unclassified roads that made up the 1415.7Km of Denbighshire’s highway network (the three trunk roads that traversed the county were not included as the Welsh Government’s (WG) Transport Division was responsible for their maintenance costs);
- informed of the various methodologies for assessing and reporting on the condition of the carriageway, the causes of highway failures and the intervention/prevention work that was used to address failures and safeguard against further deterioration. It was emphasised that the national indicator relating to carriageway condition assessments, undertaken via the Scanner method, only covered 32% of Denbighshire’s road network. Consequently the Authority had developed its own visual method of evaluating the condition of all roads across the county. This method was found to be particularly useful for roads not covered by the Scanner



method. Examples of this visual method were displayed as part of the presentation and statistics were given to illustrate how the condition of the network had improved year on year between 2011 and 2017;

- advised that now the condition of the highway across the county had improved the concern going forward would be the Council's financial ability to continually invest in highway improvement and remedial work, drainage work projects, and the sustainability of improvement works for the medium to long-term. The risk posed by financial constraints had the potential to jeopardise the authority's performance in relation to road condition national Performance Indicators (PIs) going forward;
- informed that the approach proposed for the term of the new Council would be to attempt to sustain and at least maintain the current condition of the network. This approach was based on the assumption that the current levels of both capital and revenue funding would be maintained at current levels. Roads, due to usage levels and the effect of the weather would continually deteriorate. However, it was envisaged that by adopting a prevention approach to remedial work, innovative use of revenue funding available, closer working with other services and organisation in order to realise maximum benefits from any available funding and grants, the Council could at least maintain the network in its current condition; and
- Welsh Government (WG) funding would be sought for large scale highways capital projects.

Responding to members' questions the Lead Member and relevant officers:

- explained the technical difficulties involved with setting the correct levels when re-laying gulleys as part of highways maintenance work;
- emphasised that the Council would need to invest in its highways network or all the improvements realised under the 2012-17 Corporate Plan would be lost;
- confirmed that they would continue to lobby WG for funding for major highways capital projects. In the meantime the Council had a duty to keep the roads in a 'safe' condition to ensure users' safety;
- confirmed that the estimated costs detailed in Appendix 1 to the report included all costs involved with highways maintenance work, including preparatory costs and those associated with the disposal of waste materials;
- advised that whilst some of the maintenance work was undertaken in-house, the majority was outsourced from private contractors who were on the Council's approved contractors list. As these contractors were part of the Framework mechanism their work was guaranteed and any defects that came to light would be rectified under their agreement with the Council. The Framework provided quality assurance for the Council;
- utility companies were required to give advance notice to the Council if they intended to undertake any work that entailed digging up the highway. They were also legally obliged to return the highway to at least its previous condition once their work was complete. To ensure all requirements were complied with Council officers would inspect the condition of the highway at that particular location twice following the completion of the utility company's work. Generally, the condition of the highway following work by utility companies was usually better than its condition immediately prior to the work taking place;

- confirmed that utility companies were permitted to resurface a road following works with a temporary surface for up to 6 months if need be i.e. due to the high cost of asphalt they may wish to purchase a bulk load for use on a number of resurfacing projects in order to realise value for money, therefore it would be economically better for them to complete a number of projects at the same time;
- explained the SCRIM survey mechanism for measuring skidding resistance on roads, highlighting a number of recent road maintenance projects in the county where this method had proved invaluable;
- emphasised the importance of the quality of the 'joint sealing' process when undertaking maintenance work in order to mitigate against further deterioration in the fabric of the highway;
- confirmed that the schedules of local highway maintenance work would be discussed at the relevant Member Area Group (MAG) meetings. Work schedules were drawn up using sound methodology based on risks to the road user. Similarly, gulleys and ditches were prioritised for clearing and emptying based on the risk they posed to residents, businesses and material damage to the highway;
- informed the Committee that third party claims against the Council's insurance because of damage caused due to the conditions of its road network were not significant. The Council's insurer rarely had to pay out to third party claimants. The position was very similar in relation to pathways, pavement and footways. However, they did not form part of the proposed Strategy for Highway Maintenance, maintenance works on these would be subject to a funding bid to the Strategic Investment Group (SIG) ;
- confirmed that officers from Highways and Environmental Services would make every effort to work with staff from the Planning and Public Protection Service and developers with a view to maximising benefits to the Council, the Service and the highways network in general by securing effective Section 278 agreements linked to planning applications;
- advised that the provision of dropped kerbs was now routinely considered as an integral part of any highway maintenance work project, with dropped kerbs being laid where it was deemed safe and suitable for them to be laid;
- informed members that during the recent 'County Conversation' exercise held to gain residents input into the new Corporate Plan and Well-being Plan, the condition of the county's highways was rarely mentioned. This was perhaps an indication that residents were now generally satisfied with their condition; and
- encouraged members to report any issues that were brought to their attention regarding the condition of the highway, gulleys or ditches etc. which required maintenance or clearing/emptying, to the Council's Customer Services Centre who could then refer them direct to the Service for investigation

Committee members were firmly of the view that representations should be made to WG seeking it to provide financial support to the Council to help it deliver a number of highway improvement projects, some of which had already been scoped and designed but could not be delivered in the short to medium term due to continuing financial constraints. In view of this the Committee felt that an invitation should be

sent to the WG's Cabinet Secretary for Economy and Transport to meet with the Committee in the New Year to discuss highways funding for the county.

The Committee was also of the view that the development of a bypass for the city of St. Asaph should appear on the Council's programme of future projects, as this would be a vital link between the north and south of the county which would support the development of the economy across the whole county and improve incomes and prosperity. Whilst officers agreed with the need for this vital link road they did caution members that any additional road surface area would in turn increase the Council's financial and legal obligations in relation to their maintenance.

Officers agreed with members that it would be advisable to highlight to residents how much the condition of the county's roads had improved in recent years. It was felt that in future it would be beneficial if this were done on a project by project basis, apologising for any disruptions whilst explaining why roadworks were taking place and their potential long-term benefits for residents and the county as a whole.

At the conclusion of the discussion the Committee commended the proposal to develop a highway maintenance strategy for the term of office of the new Council. In supporting the proposal it did raise concerns on the quality of the Well-being Impact Assessment (WIA) completed in relation to the proposal. Whilst members felt that the 'positive consequences' of the proposal had been thoroughly assessed they felt that not enough attention had been given to the 'unintended negative consequences', therefore the overall assessment was not entirely holistic. Officers acknowledged this and undertook to update the WIA regularly as the strategy and its associated projects developed. Members:

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

- (i) support the approach being proposed by the Service to balance the risk of deteriorating roads against the available financial resource over the period 2017 – 2022;***
- (ii) write to the Welsh Government seeking its assistance to fund designated road improvement projects that the Council was unable to fund by itself during a period of austerity, and which could potentially affect the overall quality of the county's road network and have an adverse effect on the local economy;***
- (iii) invite the Cabinet Secretary for Economy and Transport to attend a future meeting of the Committee to discuss highways funding for Denbighshire and the North Wales region; and***
- (iv) confirm that it had read, understood and taken account of the Well-being Impact Assessment (Appendix 3) as part of its consideration, highlighting that future Well-being Impact Assessments should contain a more holistic assessment of the proposals' potential impact, in particular the unintended negative consequences of any proposals on the well-being goals.***

At this juncture (10:45 a.m.) there was a 15 minute break

The meeting reconvened at 11:00 a.m.

## **6 YOUR VOICE COMPLAINTS PERFORMANCE (Q2)**

The Statutory and Corporate Complaints Officer introduced the report and appendices (previously circulated) in the absence of the Lead Member for Developing Community Infrastructure, who had to leave the meeting early in order to attend a meeting with the Welsh Government's Leader of the House and Chief Whip - the Minister responsible for digital infrastructure, to discuss poor Broadband coverage in parts of Denbighshire.

The report and appendices provided an overview and analysis of the complaints, compliments and suggestions received by the council under its 'Your Voice' Customer Feedback policy during Quarter 2 of the 2017/18 reporting year. During the introduction the Service Improvement Manager drew the Committee's attention to the fact that some councillors had inadvertently been utilising the 'Your Voice' customer feedback mechanism for reporting service enquiries/requests. Consequently the Head of Customers, Communication and Marketing had re-issued guidelines to councillors on how to submit service requests/enquiries, stressing the importance of following the agreed procedure in order to ensure that there was a complete audit trail relating to each request/enquiry received. If the correct procedure was followed elected members could track their request/enquiry's progress via the EMMA system – the system which had been devised and introduced for elected members' benefit and ease of reference. The Service Improvement Manager confirmed that discussions were continuing with respect to the roll-out of a new Customer Relationship Manager (CRM) System. An implementation plan was being drawn up by the Project Group, on which the Council's Corporate Communications Team were represented. It was anticipated that more information would be available early in the New Year on the proposed roll-out process for the new CRM system.

Members were informed by the Statutory and Corporate Complaints Officer that for the second quarter of 2017-18 reporting year the Council had attained the 'excellence threshold' in relation to dealing with Stage 1 and Stage 2 complaints, as all complaints had been transacted within the target timescales despite there being more complaints lodged than in the previous quarter. It was also pleasing to report that during quarter 2 more compliments and suggestions for service improvements had been received from the public. Examples of how complaints had been used constructively to improve services were included in the report. Whilst it would prove nigh on impossible to maintain performance at 100% for dealing with both Stage 1 and Stage 2 complaints throughout the year officers were confident that the Council would achieve circa 98% for Quarter 3, and an annual average attainment rate of around of 98% throughout the 2017-18 year.

Appendix 1 to the report contained details of the number of Stage 1 and 2 complaints received against individual services along with the Council's performance in dealing with them during quarter 2, as well as an analysis of its performance in dealing with complaints at both stages over a four year period.

Appendix 2 to the report contained a proposed format for the presentation of the statistical report to the Committee in future. Whilst there were still some issues which required to be resolved with the proposed new format, the main one relating to how graphs etc. could be produced in both English and Welsh and the information imported into the body of the report has been resolved.

Appendix 3 to the report contained the results of the independent analysis undertaken of residents and customers' satisfaction on their interaction with the Council and accessing the required services. The information gathered as part of this exercise was proving to be extremely valuable to Council Services to enable them to improve their services and strengthen their communication channels with residents. The Customers, Communication and Marketing Service was currently working with the ICT Service to develop a bespoke service specific reporting mechanism that would help them improve communication with residents and service-users even further.

Responding to members' questions the Statutory and Corporate Complaints Officer and the Service Improvement Manager advised that:

- complaints against schools and education related complaints did not fall within the scope of the 'Your Voice' Corporate Complaints Procedure. These were dealt with separately, generally by the schools themselves or by the Education Service's Complaints Officer;
- social services complaints had to be dealt with in accordance with statutory guidelines i.e. an acknowledgement was required within two working days and the Council had 10 working days to resolve the matter. Whilst that was a standalone process any issues of concern that came to light as part of the corporate complaints process which could possibly constitute any violation of a vulnerable adult would be referred to the Protection of Vulnerable Adults (POVA) Team for investigation as a matter of urgency;
- in their view the improvement in performance in relation to dealing with complaints could be attributed to mutual buy-in to the procedure from both members and officers, who valued its benefits for improving service delivery;
- the 10 day target for dealing with complaints was, similar to the 10 day statutory deadline for social services complaints, the absolute maximum time it should take to deal with any complaint. Generally, complaints were dealt with and resolved well within the 10 working day target; and
- at present seven of the nine Customer Service Centre Advisors spoke Welsh. This facilitated customers/residents who wished to conduct their business through the medium of Welsh at their initial point of contact to do so. Nevertheless, this may not be the case within the services who would ultimately be responsible for resolving queries etc.

Members did raise concerns about the frustrations felt by councillors and the public alike when they left messages on answerphones and no one called them back to update them on the progress with service enquiries or to even acknowledge receipt of a request. Officers undertook to draw this to the attention of all Services.

The Statutory and Corporate Complaints Officer undertook to enquire on the reason why the Council's performance had dipped to 60% of Stage 2 complaints dealt with within set timescale during Quarter 3 of 2016-17.

At the conclusion of the discussion the Chair informed the Committee that the Lead Member for Developing Community Infrastructure had asked that his gratitude to the Statutory and Corporate Complaints Officer for his role in improving performance in relation to the dealing with corporate complaints under the 'Your Voice' procedure be noted and recorded. The Committee then:

**RESOLVED: - subject to the above observations to –**

- (i) receive the report on the Council's performance in dealing with complaints, compliments and suggestions received under the 'Your Voice' corporate complaints procedure during Quarter 2, 2017-18; and***
- (ii) receive the data on the Customer Effort and Satisfaction results for Denbighshire County Council for the second quarter of 2017-18 and how that information had been utilised for the purpose of improving services to the Council's customers and residents.***

## **7 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 Scrutiny Co-Ordinator informed members that a training session on the scrutiny of education matters had been scheduled for the 29 January 2018 and encouraged those available to make every effort to attend.

The Committee was asked to nominate a member to serve on the Schools Standards Monitoring Group (SSMG). Information regarding the Group's terms of reference was attached as Appendix 5. Councillor Ellie Chard proposed Councillor Arwel Roberts represent the Committee at the group's meetings. Councillor Ann Davies also registered an interest in serving on the SSMG. Both nominations were seconded and on being put to the vote Councillor Arwel Roberts was appointed the Committee's representative on the SSMG, with Councillor Ann Davies acting as the Committee's substitute representative if Councillor Roberts were unable to attend a meeting.

**RESOLVED that –**

- (i) subject to the above observations and amendments, the Forward Work Programme be approved; and***
- (ii) Councillor Arwel Roberts be appointed as the Committee's representative on the School Standards Monitoring Group (SSMG)***

*with Councillor Ann Davies acting as Councillor Roberts' substitute on SSMG if he was unavailable to attend a meeting.*

## **8 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

Councillor Ann Davies informed Committee Members that she had recently attended a 'lines of enquiry meeting' to prepare for the forthcoming Community Support Services' Service Challenge meeting. Councillor Davies informed the Committee that Carers in Wales, the Single Point of Access (SPoA) Service and discharge times from hospitals would be explored further at the Service Challenge meeting. The Head of Business Improvement and Modernisation informed Councillor Davies that Carers, featured in the new Corporate Plan and work was currently underway regarding carers in Denbighshire.

The Scrutiny Co-ordinator informed members that the notes from Service Challenge meetings would in future be a regular feature in the Information Brief document circulated to members ahead of committee meetings.

The Chair thanked Members and Officers for their work and wished all present a peaceful Christmas and all the best for the New Year,

**The meeting concluded at 11:55 a.m.**

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<b>Report to:</b>	<b>Performance Scrutiny Committee</b>
<b>Date of Meeting:</b>	<b>1 February 2018</b>
<b>Lead Member / Officer:</b>	<b>Lead Member for Education, Children &amp; Young People/ Head of Education &amp; Children's Services</b>
<b>Report Authors:</b>	<b>Principal Education Manager and GwE Secondary Lead</b>
<b>Title:</b>	<b>KS4 Examination Results</b>

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

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

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

To provide information regarding the performance of Denbighshire schools in the 2017 external examinations.

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

That members:

- 3.1 review and comment on the performance of schools against previous performance and the external benchmarks that are currently available, and identify any potential areas for improvement; and
- 3.2 confirm that they have read, understood and taken account of the Well-being Impact Assessment (Appendix [5]) as part of their consideration.

## **4. Key Stage 4 and Post 16 Results**

Many GCSE qualifications changed in 2017, and as stipulated by Welsh Government a result based comparison with previous years is inappropriate. In 2017, there was a 40% contribution cap of any vocational qualifications counting towards L1, L2 and L2+ KPIs. From 2017, neither Welsh nor English Literature counted towards the Level 2 including Welsh, English or mathematics (L2+). Appendix 1

Key stage 4 attainment of Denbighshire pupils has been a strength over time and performance has been in line or above expectations.

Performance at the Level 2 inc. English or Welsh and mathematics has shown a steady and consistent trend of improvement annually between 2013 and 2016, of 5.3%. In 2017, there was a dip of 8.7%, in comparison with a national dip of 5.7%. In line with the national picture, there was a strong correlation between the 2017 dip in results and level of deprivation. Schools with the highest eFSM (entitled to free

school meals) (two coastal schools have in excess of 30%+) had a more significant dip.

Performance against the main indicators with the exception of level 1 has been good. Core subjects have performed in line or better than similar local authorities based on free school meals (FSM).

English in particular has performed well, however there was a greater dip in two schools, one being a traditionally high attaining school. The three schools with Welsh 1<sup>st</sup> language provision produced best ever results in 2017 at 79.3% exceeding national averages. As a result Denbighshire is the highest performing local authority in North Wales. This year pupils achieving mathematics or numeracy achieved 58.4% which is below the Welsh average of 62.5%.

Apart from one authority based on similar FSM, the benchmarking profile on the main KS4 indicators are similar, and in line with expected position.

### **Special schools**

All Ysgol Tir Morfa pupils gained accreditation in nationally recognised qualifications and awards. KS4 pupils gained 67 WJEC Entry level qualifications from Levels 1 to 3. All 7 post 16 learners gained WJEC Entry level qualifications from Levels 1 to 3 as well. Pupils from Ysgol Plas Brondyffryn sit examinations when they are ready, which means few pupils gain a GCSE qualification at the age of 15 so miss the Welsh Government performance indicator.

In 2017, (Entitled to free school meals (eFSM) performance at L2+ dipped following four years of improving performance. The local authority is addressing concern at Level 1 through ensuring that eFSM pupils gain the necessary qualifications to attain the measure.

### **Looked After Children (LAC)**

In 2017, there were 16 children in local authority care (LAC) in year 11, 10 of these achieved formal qualifications including 5 who gained the L1 Threshold and 1 who achieved the L2+. Most of those who did not achieve a formal qualification were in secure accommodation or had significant health issues. All children except those in secure accommodation have places in college or 6th form. This is consistent with the profile of previous years.

### **PRU and EOTAS pupils**

In 2017 a 100% of pupils from Ysgol Plas Cefndy achieved A\*-G in Physics, RE, Fine Art and English. 83% achieved A\*-G in Biology and 90.9% achieved A\*-G in Mathematics. 100% of pupils sitting BTEC Home Cooking achieved a Level 2 pass. The effectiveness of the courses offered is evidenced by the fact that at the end of 2017, thirteen out of the fourteen learners accessing this provision, secured college placements. In September ten pupils took up placements and one pupil secured employment. Only one pupil has been identified as NEET due to serious mental health issues.

The number of Year 11 learners who are educated out of school (EPIC) in college placements has fluctuated over a five year period (between 33 and 60). Over this period many pupils have completed courses, with most pupils (96%) completing in 2017. None of these are 'not in education, employment and training' (NEET).

## **A Level**

Six out of eight Denbighshire schools provide post 16 provision. In 2017, 10% of post 16 learners in schools gained at least 3A\*- A at A Level or equivalence, this is in line with the Wales average, and our highest performance over the five year period. 2017 shows a 6% increase, a significant improvement that is replicated across all our providers. Over the rolling five-year period, performance has been in line or slightly below the Welsh average.

3A\*-C, while performance has been consistently below the Wales average, the gap has closed significantly. A similar pattern can be seen on the wider point data with a significant reduction in the gap between Denbighshire and the national average. This steady consolidation and improvement trend can also be seen at Level 3 Threshold with Denbighshire performing slightly above the Welsh average. **Appendix 2**

## **Attendance**

Overall absenteeism of primary school and special school pupils in 2016-17 is 5.1%, this ranks Denbighshire 9<sup>th</sup> in Wales and 2<sup>nd</sup> in the region. The proportionally high number of unauthorised absence (1.3%) is aligned to the attendance policy and agreement of headteachers to make all holiday absence unauthorised. **Appendix 3**

Secondary school absenteeism in 2016-17 is 6.3%, this ranks Denbighshire 17<sup>th</sup> in Wales and 6<sup>th</sup> in the North Wales region, and this is an area for improvement. **Appendix 4**

## **Exclusions**

The number of fixed term exclusions 1-5 days is higher in comparison to similar local authorities at 46.6 rate per 1,000 pupils, this is above the Welsh average of 28 rate per 1,000 pupils. The number of fixed term exclusions that are over 5 days is lower in comparison to similar local authorities at 1.6 rate per 1,000 pupils, this is below the Welsh average of 1.7 rate per 1,000 pupils. There were no permanent exclusions.

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

This report contributes to the Corporate Priority of younger people want to live and work here, and have the skills to do so. Members need to be aware of the performance of schools and the LA against national benchmarks.

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

N/A

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

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

See Appendix 5.

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

N/A

**9. Chief Finance Officer Statement**

N/A

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

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

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

Ensuring improvement in external examination results.

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

**11. Power to make the Decision**

Scrutiny's powers with respect to reviewing performance and policy objectives are outlined in Section 7 of the Council's Constitution.

**Contact Officer:**

Principal Education Manager  
Tel: 01824 708029

Appendix 1

Denbighshire

GCSE/Level 2 School Performance - Difference between performance in 2017 & 2016

	No of pupils on roll in January	% entered at least one qualification		% achieved the Level 1 threshold		% achieved the Level 2 threshold		% achieved the Level 2 threshold including a GCSE pass in English or Welsh First Language and Mathematics		Average capped (9) wider points score per pupil. (See Notes)		Average capped (8) wider points score per pupil		Average wider points score per pupil	
		2017	2016-2017	2015-2016	2016-2017	2015-2016	2016-2017	2015-2016	2016-2017	2015-2016	2016-2017	2015-2016	2016-2017	2015-2016	2016-2017
	Rhyl High School	134	100	100	96	99	46	91	37	54	323		306	353	447
Prestatyn High School	240	100	100	96	99	68	89	53	54	347		322	348	432	455
Ysgol Glan Clwyd	158	100	100	100	100	77	98	65	70	373		346	375	521	658
Denbigh High School	96	99	100	97	99	67	74	44	56	344		323	333	470	524
Ysgol Dinas Bran	153	100	100	100	99	75	97	55	70	372		343	367	493	638
Ysgol Brynhyfryd	175	100	100	99	100	88	98	74	79	407		372	384	573	634
Blessed Edward Jones	87	100	100	84	93	28	51	21	41	247		230	296	285	388
St Brigid's	52	100	100	100	98	94	93	75	83	401		367	380	589	559
PRU	14	100	100	36	7	0	7	0	7	140		154	98	158	100
Tir Morfa	13	100	100	0	0	0	0	0	0	41		47	36	47	36
Plas Brondyffryn	8	63	57	0	0	0	0	0	0	28		28	41	28	41
EOTAS	54	94	100	2	30	0	5	0	2	69		73	135	74	144
Denbighshire	1130	99	100	90	94	64	84	50	59	334		310	340	447	526
Cymry		99	99	94	95	67	84	55	60	351		326	345	459	529

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## **CHANGES TO THE PRODUCTION OF THESE STATISTICS**

**Several key changes have been implemented to the KS4 performance measures data in this 2016/17 academic year:**

**1. Introduction of the Capped 9 Score**

The Capped 9 measure focuses on Year 11 pupils' results from nine of the qualifications available in Wales, including subject specific requirements.

The main changes compared to the previous capped points score are:

- An increase from eight to nine GCSEs or equivalent volume of qualifications
- The introduction of subject specific attainment requirements in English/Welsh, Mathematics – Numeracy, Mathematics and Science.

More information can be found in the Notes section.

**2. Cap on non-GCSEs to threshold measures**

From 2017, a maximum of two vocational (non-GCSE) qualifications will count towards all

**3. Literature in threshold measures**

Literature qualifications no longer count towards the literacy elements in the Level 2 inclusive or Capped 9 score from 2017 onwards, but can still count in the non-subject specific elements.

**4. New Mathematics GCSEs**

This is the first summer that pupils are expected to sit two GCSEs in Mathematics – GCSE Mathematics and GCSE Mathematics Numeracy.

### **Reporting achievement of the Welsh Baccalaureate**

5. The Welsh Baccalaureate will not be published in national figures in 2017. Data on Welsh Baccalaureate has been included in this provisional SSSP so that the data can be validated. The presentation of the data in this provisional SSSP is experimental and may change by the time the final SSSP is released in December. We would be happy to receive any comments you may have on how this should be reported in the SSSP in the future.

**The changes introduced in 2015/16 are listed below for ease of reference**

1. Reporting school performance for 2015/16 is now based on a Year 11 cohort basis rather than for pupils aged 15 at the start of the year. The Year 11 cohort is based on the number of pupils who were registered as being on roll in Year 11 in the school on 12 January 2016, the day of the school Data for 2013/14 and 2014/15 is still based on pupils aged 15.
2. In previous years, LA figures were based on mainstream schools, special schools, independent schools and PRU's (Pupil Referral Units) and did not include those pupils who were educated other than at school (EOTAS) who did not attend a PRU. This year, this additional EOTAS data is included in the data and so will affect the LA figures. This additional data will also be included in the Wales figures.
3. KS4 performance measures for Wales previously covered all maintained and independent schools in Wales. Beginning this academic year, results for independent schools are not included in the Wales figures.
4. Note that for rolling averages, data for previous years will be based on pupils aged 15, whereas



A Level and Level 3 Thresholds & Grades

School		PLASC	No. entered 2+	Main Indicator		2016 L3	A-Level Grade											Vocational Awards					Welsh Baccalaureate - Year 13 ONLY				
				L3 2017 (2 A*-E)			A*	A	B	C	D	E	U	X	% A*	%A	% A*-A	%A*-C	%A*-E	Distinction *	Distinction	Merit	Pass	Other	Advanced	Advanced	Advanced
Number	Name	Pupils aged 17		No.	%	%	No.	No.	No.	No.	No.	No.	No.	No.	%	%	%	%	%	No.	No.	No.	No.	No.	Number participating	Number Passed	%
4014	Prestatyn High School	143	124	120	96.8	99.3	4	30	56	81	51	15	9	0	1.6	12.2	13.8	69.5	96.3	71		16	3		8	8	100.0%
4020	Ysgol Glan Clwyd	93	88	86	97.7	97.3	9	31	48	64	43	15	3	0	4.2	14.6	18.8	71.4	98.6		4	6	11		72	53	73.6%
4026	Denbigh High School	36	36	36	100.0	95.7	2	20	28	22	18	3	1	0	2.1	21.3	23.4	76.6	98.9	10	4	1	1		6	4	66.7%
4027	Ysgol Dinas Bran	62	49	49	100.0	89.7	14	15	30	29	10	7	2	0	13.1	14.0	27.1	82.2	98.1		1	9	20		15	11	73.3%
4031	Ysgol Brynhyfryd	72	72	72	100.0	97.6	18	42	52	53	24	8	0	0	9.1	21.3	30.5	83.8	100.0	5		1			55	54	98.2%
5901	St Brigid's School	42	41	41	100.0	100.0	11	20	35	30	11	8	0	0	9.6	17.4	27.0	83.5	100.0		3	0	0		0	0	-
LA Total		448	410	404	98.5%	97.1	58	158	249	279	157	56	15	-	6.0	16.3	22.2	76.5	98.5	86	12	33	35	-	156	130	83.3%

## Key Stage 5 Exam Results 2017 - ALL SCHOOLS SUMMARY

2017		A-Level Grade												
School		2016 L3	A*	A	B	C	D	E	U	% A*	%A	% A*-A	%A*-C	%A*-E
Number	Name	%	No.	No.	No.	No.	No.	No.	No.	%	%	%	%	%
4014	Prestatyn High School	96.8	4	30	56	81	51	15	9	1.6	12.2	13.8	69.5	96.3
4020	Ysgol Glan Clwyd	97.7	9	31	48	64	43	15	3	4.2	14.6	18.8	71.4	98.6
4026	Denbigh High School	100.0	2	20	28	22	18	3	1	2.1	21.3	23.4	76.6	98.9
4027	Ysgol Dinas Bran	100.0	14	15	30	29	10	7	2	13.1	14.0	27.1	82.2	98.1
4031	Ysgol Brynhyfryd	100.0	18	42	52	53	24	8	0	9.1	21.3	30.5	83.8	100.0
5901	St Brigid's School	100.0	11	20	35	30	11	8	0	9.6	17.4	27.0	83.5	100.0

LA Total	98.5%	58	158	249	279	157	56	15	6.0	16.3	22.2	76.5	98.5
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WALES									8.3		25		97.7
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2016		A-Level Grade												
School		2016 L3	A*	A	B	C	D	E	U	% A*	%A	% A*-A	%A*-C	%A*-E
Number	Name	%	No.	No.	No.	No.	No.	No.	No.	%	%	%	%	%
4014	Prestatyn High School	100.0	3	23	54	93	78	45	22	0.9	7.2	8.2	54.4	93.1
4020	Ysgol Glan Clwyd	96.6	8	19	53	57	33	12	3	4.3	10.3	14.6	74.1	98.4
4026	Denbigh High School	95.6	0	8	35	21	22	8	2	0.0	8.3	8.3	66.7	97.9
4027	Ysgol Dinas Bran	95.0	5	33	55	51	26	10	5	2.7	17.8	20.5	77.8	97.3
4031	Ysgol Brynhyfryd	96.7	19	55	77	49	23	1	1	8.4	24.4	32.9	88.9	99.6
5901	St Brigid's School	92.6	4	11	30	31	8	6	0	4.4	12.2	16.7	84.4	100.0


LA Total	97.1	54	108	238	218	124	63	8	6.6	13.3	19.9	76.0	99.0
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Appendix 3

**% Half-day sessions attended - Denbighshire Primary Schools**

**Colour Flagging**

 % increase for  
2 years running

 % decrease for  
2 years running

School Name	% half-day sessions attended				
	2012/13	2013/14	2014/15	2015/16	2016/17
Bodnant Community Primary School	94.6	95.0	94.5	95.0	94.6
Christ Church Primary School	93.6	93.6	93.8	94.8	94.5
Frongoch Juniors	95.2	95.4	95.2	95.5	95.8
Rhos Street Cp School	94.1	95.4	95.6	95.4	95.5
St Asaph Infants School	93.2	94.5	95.4	94.0	95.0
St Brigid's School	94.4	95.4	94.8	95.1	95.5
Ysgol Betws Gwerful Goch	94.3	95.9	95.8	95.6	96.3
Ysgol Bodfari	95.5	95.8	95.1	97.0	98.2
Ysgol Borthyn	93.8	94.3	93.2	94.1	93.7
Ysgol Bro Cinmeirch	96.1	96.7	96.7	97.0	96.9
Ysgol Bro Elwern	93.2	95.4	94.5	95.2	95.7
Ysgol Bro Famau	95.9	96.4	95.8	96.3	96.5
Ysgol Bryn Clwyd	93.5	95.5	94.9	94.5	96.4
Ysgol Bryn Collen	94.6	94.4	94.8	95.3	95.4
Ysgol Bryn Hedydd	94.5	94.9	94.8	95.3	95.6
Ysgol Caer Drewyn	95.0	94.7	93.0	95.2	95.2
Ysgol Carreg Emlyn	94.8	96.6	96.9	96.5	97.5
Ysgol Carrog	95.9	96.0	95.9	96.1	96.5
Ysgol Cefn Meiriadog	94.7	96.3	95.2	96.1	94.9
Ysgol Clawdd Offa	91.2	93.2	93.5	94.7	94.2
Ysgol Dewi Sant	94.9	95.5	95.1	94.8	93.8
Ysgol Dyffryn Ial	96.3	97.2	97.0	95.0	97.3

Ysgol Emmanuel	93.1	92.5	93.0	93.7	93.6
Ysgol Esgob Morgan	94.8	94.7	95.6	96.6	96.3
Ysgol Gellifor	95.5	95.8	95.1	96.7	96.4
Ysgol Gymraeg Y Gwernant	96.2	96.1	95.8	96.1	95.8
Ysgol Henllan	94.1	95.1	96.4	96.7	97.6
Ysgol Hiraddug	95.1	96.0	95.3	95.5	95.0
Ysgol Llanbedr	94.8	95.0	94.7	96.1	95.5
Ysgol Llanfair Dyffryn Clwyd	95.0	96.5	96.6	96.1	96.7
Ysgol Llywelyn	93.3	94.2	93.8	94.3	93.5
Ysgol Mair Catholic Primary School	92.3	93.7	93.4	93.4	93.1
Ysgol Melyd	94.5	94.8	94.6	95.8	94.7
Ysgol Pant Pastynog	95.3	96.8	96.5	96.5	97.1
Ysgol Pen Barras	96.6	96.3	96.3	96.7	96.9
Ysgol Pendref	93.5	93.8	94.1	95.1	95.5
Ysgol Penmorfa Cp	93.7	94.3	93.5	93.1	92.8
Ysgol Pentrecelyn	94.8	97.2	95.2	96.7	97.5
Ysgol Rhewl	95.8	96.7	96.1	95.9	94.8
Ysgol Trefnant	95.0	96.1	96.4	95.9	96.2
Ysgol Tremeirchion	95.6	96.5	96.5	96.8	96.3
Ysgol Twm o'r Nant	95.4	96.2	96.9	95.9	96.3
Ysgol Y Castell Cp	94.2	94.5	94.7	95.4	95.4
Ysgol Y Faenol	94.5	94.3	94.9	95.4	94.6
Ysgol Y Llys	94.4	94.9	94.7	95.1	95.6
Ysgol Y Parc	93.6	95.1	96.0	95.9	95.9
Ysgol_Bro_Dyfrdwy	96.2	95.3	96.2	96.3	95.9

**Appendix 4**

**% Half-day sessions attended – Denbighshire Secondary Schools**

**Colour Flagging**

	% Above modelled expectation
	% Below modelled expectation

School Name	% half-day sessions attended					Modelled	Diff
	2012/13	2013/14	2014/15	2015/16	2016/17		
Blessed Edward Jones High Sch	90.5	90.0	#NAME?	91.6	88.2	91.5	-3.3
Denbigh High School	92.5	93.1	93.3	92.6	93.2	94.1	-0.8
Prestatyn High School	92.0	92.4	92.0	93.0	93.1	93.9	-0.8
Rhyl High School	91.4	91.4	91.5	92.4	92.7	92.2	0.4
St Brigid's School	93.6	94.8	95.0	95.0	95.5	95.3	0.2
Ysgol Brynhyfryd	94.1	94.3	94.6	95.9	95.6	95.5	0.2
Ysgol Dinas Bran	92.3	92.8	93.0	94.0	94.6	94.6	0.1
Ysgol Uwchradd Glan Clwyd	93.1	95.1	94.7	95.1	94.7	95.4	-0.7



# Teacher Assessments and provisional examination results 2017

## 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:	293
Brief description:	Teacher Assessments and provisional examination results September 2017
Date Completed:	14/09/2017 13:30:44 Version: 2
Completed by:	Julian Molloy
Responsible Service:	Education & Children Services
Localities affected by the proposal:	Whole County,

# IMPACT ASSESSMENT SUMMARY AND CONCLUSION

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

## Score for the sustainability of the approach

Could you do more to make your approach more sustainable?

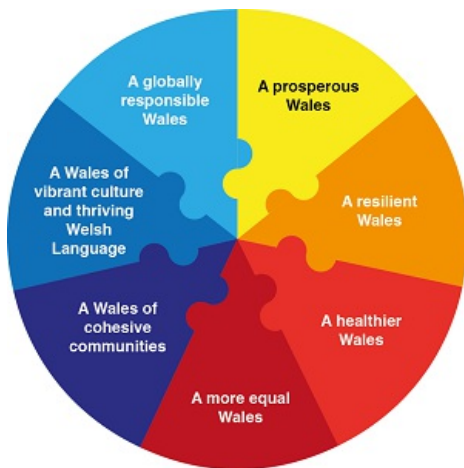


(2 out of 4 stars)

Actual score : 11 / 24.

## Summary of impact

Wellbeing Goals



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

## Main conclusions

After 5 years of improving teacher assessments and examination results, the decline in results this year will impact negatively on young people progressing to higher education and high quality employment in Denbighshire.



# THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

## A prosperous Denbighshire

Overall Impact	Negative
Justification for impact	This years teacher assessments and examination results are below expected levels which negatively impacts on young people chances of gaining the skills and further qualifications needed to meet their's and Denbighshire's aspirations.

### Positive consequences identified:

Children leave schools with the skills and qualifications to successfully contribute to the economy of Denbighshire  
Children leave schools with the skills and qualifications to access high quality employment opportunities in Denbighshire  
Children leave schools with the skills and qualifications to successfully progress to further education or employment..

### Unintended negative consequences identified:

Children leave schools without the skills and qualifications to successfully contribute to the economy of Denbighshire  
Children leave schools without the skills and qualifications to successfully progress to further education or employment..

### Mitigating actions:

Work with and closely monitor GwE and schools to measure progress and performance

## A resilient Denbighshire

Overall Impact	
Justification for impact	

### Positive consequences identified:

### Unintended negative consequences identified:

### Mitigating actions:

## A healthier Denbighshire

Overall Impact	Positive
Justification for impact	Estyn inspection report indicate that most Denbighshire schools provide good support for their pupils that contributes to their learning.

**Positive consequences identified:**

Skills learnt in schools to identify and prepare healthy meals  
 Skills learnt in schools to participate and enjoy leisure opportunities  
 Continued access to education and employment at an appropriate level  
 Good schools provide appropriate access to health services

**Unintended negative consequences identified:**

Poor attendance or engagement at school many not provide the skills to identify and prepare healthy meals  
 Poor attendance or engagement at school many not provide the skills to to participate and enjoy leisure opportunities  
 Not have the skills and qualifications to lead a fulfilling life.  
 Some schools don't always provide appropriate access to health services

**Mitigating actions:**

Support schools through healthy schools initiatives, school sports opportunities and closely monitor progress

**A more equal Denbighshire**

Overall Impact	Neutral
Justification for impact	The performance of FSM pupils was below regional standards and likely to be below national expectations

**Positive consequences identified:**

Use of grants and initiatives to support FSM and vulnerable children, examples of successful interventions in most schools  
 Working with health and Children's Services to support vulnerable children and their families.  
 Use of grants and initiatives to support FSM and vulnerable children, examples of successful interventions in most schools that lead to successful outcomes.

**Unintended negative consequences identified:**

Underachievement of many FSM and vulnerable pupils and risk of becoming NEET.

**Mitigating actions:**

Work with GwE and schools to closely monitor FSM pupils progress and the effective use of the PDG.

**A Denbighshire of cohesive communities**

Overall Impact	Neutral
Justification for impact	

**Positive consequences identified:**

Young people with skills and qualification are more likely to make a positive contribution to their communities,  
 Young people with skills and qualification are more likely to make a positive contribution to their communities,

**Unintended negative consequences identified:**

Young people without skills and qualification are more likely to make a negative impact on their communities,  
 Young people without skills and qualification are more likely to make a negative impact on their communities,

**Mitigating actions:**

Work with GwE and schools to closely monitor FSM pupils progress and the effective use of the PDG.

**A Denbighshire of vibrant culture and thriving Welsh language**

Overall Impact	Positive
Justification for impact	Expansion of Welsh medium schools has led to more pupils learning Welsh and will lead to more pupils achieving higher level qualifications

**Positive consequences identified:**

Young people with Welsh language skills and qualification are likely to use the language socially and in work. Welsh medium schools are focusing on encouraging pupils to use Welsh outside 6th classroom  
 The recent expansion of Welsh medium schools has led to more pupils learning Welsh and will lead to more pupils achieving higher level qualifications  
 Schools teach children about the culture and heritage of Wales. Most children have access to a wide range of activities by the Urdd.

**Unintended negative consequences identified:**

The format of many qualifications in Welsh can have a negative impact on pupils attitude to using Welsh.  
 Children not accessing activities by the Urdd. for various reasons

**Mitigating actions:**

The new curriculum and qualifications will support the development of Welsh language skills for all pupils

**A globally responsible Denbighshire**

Overall Impact	
Justification for impact	

**Positive consequences identified:**

**Unintended negative consequences identified:**

A need to achieve higher PISA scores to attract more inward investment into Denbighshire

**Mitigating actions:**

**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 1 February 2018

**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 – Q3 2017/18

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## 1. What is the report about?

The report provides an overview of compliments, suggestions and complaints received by Denbighshire County Council under the council's customer feedback policy 'Your Voice' during Q3 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 Q3 2017/18 (please see appendix 1 for further detail):

- The council received 102 complaints during Q3 (6% [7] less than the previous quarter).
- The council received 169 compliments during Q3 (14% [24] more than the previous quarter).
- The council received 28 suggestions during Q3 (55% [15] less than the previous quarter)

### 4.2 All but two complaints were dealt with on time giving an overall performance of 98% in Q3 and this mirrors the year to date performance.

- A complaint against Education and Children’s Services was dealt with out of timescale because the Investigating Officer was taken ill on the final day it was due to be responded to.
- A complaint to Planning and Public Protection was late because a complicated planning matter overran. The information required to respond to the complainant was not gathered in time by the responsible officer.

#### 4.3 Performance Q3 2017/18

- 98% (100/102) 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% (4/4) 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 Q3 2017/18

Only one service (Children and Family Services) failed to reach the corporate target of 95% with one late complaint in Q3. Public Planning and Protection had a late complaint but still achieved 97% for the quarter.

#### 4.5 Outcomes Q3 2017/18

- Upheld: 20% (20 complaints)
- Upheld in part 23% (24 complaints)
- Not upheld 57% (58 complaints)

#### 4.6 Complaints regarding commissioned services: Q3 2017/18

- 12 stage 1 complaints were received regarding services provided by Civica (compared to 8 in Q2 2017/18).
- 17 stage 1 complaints were received regarding services provided by Kingdom Security (compared to 12 in Q2 2017/18). This accounts for 51% of stage 1 complaints received for Planning and Public Protection during Q3.
- There were no stage 2 complaints received regarding services provided by Civica (and also 0 in Q2 2017/18).
- There was 1 stage 2 complaint received regarding services provided by Kingdom Security (compared to 3 in Q2 2017/18).

#### 4.7 Service Improvements as a result of complaints: Q3 2017/18

- As a result of the late complaint (upheld) in Q3 for Children and Family Services, the new Service Manager for Intake and Intervention will hold a discussion with the Intake Team Managers in order to emphasise the need to include fathers who hold Parental Responsibility in assessments and care planning rather than accept wholly the narrative given by the other parent.
- As a result of an upheld complaint to Facilities, Assets and Housing a member of staff was given additional training in Customer Services with a view to improving their contact skills with citizens.

#### 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:

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

Table 1: Overall complaint response times for stage 1 complaints – Q3 2017/18

Service	Quarter 3 - Stage 1		
	Rec'd	Within	%
Business Improvement & Modernisation	1	1	100%
Legal, HR and Democratic Services	1	1	100%
Customers	5	5	100%
Revs and Bens (Civica)	12	12	100%
Education	1	1	100%
Highways & Environmental Services	25	25	100%
Facilities, Assets and Housing	17	77	100%
Planning and Public Protection	33	32	97%
COMMUNITY SUPPORT SERVICES	2	2	100%
CHILDREN AND FAMILY SERVICES	5	4	80%
Corporate Total	102	100	98%

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

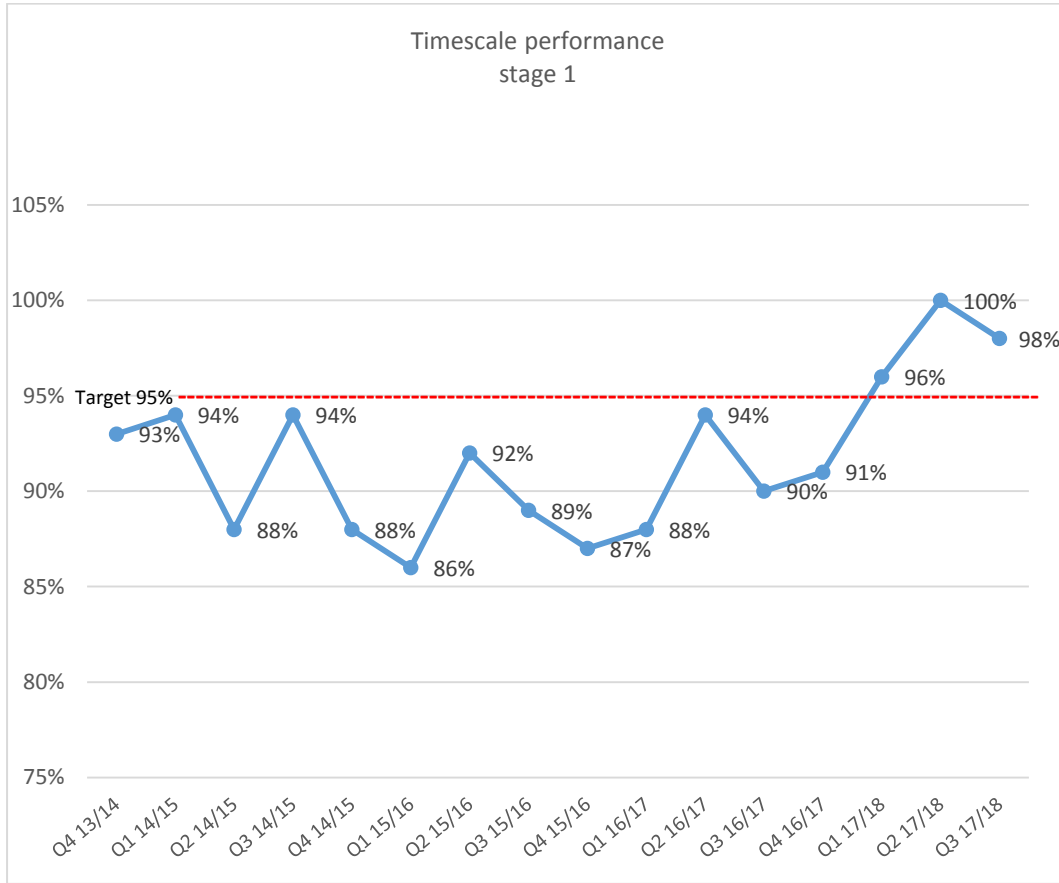


Table 2: Overall complaint response times for stage 2 complaints – Q3 2017/18

Service	Quarter 3 - 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	1	1	-
Highways & Environmental Services	1	1	100%
Facilities, Assets and Housing	0	0	-
Planning and Public Protection	2	2	100%
COMMUNITY SUPPORT SERVICES	0	0	-
CHILDREN AND FAMILY SERVICES	0	0	-
Corporate Total	4	4	100%

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

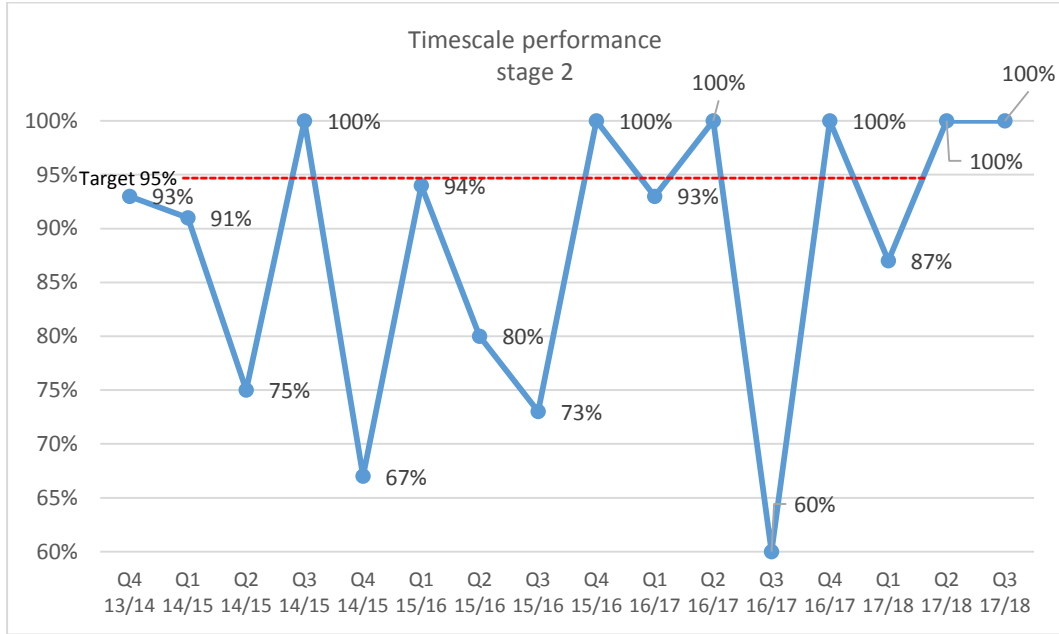
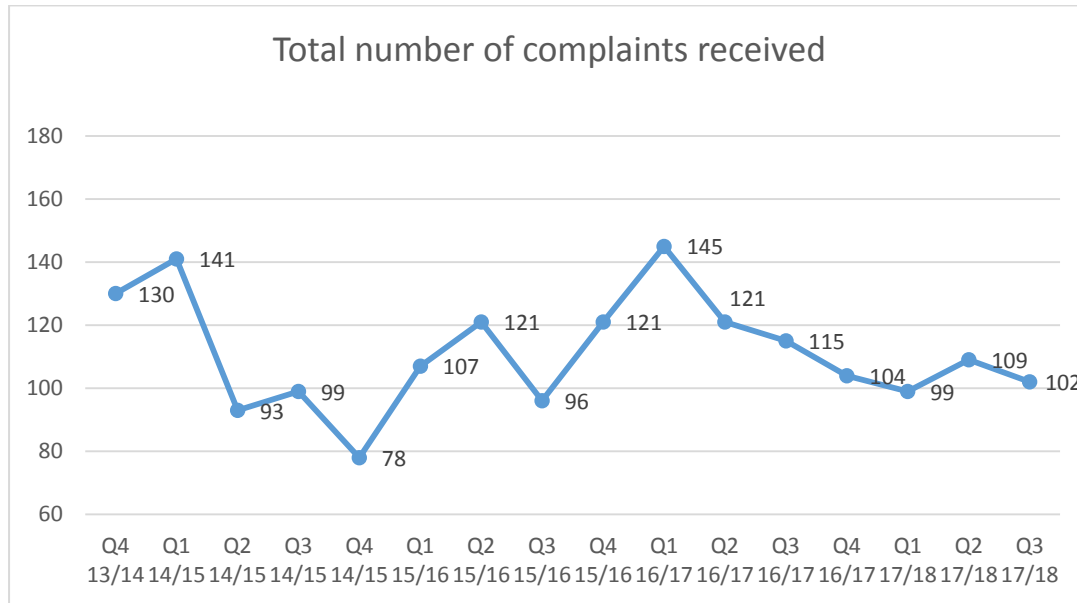


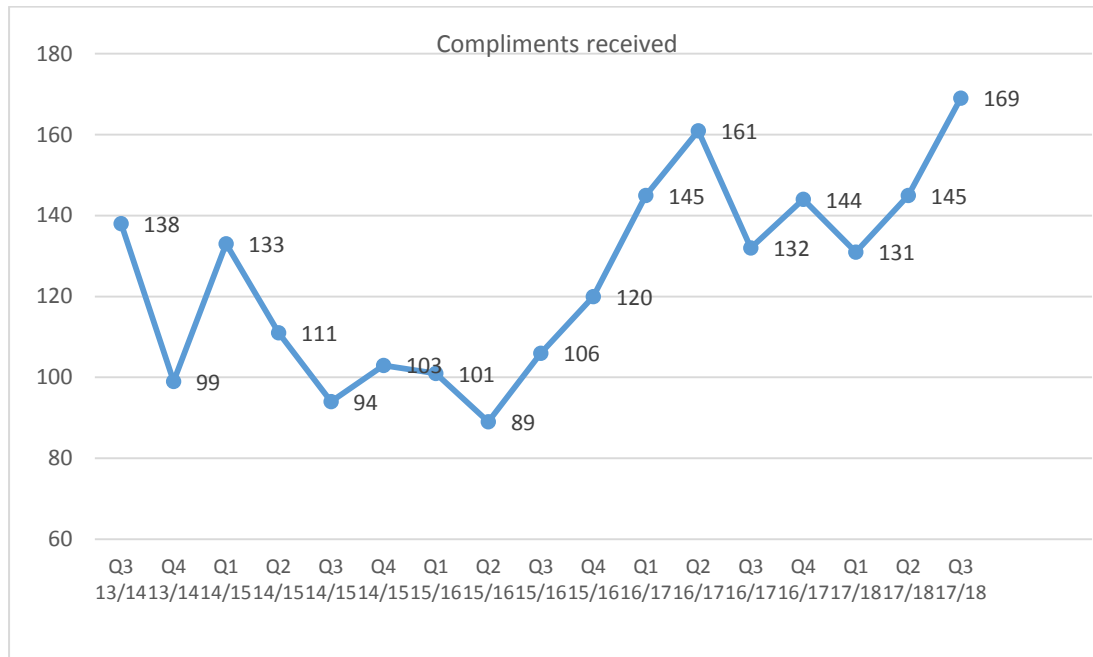
Chart 3: Total number of complaints received – 4 year analysis



**Table 5: Compliments received during Q3 2017/18**

<b>Service Area</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Business Improvement and Modernisation	1	0	0	
Legal HR and Democratic Services	1	2	0	
Customers	23	11	25	
Revenues and Benefits	0	0	0	
Education and Children's Services	26	27	22	
Highways and Environmental Services	20	36	44	
Facilities Assets and Housing	30	21	43	
Planning and Public Protection	16	9	7	
Community Support Services	14	39	28	
	<b>131</b>	<b>145</b>	<b>169</b>	

Chart 4: Compliments received – 4 year analysis





**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 1<sup>st</sup> February 2018

**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 3.

**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, identifies any areas that require further scrutiny.

**4. Report details**

**4.1 Background**

Further to our previous reports to Scrutiny, the Customers, Communications & Marketing Service have continued to undertake an independent analysis of our customers' satisfaction, by seeking customer views immediately after they have contacted the Contact Centre. *Please see annex 1 for survey statistics*

The survey results provide Denbighshire with a monthly overall Customer Effort score – this 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 dashboard survey results for Quarter 3*

The practical actions required to improve our services come from the analysis of customer comments (verbatim) and further feedback during the customer call-backs.

In addition, the customer service agents in our Customer Contact Centre use the data to reflect on their own performance and improve where necessary and monthly results are published to members of the public on our website together with examples of the feedback received - to view please visit:

<https://www.denbighshire.gov.uk/en/your-council/complaints-compliments-and-feedback/customer-satisfaction-results.aspx>

Further developments of telephony reports will now enabled us to extend the survey to other services within Denbighshire (which account for the highest volume of calls into the Council) providing us with timely customer feedback and suggestions for service improvement across multiple customer facing services - *please see annex 3 for a list of these services.*

#### 4.2 Highlights

*"From start to finish I have received fantastic customer service, my query was handled quickly and I didn't have to wait long for people to contact me!"*

*"You did an excellent job of very quickly finding the information I needed and it was no trouble to either the operator, or the department I was put through to within a few seconds."*

*"Every contact we have made recently has been dealt with more efficiently than we could have expected. Thank you."*

*"I had no phone signal and the advisor called me back and made it easier for me"*

\* October results were the best to date, with customers scoring a record number of 10 out of 10 for the service they received and most of the verbatim confirmed that when the customer's call was answered, the level of customer received was satisfactory if not better.

#### 4.3 Lowlights

**110 respondents (23.8 of total respondents {608})** had unmet expectations (the rest had them met or did not comment).

No of respondents	Reason for unmet expectations
60	Wanted their problem resolved and it wasn't
45	Wanted some advice or better advice than they received
15	Wanted more empathy
14	Wanted immediate resolution
7	Wanted a specific date/appointment/timeframe
4	Wanted a straight-forward answer
0	Wanted DCC to keep to time

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

The Customer Effort and Satisfaction Dashboard directly contributes to the corporate plan: Working together for the future of Denbighshire, and its emerging priorities.

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

Monthly fee which includes user support to make best use of the analysis and call-back report to maximise the potential to identify best practice and areas for improvement in 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 December 2017)

# Survey Statistics

Total surveys sent to date	26414	Total Verbatims received	2472
Total received to date	2946	Verbatim %	84%
Response rate	11%	No of calls / transaction to date	1.78

### 2. Quarter 3 – Monthly Dashboard Survey Results

Month	Customer Effort Results (from 100)	Customer Satisfaction:
October	29.3	80%
November	34.9	76%
December	33.8	74%

\*\*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 <sup>st</sup> call	Was the agent willing to help?
October	76%	76%	69%	86%
November	72%	74%	79%	81%
December	72%	77%	71%	80%

### 3. New Services from March 2018

Housing Repair	01824 706000	Option 1
SPOA	0300 456 1000	
Children's Gateway	01824 712200	
SARTH	01824 2911	
Housing Services	01824 8367	
Benefits	01824 6302	
Council Tax	01824 706468	
Business Rates	01824 6326	
Planning	01824 6727	
Building Control	01824 6717	
School admissions	01824 712698	

<b>Report to:</b>	<b>Performance Scrutiny Committee</b>
<b>Date of Meeting:</b>	<b>1 February 2018</b>
<b>Lead Member/Officer:</b>	<b>Lead Member for Finance, Performance and Strategic Assets/Head of Legal, HR and Democratic Services. Monitoring Officer,</b>
<b>Report Authors:</b>	<b>Legal and Procurement Operations Manager &amp; Category Manager (Professional Services) Collaborative Procurement Service</b>
<b>Title:</b>	<b>Managed Service for the Provision of Agency Workers</b>

## 1. What is the report about?

On 12 December 2017, Cabinet received a report to seek approval to commence a procurement and enter into a contract to appoint an agency to supply temporary staff for use by Denbighshire County Council. This will be a collaborative procurement with Flintshire County Council. Cabinet raised a number of queries about the procurement, how the contract is managed and used, as well as requiring details about the amount spent on agency staff. This report seeks to address these queries.

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

- 2.1 The Council has an existing agreement with Matrix SCM to supply agency staff to the Council. The agreement for Denbighshire County Council expires on 23<sup>rd</sup> February 2018. There is an on-going requirement for agency staff. The contract will be for 3 years with the option to extend the contract for 1 further period of 12 months. Cabinet gave approval for the procurement to commence subject to the matter being considered by Scrutiny. This report provides further information as requested at Cabinet on 12 December 2017. The Cabinet report gives the background details and is attached at **Appendix 1** for reference.

## 3. What are the Recommendations?

- That the Committee:
- 3.1 in accordance with Cabinet's request considers the information provided and comments on the procurement exercise and potential alternative options that may be available to the Council for the provision of a managed service for the supply of agency workers; and
- 3.2 based on best value recommends to Cabinet to appoint the most economically advantageous tenderer to supply agency staff for use across Council Services.

## 4. Report details

- 4.1 Currently, the Council has a contract with Matrix. Cabinet raised a number of queries regarding the upcoming procurement and these are addressed below.

- 4.2 Spend by Flintshire County Council on agency staff in the past 4 years: £10,548,577. The breakdown of spend per year per Service is shown in **Appendix 2**.
- 4.3 Spend by Denbighshire County Council on agency staff in the past 4 years: £3,862,405. The breakdown of spend per year per Service is shown in **Appendix 3**.
- 4.4 The previous amount of spend prior to the start of using the Matrix agency contract. It is difficult to give an accurate figure because up to date and complete figures are not available. Figures for 2006 have been identified. This is prior to the start of the Matrix contract and shows an agency spend of £1,654,478. The breakdown of spend according to records currently available is shown in **Appendix 4**.
- 4.5 The previous amount of DCC spend during the previous contract with Matrix per year up until 2014 (start of current contract): £5,067,450 The breakdown of spend according to records currently available is shown in **Appendix 5**.
- 4.6 How do the rates of pay paid to agency staff and conditions of service compare to permanent staff: According to our Agency Workers Policy and the Agency Worker Regulations once agency workers have completed 12 weeks in the same role at the Council, they are entitled to the same basic working and employment conditions as if they had been recruited directly by the Council. Any entitlements will be pro-rata to the length of the assignment and hours worked. This includes:
- Basic pay
  - Annual increments (where applicable)
  - Overtime payments (on same basis/qualifying conditions as Denbighshire County Council employees)
  - Shift allowances (where applicable)
  - Duration of working time
  - Rest breaks/restrictions on night work
  - Annual leave

Agency workers are not entitled to:

- Occupational sick pay
- Occupational and statutory redundancy and notice pay
- Occupational maternity/paternity/adoption pay
- Pensions
- Long service awards

Agency workers receive the same bank holiday rates as are received by Council employees.

Agency workers' rates of pay are based on the hourly rate of an equivalent Council full time post, plus the agency uplift and fee paid to the framework manager (Eastern Shires Purchasing Organisation known as ESPO).

4.7. What is the alternative to Framework and what would it cost?:

There are various alternatives:

4.7.1 **Use permanent staff only and stop using agency staff.** This is unlikely to be practical as there will always be a need to fill short term vacancies and cover sick leave.



Permanent staff also incur additional costs relating to Superannuation at 15.2%, Employers NI: 9% dependant on earnings and Apprentice Levy 0.5%. There would be a saving of approximately £51,000 p.a. for the agency fee and the fee paid to ESPO. There would be an additional cost to advertise, recruit and appoint permanent employees

**4.7.2 Use local agencies on an ad hoc basis rather than have a contract with one supplier.** This would mean there would be no central point for administration and management of agency staff, and the Council would not benefit from the reduced costs offered by the MSTAR framework agreement. However, the Council would need to implement a system of managing the need for short term supply staff which would incur costs, for example, appointing an officer to manage the agency process, plus there would be an agency fee payable.

**4.7.3 Use an alternative to employment agencies, such as job centres or adverts on the Council's website or adverts in the local press.** This method of recruitment would be more time consuming and it is unlikely that an immediate need for a temporary worker could be fulfilled. There is often the need for specialist agency workers, such as Social Workers, who must have specific qualifications and be registered with a professional body. It is unlikely that short term vacancies could be filled for these professional posts using the job centre or an advert on the Council's website. Agency workers are vetted by the agency with whom they are registered, whereas these checks would have to be carried out and processed by the Council instead, so an immediate and urgent need to fulfil a vacancy could not be met. It is unlikely that one single or local agency could supply temporary staff in the numbers and within the timescales required by the Council.

**4.8 How is the agency contract managed?** Since June 2014, the Collaborative Procurement Unit administers the Matrix contract. Previously, the contract was administered by the Human Resources (HR) Service of Flintshire County Council. The control of the appointment and cost of agency workers is within the budgetary control of each Service. There are quarterly review meetings attended by Matrix and representatives from the Collaborative Procurement Unit and Flintshire County Council H.R. and Finance Services.

**4.9 Breakdown of Reasons for Using Agency Staff:** This information is given in Appendix 6 and Appendix 7.

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

5.1 The availability of agency workers through a managed agency contract allows Council Services to access a skilled workforce during times when the Council is subject to staff shortages due to vacancies, illness, maternity or short term need relating to a particular project. This allows the Council to meet its priorities in the Council Corporate Plan by having a well resources workforce with employees who have the necessary skills and experience to implement the Council's priorities and to deliver the standard of services expected by its residents.

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

6.1 The amount spent on agency workers under the current contract is detailed in **Appendix 3**. The anticipated spend for a new contract is difficult to accurately determine because it will depend on need. An estimate can only be made on the

current amount of spend. It is estimated the Council may spend the sum of £4,110,186.

- 6.2 The current agency revenue budget for 17/18 for the Council is £827,944 (excluding schools). However, this budget also includes spend for non-Matrix agencies. The budget available does not cover all current spend on agency staff as Services fund these costs from amongst other things savings in vacant posts.

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

The Well-being Impact Assessment summarises the likely impact of the contract on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the World. The outcome of the assessment is that use of the Agency framework offers flexibility for both the Council and the local workforce. The Council will employ agency workers in circumstances where full time employment is not feasible and the local workforce would not otherwise be employed, receive training & gain experience. It will create local jobs including jobs that require the use of the Welsh language.

The full report can be found in **Appendix 1** of the original report to Cabinet 12 December 2017 (Appendix 1a to this report).

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

There have been no public consultations or previous report to Scrutiny.

**9. Chief Finance Officer Statement**

The proposals in the Cabinet report support the business needs of the Council and appear to deliver value for money and are therefore supported. The budgets are held within Services and it is each Head of Service's responsibility to ensure that agency staff are used efficiently. This will become increasingly important over the coming years as the pressure to identify savings intensifies.

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

This is dealt with in paragraph 10 of the Cabinet report 12 December 2017.

**11. Power to make the Decision**

- 11.1 Section 7.2.2 of the Council's Constitution outlines Scrutiny's powers in relation to making reports or recommendation to Cabinet in connection with the discharge of functions, whilst Section 7.4.2(d) stipulates that Scrutiny can make recommendations to Cabinet arising from the outcome of the scrutiny process.

**Contact Officer:** Helen Makin  
Legal and Procurement Operations Manager  
Tel: 01824 706132

## **List of Appendices**

**Appendix 1 & 1a:** Cabinet Report 12<sup>th</sup> December 2017

**Appendix 2:** Flintshire County Council Spend 2014 - 2018

**Appendix 3:** Denbighshire County Council Spend & Savings

**Appendix 4:** Pre Framework Spend 2006

**Appendix 5:** Spend Report Summary of Payments to Matrix from DCC Accounts Payable System 2008 – 2018

**Appendix 6:** Breakdown of Placements per Year

**Appendix 7:** Examples of Agency Placements

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Report To: Cabinet

Date of Meeting: 12 December 2017

Lead Member / Officer: Councillor Julian Thompson-Hill / Gary Williams - Head of Legal, HR and Democratic Services

Report Author: Helen Makin Legal and Procurement Operations Manager & Mike White Category Manager (Professional Services) Collaborative Procurement Service

Title: Managed Service for the Provision of Agency Workers

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

To seek approval to commence a procurement and enter into a contract to appoint an agency to supply temporary staff for use by Denbighshire County Council. This will be a collaborative procurement with Flintshire County Council.

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

2.1 The Council has an existing agreement with Matrix SCM to supply agency staff to the Council. The agreement for Denbighshire County Council expires on 23<sup>rd</sup> February 2018 and the Flintshire County Council agreement expired on 20<sup>th</sup> October 2017 but was extended to be co terminus with the Denbighshire contract. There is an on-going requirement for agency staff. The contract will be for 3 years with the option to extend the contract for 1 further period of 12 months.

2.2 To be compliant with the Council's Contract Procedure Rules and EU Legislation, a competitive tendering process needs to be undertaken. It is proposed to use the Mstar2 (Managed Services for Temporary Agency Staff) framework which has been set up by ESPO (Eastern Shires Purchasing Organisation) .The framework is available for use nationally by any public sector body in the UK. This framework is compliant with UK/EU procurement legislation. Suppliers listed on the framework were assessed during the procurement process for their financial stability, track record, experience and technical & professional ability. The rates specified in the framework were assessed by ESPO during the procurement process and represent economically advantageous prices.

**3. What are the Recommendations?**

3.1 To commence the procurement using the ESPO MSTAR2 Framework Number 653F.

3.2 For Denbighshire County Council to work collaboratively with Flintshire County Council in leading and managing the procurement process.

3.3 For the Council to enter into a contract with the successful supplier. The contract will be for 3 years with the option to extend the contract for 1 further period of 12 months

.

#### **4. Report details**

- 4.1 Currently, the Council has a contract with Matrix. This was a contract awarded under MSTAR1, the previous framework agreement which has been replaced by MSTAR2.
- 4.2 The Suppliers on the MSTAR framework are: Commensura; de Poel; Matrix; Manpower; Pertemps; Randstad Sourceright and Reed. These are all leading agencies for the supply of temporary workers.
- 4.3 The Procurement Service undertook a benchmarking exercise to compare the MSTAR2 agreement against the National Procurement Service (NPS) framework and the conclusion was that the MSTAR2 agreement was more beneficial to both Denbighshire CC & Flintshire CC due to the hourly uplift rate which is applied by the NPS for use of their framework, which is twice the rate applied by ESPO.

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

##### *5.1 Developing the Local Economy:*

The agreement will allow for newly established or yet to be created recruitment agencies in Denbighshire to sign up to the managed service at any time during the lifetime of the agreement. This in turn will allow residents of Denbighshire, both now and in the future to seek employment via these agencies. The income provided by these employment opportunities will have the potential to be regenerated into the local economy.

The agency workers have the opportunity to receive on the job training and the potential for applying for future job opportunities as jobs arise.

##### *5.2 Modernising the council to deliver efficiencies and improve services for our customers:*

Use of a managed agency service allows the Authority to deliver the standard of services expected by its residents during periods of unexpected resource shortages. The flexibility achieved by the use of agency staff, can allow services to develop their operations to deliver efficiencies, whilst maintaining control of its budgets.

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

##### 6.1 The amount the Council spend with Matrix is:

Denbighshire CC 2016 – 2017 = £710,145 (Source Matrix Invoices)

Denbighshire CC 2017 – 2018 = £685,031 (Source Matrix Invoices, Apr – Nov inclusive)

Therefore, over the period of 4 years under the new contract, it is anticipated the contract spend will be approximately

Denbighshire CC = £4,110,186 (2017-18 Spend /8 x 48)

##### 6.2 The Council has a business need to retain a supplier of temporary workers to cover vacancies and unplanned absences, or to fill the requirement for specialist short term staff. Therefore there is a requirement to have a contract in place with a supplier who

has sufficient capacity and resources to meet the needs of Denbighshire County Council. The contract will enable the Council as a whole to continue to deliver services to the public and service users.

The agency contract with Matrix does not encompass all Council agency spend. It excludes all school requirements for Supply Teachers, which are sourced via the National Procurement Service Framework with New Directions, and also Social Services Home Care agency workers, who fall outside the scope of the Matrix contract.

The current agency revenue budget for 17/18 for DCC is £827,944 (excluding schools). However, this budget also includes spend for those non Matrix agencies mentioned above. The budget available does not cover all current spend on agency staff as Services fund these costs from amongst other things savings in vacant posts.

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

The Well-being Impact Assessment summarises the likely impact of the contract on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the World. The outcome of the assessment is that use of the Agency framework offers flexibility for both the Council and the local workforce. The Council will employ agency workers in circumstances where full time employment is not feasible and the local workforce would not otherwise be employed, receive training & gain experience. It will create local jobs including jobs that require the use of the Welsh language.

The full report can be found in the attached appendices as Appendix 1.

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

Throughout the current contract period, there have been regular quarterly business review meetings arranged with Matrix, attended by representatives of the Collaborative Procurement Service, Flintshire CC Human Resources Service and Flintshire CC Internal Audit.

Denbighshire CC Human Resources Service do not attend quarterly meetings, but do receive the quarterly reports.

There have been no public consultations or report to Scrutiny.

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

The proposals in this report support the business needs of the Council and appear to deliver value for money and are therefore supported. The budgets are held within services and it is each Head of Service's responsibility to ensure that agency staff are used efficiently. This will become increasingly important over the coming years as the pressure to identify savings intensifies.

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

The following key risks have been identified and will be managed by the Collaborative Procurement Unit and Legal Services:

- Legal challenge in relation to the procurement process – managed by the input of specialist legal advice in terms of the process and drawing up the required documentation;
- Transition arrangements arising from change of supplier– a transition plan can be agreed between the incumbent supplier and the appointed supplier.
- An unplanned rise in the demand for temporary workers- the supplier’s ability to cope with rise and fall in demand will be evaluated as part of the procurement process.

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

- 11.1 Cabinet is required to authorise the commencement of this procurement procedure pursuant to section 2.7.2 iii of the Council’s Contract Procedure Rules.
- 11.2 The Council also has power to issue the procurement and enter into contracts pursuant to section 111 Local Government Act 1972 (power to undertake any act to facilitate, or which is conducive or incidental to, the discharge of any of their functions); section 135 Local Government Act 1972 (power to make standing orders to govern entering into contracts), section 112 Local Government Act 1972 (appoint such officers as they think necessary for the proper discharge by the authority of the authority’s functions); section 3(1) Local Government Act 1999 (general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised) and section 1(2) Local Government Contracts Act 1997 (empowers local authorities to enter into a wide range of contracts providing assets or services in connection with the discharge of their functions).



# Agency Framework

## 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:	196
Brief description:	Entering into a Framework agreement with Neutral Vendor Employment Agency
Date Completed:	Version: 0
Completed by:	
Responsible Service:	Legal, HR & Democratic Services
Localities affected by the proposal:	Whole County,

# IMPACT ASSESSMENT SUMMARY AND CONCLUSION

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

## Score for the sustainability of the approach

Could some small changes in your thinking produce a better result?

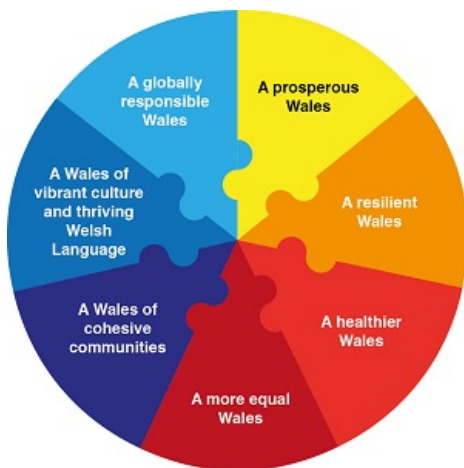


(3 out of 4 stars)

Actual score : 17 / 24.

## Summary of impact

Wellbeing Goals



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

## Main conclusions

# THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

## A prosperous Denbighshire

Overall Impact	Positive
Justification for impact	The use of the Agency framework offers flexibility for both the Authority and the local workforce. The Authority will employ agency workers in circumstances where full time employment is not feasible and the local workforce would not otherwise be employed, receive training & gain experience.

### Positive consequences identified:

Agency agreement will enable local workforce to be employed & may reduce the need for extensive travel

Local employment agencies will have the opportunity to work with Matrix to deliver local jobs for local people.

Many businesses use agency staff to assess their capabilities prior to full time employment

Agency work provides the opportunity for gaining experience in a variety of roles across the authority.

Agency work provides a platform for an individual to tailor their availability into a suitable role.

### Unintended negative consequences identified:

Agency workers may replace existing full time roles on some occasions

### Mitigating actions:

Monitor the use of the framework to ensure it is being used correctly.

## A resilient Denbighshire

Overall Impact	Neutral
Justification for impact	Framework will have little effect

### Positive consequences identified:

Opportunities for local workforce to be employed close to their home.

### Unintended negative consequences identified:

### Mitigating actions:

Limited options

## A healthier Denbighshire

Overall Impact	Positive
Justification for impact	Increased opportunity for Employment, training & experience in a variety of roles encompassing a wide geographical area.

**Positive consequences identified:**

Provides employment opportunities, training & experience  
 Employment opportunities will provide income & opportunities for individuals to choose healthier lifestyle  
 Employment opportunities will provide income & opportunities for individuals to choose healthier lifestyle  
 Employment opportunities will enhance individuals self worth and confidence  
 Agency workers have the flexibility to select opportunities to meet their needs.

**Unintended negative consequences identified:**

**Mitigating actions:**

Ensure framework is being used correctly

**A more equal Denbighshire**

Overall Impact	Positive
Justification for impact	The framework will provide work opportunities throughout the County

**Positive consequences identified:**

Individuals can find a variety of work opportunities via the framework which can encompass their needs.  
 Providing increased opportunity for employment.

**Unintended negative consequences identified:**

**Mitigating actions:**

Encourage positive use of the framework

**A Denbighshire of cohesive communities**

Overall Impact	Neutral
Justification for impact	the Framework will have minimal impact on the Community

**Positive consequences identified:**

Agency framework will provide work opportunities for local community.

**Unintended negative consequences identified:**

**Mitigating actions:****A Denbighshire of vibrant culture and thriving Welsh language**

Overall Impact	Positive
Justification for impact	There will be opportunities available where Welsh is essential for the role.

**Positive consequences identified:**

There will be opportunities available where Welsh is essential for the role.  
 There will be opportunities available where Welsh is essential for the role.

**Unintended negative consequences identified:****Mitigating actions:****A globally responsible Denbighshire**

Overall Impact	Positive
Justification for impact	The Vendor Neutral Framework allows for Recruitment/Employment agencies to sign up with the selected framework 'Vendor' at any time during the lifetime of the framework. This allows for newly formed businesses, or persons who wish to start up a new business the vehicle to do so.

**Positive consequences identified:**

Opportunities for Employment in North Wales for anyone with the relevant skills either as an individual or as a potential business opportunity. There will be no discrimination and the opportunities available may offer an enhanced quality of life to individuals directly involved in the process and subsequently with their families, who may be able to benefit from living in North Wales. The tender process will ensure that Vendor Neutral Agency will have an established policies in accordance with UK legislation, as well as insuring that the Supply chain adheres to the same standards.

The use of a Vendor Neutral Supplier who operates in a Countrywide Market could attract a higher skilled operator into the Organisation who could enhance the existing skillset of the Authority.

**Unintended negative consequences identified:**

The EU regulations do not allow ring fencing of a particular area of commerce for it's residents, so there is the potential for the opportunities to be filled by persons outside of the local Authority. The EU regulations do not allow ring fencing of a particular area of commerce for it's residents, so there is the potential for the opportunities to be filled by persons outside of the local Authority.

**Mitigating actions:**

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## Appendix 2 – Flintshire County Council Spend 2014 - 2018

Financial Year	2014 - 2015		
		Data	
Department	Job Title	Sum of Units	Sum of Total Net
⊕ Streetscene		54,854	617,595
⊕ (blank)		23,532	268,625
⊕ Housing Services		30,378	245,755
⊕ Provider Services		22,811	223,599
⊕ Public Protection		4,051	94,165
⊕ Childrens Services		11,190	85,488
⊕ Management Support and Performance		8,548	78,496
⊕ Older People		11,123	75,070
⊕ ICT		2,357	74,193
⊕ Regeneration Division		3,170	71,236
⊕ Highways and Transportation		4,693	55,405
⊕ Learning Disabilities		3,324	37,681
⊕ Technical Services		2,297	32,217
⊕ Customer Accounts		1,574	26,661
⊕ Legal Services		305	14,692
⊕ HR Operations		1,057	11,838
⊕ Corporate Communications		704	11,783
⊕ Planning Services		757	9,306
⊕ Clwyd Theatr Cymru - Front of House		385	6,103
⊕ Democratic Services		513	4,715
⊕ Pay & Grading		180	3,397
<b>Grand Total</b>		<b>187,800</b>	<b>2,048,021</b>

Financial Year	2015 - 2016		
		Data	
Department	Job Title	Sum of Units	Sum of Total Net
⊕ Streetscene		76,086	907,330
⊕ Housing Services		71,441	521,477
⊕ Childrens Services		36,519	377,177
⊕ Highways and Transportation		23,822	260,170
⊕ Provider Services		18,449	215,108
⊕ (blank)		15,550	196,600
⊕ Learning Disabilities		7,341	81,003
⊕ Public Protection		2,480	79,200
⊕ Older People		6,982	61,175
⊕ Legal Services		2,937	57,195
⊕ ICT		141	50,760
⊕ Management Support and Performance		3,215	48,567
⊕ School Improvement Support		2,780	37,971
⊕ Mental Health		1,996	33,404
⊕ Regeneration Division		822	22,791
⊕ Pay & Grading		1,140	22,240
⊕ Technical Services		1,379	15,773
⊕ Planning Services		1,044	14,300
⊕ Corporate Communications		598	10,465
⊕ PDSI		583	9,936
⊕ Financial Management		186	3,896
⊕ HR Operations		15	249
<b>Grand Total</b>		<b>275,504</b>	<b>3,026,786</b>

Financial Year	2016 - 2017		
		Data	
Department	Job Title	Sum of Units	Sum of Total Net
⊕ Housing Services		139,739	985,328
⊕ Streetscene		79,618	978,959
⊕ Highways and Transportation		34,989	441,789
⊕ Childrens Services		35,577	392,847
⊕ Learning Disabilities		12,244	168,455
⊕ Provider Services		8,813	131,202
⊕ (blank)		6,699	86,189
⊕ Older People		6,194	84,550
⊕ Legal Services		4,011	74,243
⊕ Public Protection		1,538	65,398
⊕ School Improvement Support		3,362	45,542
⊕ Mental Health		2,588	38,307
⊕ PDSI		1,057	34,861
⊕ Development and Resources		81	30,914
⊕ HR Operations		1,773	29,962
⊕ ICT		421	21,624
⊕ Management & Admin		679	18,216
⊕ Financial Management		683	14,483
⊕ Technical Services		1,145	14,204
⊕ Corporate Communications		644	13,132
⊕ Planning Services		1,592	11,597
⊕ Customer Services		755	9,475
⊕ Clwyd Theatr Cymru - Front of House		701	7,620
⊕ Customer Accounts		523	6,533
⊕ Management Support and Performance		273	5,518
⊕ Civil Contingencies		68	812
<b>Grand Total</b>		<b>345,764</b>	<b>3,711,761</b>

Financial Year	2017 - 2018		
		Data	
Department	Job Title	Sum of Units	Sum of Total Net
⊕ Streetscene		47,495	583,404
⊕ Housing Services		60,603	505,264
⊕ Learning Disabilities		19,547	159,874
⊕ Provider Services		9,548	147,946
⊕ Legal Services		2,894	70,860
⊕ Childrens Services		5,553	63,213
⊕ Highways and Transportation		4,138	56,708
⊕ PDSI		1,023	34,029
⊕ Customer Accounts		1,470	29,697
⊕ ICT		627	21,627
⊕ Planning Services		1,686	15,048
⊕ Older People		1,076	13,490
⊕ Mental Health		1,583	13,393
⊕ School Improvement Support		544	13,027
⊕ Customer Services		875	10,374
⊕ Civil Contingencies		1,772	10,332
⊕ Management & Admin		196	5,280
⊕ Regeneration Division		1,720	4,800
⊕ (blank)		272	3,644
<b>Grand Total</b>		<b>162,620</b>	<b>1,762,009</b>



Appendix 3 – Denbighshire County Council Spend & Savings

Financial Year 2013 - 2014			
Level1 name	Level2 name	Job Title	Client Net
Adult & Business Services	Adult & Business Services	Administrator - Level 2	6,864
		Administrator Level 3	4,830
		Day Care Assistant	1,231
		Senior Occupational Therapist	15,622
		Social Worker - Social Services and Housing	32,069
	Business	Public Realm Operative	20,337
	Cefndy Businesses	Labourers	21,290
		Welder	4,616
	North Localities	Senior Occupational Therapist	4,179
	South Localities	Day Care Assistant	2,010
		Senior Occupational Therapist	15,236
	Workforce Development	Administrator - Level 2	10,562
Administrator Level 3		10,365	
Children & Family Services	Commissioning, Planning & Performance	Administrator - Level 2	2,879
Customers & Education Support	Customer Care	Receptionist	1,376
Environmental Services	Business Support	Administrator Level 1	1,082
	Countryside	Procurement Administration Assistant	3,315
		Environmental Operative	92,882
	Enforcement & Waste Operations	HGV 2 Driver	13,401
		Loader - JH Services	22,612
		Refuse Worker	2,570
		Trading Standards Officer	9,220
	Planning & Public Protection	Environmental Operative	36,879
	Public Realm	Grounds Maintenance Worker	16,981
		Public Realm Operative	48,536
		Coastal Facilities Supervisor	11,011
		Lifeguard	62,620
		Public Realm Operative	87,332
		Senior Lifeguard	22,312
Senior Procurement Officer		21,802	
Finance & Property	Management Accounting	Senior Procurement Officer	21,802
Highways & Infrastructure	Bridges, Structures & Major Projects	Engineer	48,315
		Highway Maintenance Engineer	6,771
		Project Manager (CTL)	34,273
		Quantity Surveyor	117
		Senior Engineer (CTL)	33,037
	Network Management	Senior Defence (CTL)	4,277
		Street Works Inspector	48,336
	Passenger Transport	Administrator - Level 2	16,089
		Transport Project Officer	14,162
		Quality Systems Manager	3,615
Housing & Community Development	Housing Tenancy	Administrator Level 1	4,606
		Administrator Level 3	3,621
		Data Entry Clerk	6,886
		Homeless officer	3,323
		Surveyor	25,649
Legal & Democratic Services	Legal & Democratic Services	Solicitor	21,242
Planning & Public Protection	Community Enforcement	Environmental Operative	20,288
	Housing Enforcement	Environmental Health Officer	5,270
	Planning, Regeneration & Regulatory Services	Environmental Health Officer	64,466
Renewable Energy Planning Consultant		13,193	
Social Services & Housing	Adult Services	Day Care Assistant	6,893
Strategic HR	Human Resources	Administrator - Level 2	9,754
		2013 - 2014 Total Spend =	1,000,205
		Previous Agreement Period Equivalent Cost =	1,150,073
		2013 - 2014 Net Savings =	149,868

Financial Year 2014 - 2015				
Level1 name	Level2 name	Job Title	Client Net	
Adult & Business Services	Adult & Business Services	Administrator - Level 2	7,416	
		Administrator Level 3	3,491	
		Senior Occupational Therapist	12,807	
		Social Worker - Social Services and Housing	51,730	
	Business	Public Realm Operative	30,033	
	Cefndy Businesses	Labourers	8,983	
	North Localities	Project Administration Officer	4,325	
	South Localities	Senior Occupational Therapist	3,125	
Children & Family Services	Workforce Development	Social Worker - Social Services and Housing	12,085	
	Children & Family Services	Administrator Level 3	2,144	
Environmental Services	Children & Family Services	Administrator - Level 2	4,095	
		Business Support	Environmental Operative	1,039
	Enforcement & Waste Operations	Cleaning Service	Public Realm Operative	17,433
		Environmental Operative	109,570	
		HGV 2 Driver	5,595	
	Public Realm	Refuse Worker	90,601	
		Environmental Operative	31,379	
		Grounds Maintenance Worker	4,425	
		Public Realm Operative	28,896	
	Public Realm Operative	30,061		
Finance & Property	Management Accounting	Data Entry Clerk	3,670	
Highways & Infrastructure	Bridges, Structures & Major Projects	Engineer	3,431	
	Network Management	Street Works Inspector	49,108	
	Passenger Transport	Administrator - Level 2	16,375	
	Street Lighting	Highway Maintenance Engineer	19,045	
Housing & Community Development	Housing Tenancy	Administrator - Level 2	3,095	
		Administrator Level 3	21,890	
		Data Entry Clerk	9,739	
		Homeless officer	32,330	
		Senior Officer - Supported Housing	13,418	
Legal & Democratic Services	Legal Services	Administrator Level 3	3,424	
		Audio Typist	5,425	
		Child Care Solicitor	11,536	
		Legal Assistant	6,430	
		Solicitor	21,932	
Planning & Public Protection	Building Control	Administrator Level 3	9,760	
	Community Enforcement	Environmental Operative	24,835	
	Food and Health & Safety	Food Safety Officer	10,248	
	Planning, Regeneration & Regulatory Services	Environmental Health Officer	59,964	
Social Services & Housing	Adult Services	Day Care Assistant	9,537	
			2014 - 2015 Total Spend =	794,427
			Previous Agreement Period Equivalent Cost =	849,872
			2014 - 2015 Net Savings =	55,445

Financial Year 2015 - 2016			
Level1 name	Level2 name	Job Title	Client Net
Adult & Business Services	Adult & Business Services	Administrator - Level 2	3,766
		Administrator Level 3	2,595
		Social Worker - Social Services and Housing	23,758
	Business	Public Realm Operative	37,917
	Cefndy Businesses	Labourers	1,424
	Intake and Reablement	Domestic Assistant	1,013
	Learning Disabilities and POVA	Social Worker - Social Services and Housing	10,862
	Quality & Systems	Press Relations and Internal Communications Officer	3,961
	South Localities	Day Care Assistant	108
		Senior Occupational Therapist	13,805
Social Worker - Social Services and Housing		4,535	
Environmental Services	Cleaning Service	Public Realm Operative	4,928
	Enforcement & Waste Operations	Administrator Level 1	598
		Environmental Operative	127,307
		HGV 2 Driver	741
		Refuse Worker	99,179
	Public Realm	Environmental Operative	2,815
		Grounds Maintenance Worker	15,797
Public Realm Operative		11,526	
Finance & Property	Property	Clerk of Works	13,418
Highways & Infrastructure	Fleet	Large Goods Vehicle Mechanic	1,474
	Network Management	Administrator - Level 2	2,123
		Street Works Inspector	24,129
	Passenger Transport	Administrator - Level 2	6,045
		Administrator Level 1	3,957
Street Lighting	Highway Maintenance Engineer	30,616	
Housing & Community Development	Housing Tenancy	Administrator Level 3	29,712
		Homeless officer	32,792
		Housing Officer	243
Legal & Democratic Services	Legal Services	Administrator Level 3	5,614
		Audio Typist	5,452
		Child Care Solicitor	44,769
		Legal Assistant	18,517
		Solicitor	14,873
Planning & Public Protection	Community Enforcement	Environmental Operative	5,108
	Planning, Regeneration & Regulatory Services	Environmental Health Officer	6,626
School Improvement & Inclusion	Partnership & Inclusion	Administrator Level 3	5,123
Strategic HR	Human Resources	Administrator Level 3	7,155
		2015 - 2016 Total Spend =	624,383
		Previous Agreement Period Equivalent Cost =	642,341
		2015 - 2016 Net Savings =	17,958

Financial Year 2016 - 2017			
Level1 name	Level2 name	Job Title	Client Net
Adult & Business Services	Adult & Business Services	Administrator - Level 2	5,459
		Administrator Level 3	3,723
		Day Care Assistant	4,524
		Housing Officer	6,299
		Occupational Therapist	17,842
		Social Worker - Social Services and Housing	14,521
	Business	Public Realm Operative	72,420
	Cefndy Businesses	Labourers	1,132
		Welder	4,195
	Learning Disabilities and POVA	Social Worker - Social Services and Housing	23,719
	North Localities	Occupational Therapist	2,264
		Social Worker - Social Services and Housing	4,465
	Quality & Systems	Press Relations and Internal Communications Officer	4,927
	South Localities	Accommodation Officer	15,451
Day Care Assistant		29,625	
Social Worker - Social Services and Housing		42,471	
Business Planning & Performance	Business Improvement and Modernisation	Administrator - Level 2	6,333
Children & Family Services	Children & Family Services	Administrator - Level 2	1,980
		Social Worker - Social Services and Housing	3,892
Customers & Education Support	Customer Care	Administrator Level 3	9,510
Environmental Services	Economic and Community Ambition	Project Assistant	4,707
	Enforcement & Waste Operations	Environmental Operative	120,792
		Grounds Maintenance Worker	7,844
		HGV 2 Driver	10,677
		Refuse Worker	78,293
	Public Realm	Grounds Maintenance Worker	21,315
		Public Realm Operative	7,752
Finance & Property	Management Accounting	Procurement Administration Assistant	3,232
	Property	Administrator Level 3	15,558
		Building and Maintenance Surveyor	4,116
		Clerk of Works	6,687
		Quantity Surveyor	5,529
Highways & Infrastructure	Bridges, Structures & Major Projects	Engineer	40,770
	Passenger Transport	Administrator - Level 2	12,444
		Transport Project Officer	10,143
Housing & Community Development	Housing Tenancy	Administrator Level 3	1,781
		Homeless officer	2,459
		Housing Officer	9,889
		Child Care Solicitor	31,320
Legal & Democratic Services	Legal Services	Solicitor	60,469
		Administrator Level 3	2,585
School Improvement & Inclusion	Partnership & Inclusion	Administrator Level 3	2,585
		2016 - 2017 Total Spend =	733,114
		Previous Agreement Period Equivalent Cost =	751,286
		2016 - 2017 Net Savings =	18,172

Financial Year 2017 - 2018			
Level1 name	Level2 name	Job Title	Client Net
Adult & Business Services	Adult & Business Services	Administrator - Level 2	3,127
		Administrator Level 1	2,209
		Administrator Level 3	11,836
		Day Care Assistant	1,696
		Housing Officer	2,589
		Occupational Therapist	24,930
		Social Worker - Social Services and Housing	59,221
	Business	Public Realm Operative	34,252
	Cefndy Businesses	Labourers	81
	Intake and Reablement	Social Worker - Social Services and Housing	6,550
	Learning Disabilities and POVA	Social Worker - Social Services and Housing	42,873
	North Localities	Social Worker - Social Services and Housing	24,255
South Localities	Day Care Assistant	45,015	
	Social Worker - Social Services and Housing	31,924	
Business Planning & Performance	Business Improvement and Modernisation	Desktop Support Technician	6,975
		Project Officer	6,549
Children & Family Services	Children & Family Services	Administrator - Level 2	478
		Social Worker - Social Services and Housing	12,408
Environmental Services	Enforcement & Waste Operations	Environmental Operative	67,211
		HGV 2 Driver	11,260
		Refuse Worker	54,236
	Public Realm	Grounds Maintenance Worker	12,864
		Public Realm Operative	32,199
Finance & Property	Property	Administrator Level 3	9,640
		Building and Maintenance Surveyor	13,488
		Clerk of Works	27,799
		Quantity Surveyor	28,730
Highways & Infrastructure	Bridges, Structures & Major Projects	Engineer	39,236
	Network Management	Grounds Maintenance Worker	4,486
	Passenger Transport	Administrator - Level 2	11,423
Transport Project Officer		14,399	
Housing & Community Development	Housing Tenancy	Accommodation Officer	6,520
	Democratic Services	Senior Procurement Officer	9,769
Legal & Democratic Services	Legal Services	Child Care Solicitor	41,089
		Solicitor	7,316
Leisure, Libraries & Community Development	Leisure Services	Administrator - Level 2	1,645
		2017 - 2018 Total Spend =	710,276
		Previous Agreement Period Equivalent Cost =	733,405
		2017 - 2018 Net Savings =	22,736

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## Appendix 4 – Pre Framework Spend 2006

Sum of JEAMT			
Authority Grouping Structure	Budget C	Supplier	Total
⊕ CHILDRENS SERVICES			954,748
⊕ ADULT AND BUSINESS SERVICES			487,474
⊕ LEGAL & DEMOC. SVCS			52,775
⊕ HOUSING & COMMUNITY DEVELOPMENT			27,498
⊕ CORPORATE & MISCELLANEOUS			17,224
⊕ FINANCE - CULTURE & LEISURE			15,075
⊕ Administration			13,511
⊕ EDMS PROJECT			13,133
⊕ B.S.F. L.E.A. ACTIVITY			13,115
⊕ BUSINESS & PERFORMANCE(ADMIN)			10,151
⊕ SCHOOL IMPROVEMENT & INCLUSION			9,354
⊕ Personnell & Corporate			6,525
⊕ OPPORTUNITY WALES			6,216
⊕ BEYOND CYBERSKILLS PHASE 3			5,933
⊕ MODERNISING EDUCATION			5,597
⊕ HEALTHY LIVING CENTRE			4,718
⊕ COMMUNICATION-MARKETING & LEISURE			3,424
⊕ W.D.A. I.T. SUPPORT CENTRE			2,216
⊕ Rents			2,187
⊕ 14-19 L.P.N.F. (NON E.S.F.)			1,505
⊕ STRATEGIC HUMAN RESOURCES			1,206
⊕ FINANCE & ASSETS			891
⊕ INFRASTRUCTURE & OPEN SPACES			0
⊕ School Club			-
⊕ Library			-
<b>Grand Total</b>			<b>1,654,478</b>

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**Appendix 5 - Spend Report Summary of Payments to Matrix from DCC Accounts Payable System 2008 – 2018**

<b>Sum of LINE NET...</b>	
<b>Financial Year</b>	<b>Total</b>
2008 - 2009	142,690
2009 - 2010	2,396,441
2010 - 2011	2,595,811
2011 - 2012	2,069,229
2012 - 2013	1,213,488
2013 - 2014	990,225
2014 - 2015	794,508
2015 - 2016	649,102
2016 - 2017	714,539
2017 - 2018	729,439
<b>Grand Total</b>	<b>12,295,474</b>

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## Appendix 6 – Agency Order Justification 2013 – 2018

### 2013 - 2014

Order Justification	Level 1 Name	Total
⊕ Annual leave cover		105
⊕ Internal expertise not available		1
⊕ Long term sickness cover		6
⊕ Maternity leave cover		3
⊕ One off Workload Peak		23
⊕ Project / one off workload peak		41
⊕ Project Work		9
⊕ Recruitment in progress		10
⊕ Short term sickness cover		47
<b>Grand Total</b>		<b>245</b>

### 2014 – 2015

Order Justification	Level 1 Name	Total
⊕ Annual leave cover		41
⊕ One off Workload Peak		22
⊕ Short term sickness cover		15
⊕ Long term sickness cover		14
⊕ Recruitment in progress		10
⊕ Project / one off workload peak		7
⊕ Project Work		5
⊕ Maternity leave cover		5
⊕ Internal expertise not available		1
<b>Grand Total</b>		<b>120</b>

### 2015 – 2016

Order Justification	Level 1 Name	Total
⊕ Long term sickness cover		29
⊕ One off Workload Peak		22
⊕ Annual leave cover		17
⊕ Internal expertise not available		7
⊕ Recruitment in progress		7
⊕ Project / one off workload peak		5
⊕ Short term sickness cover		3
⊕ Project Work		3
<b>Grand Total</b>		<b>93</b>

2016 – 2017

Order Justification	Level 1 Name	Total
⊕ Annual leave cover		33
⊕ One off Workload Peak		30
⊕ Long term sickness cover		22
⊕ Recruitment in progress		18
⊕ Project / one off workload peak		11
⊕ Internal expertise not available		10
⊕ Short term sickness cover		7
⊕ Maternity leave cover		4
⊕ Project Work		3
<b>Grand Total</b>		<b>138</b>

2017 – 2018

Order Justification	Level 1 Name	Total
⊕ Annual leave cover		29
⊕ Recruitment in progress		21
⊕ One off Workload Peak		12
⊕ Internal expertise not available		9
⊕ Project / one off workload peak		4
⊕ Short term sickness cover		3
⊕ Long term sickness cover		3
⊕ Maternity leave cover		3
⊕ Project Work		1
<b>Grand Total</b>		<b>85</b>

## Appendix 7

The table below detail some comments logged by managers for the reasons for needing agency staff. These have been summarised below.

Service	Reason for Requiring Agency Cover
Social Services	Lack of experienced staff available at the time of the need for the resource and inability to reallocate staff to different duties
Social Services	Sickness cover
Social Services	Training cover
Economic Development	Short term piece of work for 2 months
Leisure Services	Immediate cover for short term absence
Design and Construction	Shortage of qualified personnel across the sector and inability to recruit
Legal Services	Shortage of qualified personnel across the sector and inability to recruit
Facilities Assets and Housing	Cover for retirement
Facilities Assets and Housing	Lack of in house resources
Facilities Assets and Housing	Sickness cover

Specific Examples of Posts with Costs:

Job Title	Department	Sum of Total Net
<b>Social Worker - Social Services and Housing</b>	Adult & Business Services	64,598
	South Localities	31,411
	North Localities	24,255
	Intake and Reablement	6,550
<b>Occupational Therapist</b>	Adult & Business Services	28,169
<b>Administrator Level 3</b>	Adult & Business Services	7,642
<b>Accommodation Officer</b>	Housing Tenancy	6,746
	South Localities	600
<b>Administrator - Level 2</b>	Adult & Business Services	3,506
<b>Housing Officer</b>	Adult & Business Services	2,959
<b>Administrator Level 1</b>	Adult & Business Services	2,209
	<b>Total =</b>	<b>178,645</b>

Job Title	Department	Sum of Total Net
Quantity Surveyor	Property	32,779
Clerk of Works	Property	31,100

Job Title	Department	Sum of Total Net
Transport Project Officer	Passenger Transport	15,219
Administrator - Level 2	Passenger Transport	12,113
<b>Total =</b>		<b>27,333</b>

Job Title	Department	Sum of Total Net
Child Care Solicitor	Legal Services	44,951
Solicitor	Legal Services	1,215
Solicitor	Legal Services	6,840
<b>Total =</b>		<b>53,007</b>

Job Title	Department	Sum of Total Net
Day Care Assistant	South Localities	46,578
	Adult & Business Services	186
<b>Total =</b>		<b>46,764</b>

<b>Report to:</b>	<b>Performance Scrutiny Committee</b>
<b>Date of Meeting:</b>	<b>1 February 2018</b>
<b>Lead Officer:</b>	<b>Scrutiny Co-ordinator</b>
<b>Report Author:</b>	<b>Scrutiny Co-ordinator</b>
<b>Title:</b>	<b>Scrutiny Work Programme</b>

---

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

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

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

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

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

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

## **4. Report details**

- 4.1 Section 7 of Denbighshire County Council's Constitution sets out each Scrutiny Committee's terms of reference, functions and membership, as well as the rules of procedure and debate.
- 4.2 The Constitution stipulates that the Council's scrutiny committees must set, and regularly review, a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.
- 4.3 For a number of years it has been an adopted practice in Denbighshire for scrutiny committees to limit the number of reports considered at any one meeting to a maximum of four plus the Committee's own work programme report. The aim of this approach is to facilitate detailed and effective debate on each topic.
- 4.4 In recent years the Welsh Government (WG) and the Wales Audit Office (WAO) have highlighted the need to strengthen scrutiny's role across local government and public services in Wales, including utilising scrutiny as a means of engaging with residents and service-users. 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.

#### Managed Service for the Provision of Agency Workers

- 4.8 Cabinet at its meeting on 12 December when discussing whether to enter into a contract to appoint an agency to supply temporary staff for use by Denbighshire County Council asked Scrutiny to examine in detail the value for money aspect of the proposed contract from Denbighshire's perspective. Cabinet requested that Scrutiny focus on the costs and specification of the proposed contract, along with information on alternative methods of securing sufficient staff to cover gaps and absences and their associated costs. As Cabinet will be considering this matter again at its meeting in late February the Chair permitted the inclusion of the report on the agenda for the



current meeting. Consequently the report on Pupil Progress from Year 10 to Key Stage 4 has been rescheduled until the meeting on 26 April.

#### Cabinet Forward Work Programme

- 4.9 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

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

### **5. Scrutiny Chairs and Vice-Chairs Group**

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group met on 18 January 2018. During that meeting it requested this Committee to examine a report on Behaviour and Absenteeism Management in Denbighshire's Schools at its meeting in April 2018 – see Appendix 1.

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

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

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

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

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

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

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

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

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

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

**11. Power to make the decision**

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

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

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
15 March	<b>Cllr. Richard Mainon</b>	1. Library Service Standards 2016/17	To detail the Council's performance in delivering the 6 <sup>th</sup> performance framework and the progress made in developing libraries as community hubs	Identification of any slippages in performance or delays in progressing the development of community hubs with a view to recommending solutions in a bid to modernise the Council and improve outcomes for residents	Liz Grieve/Bethan Hughes	March 2017
	<b>Cllr. Richard Mainon</b>	2. Customer Effort Dashboard	To monitor the progress achieved in relation to developing the Customer Effort Dashboard	Improve resident accessibility to the Council's enquiries service, assisting them to easily access required services and consequent improving the customer satisfaction experience of the Council	Liz Grieve/Ffion Angharad	March 2017
	<b>Cllr. Mark Young</b>	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 to be scrutinised prior to its publication by 31 March	Carol Evans/Alan Smith	By SCVCG October 2017
	<b>Cllr. Julian Thompson -Hill</b>	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	<b>Cllr. Huw Hilditch Roberts</b>	1. Pupil progress from Year 10 to KS4	To consider the findings of the study undertaken on Year 10 pupils from choice of subjects to attainment (including projected	Ensure that all pupils are supported to achieve their full potential	Julian Molloy/Karen Evans/GwE	January 2017 (deferred September

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
		[Education]	grades, intervention/support provided and final attainment)			er 2017/rescheduled December 2017)
	<b>Cllr. Huw Hilditch-Roberts</b>	2. Behaviour and Absenteeism Management in Denbighshire Schools  [Education]	To: (i) examine data for exclusion, authorised and unauthorised absenteeism rates per school for the county; (ii) outlines the reasons why the County is the worst performing authority in Wales for short-term exclusions (5 days or less days) during last year and is consistently one of the lowest performers in the country; and (iii) examine the guidance given to schools in relation to behaviour and absenteeism management to ensure that it is used effectively	Determination if the problem of short term exclusions is confined to certain schools and if so the reasons behind this in order to improve performance and ensure that the county's pupils are supported to achieve their potential, gaining the right skills to thrive	Karen Evans/Julian Molloy	By SCVCG January 2018
	<b>Cllr. Julian Thompson-Hill</b>	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 2017
7 June	<b>Cllr. Bobby Feeley</b>	1. Draft Director of Social Services Annual Report for 2017/18	To scrutinise the content of the draft annual report to ensure it provides a fair and clear evaluation of performance in 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
	<b>Cllr. Richard Mainon</b>	2. Your Voice' complaints performance (Q 4) to include social services	To scrutinise Services' performance in complying with the	Identification of areas of poor performance with a view to the development of	Kevin Roberts/Ann Lloyd/Phil	July 2017

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
		complaints and quarterly public opinion/satisfaction information	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 (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	recommendations to address weaknesses.	Gilroy/Liz Grieve/Ffion Angharad	
	<b>Cllr. Brian Jones</b>	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)

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
19 July	<b>Cllr. Julian Thompson-Hill</b>	1. Corporate Plan (Q2) 2017/2022	To monitor the Council's progress in delivering the Corporate Plan 2017-22	Ensuring that the Council meets its targets to deliver its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents	Alan Smith/Nicola Kneale/Heidi Gray	June 2017
	<b>Cllr. Tony Thomas</b>	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
27 September	<b>Cllr. Huw Hilditch-Roberts</b>	1. Provisional External Examinations and Teacher Assessments <b>[Education]</b>	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy/GwE	July 2017
29 November						
Jan 2019	<b>Cllr. Huw Hilditch Roberts</b>	1. Verified External Examinations and Teacher Assessments <b>[Education]</b>	To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's pupils.  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/GwE	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 <b>[Education]</b>  <b>Dependent upon the legislative timetable</b>	To consider and monitor the plans to implement the agreed measures adopted by WG following the consultation on the review's findings	Better outcomes for learners to equip them with jobs market skills	Karen Evans	April 2015
<b>(Following local authority elections – winter/spring 2017-18)</b> Update on options appraisals for In-house care services. (Dolwen & Hafan Dêg)  <b>[WIA required]</b>	To consider the results of the analysis undertaken with respect to potential options for future provision of the services	Formulation of recommendations with respect to the future provision of the services for submission to Cabinet	Phil Gilroy	June 2016

**Information/Consultation Reports**

Date	Item (description / title)	Purpose of report	Author	Date Entered
<b>March 2018 &amp; September 2018</b>  [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**

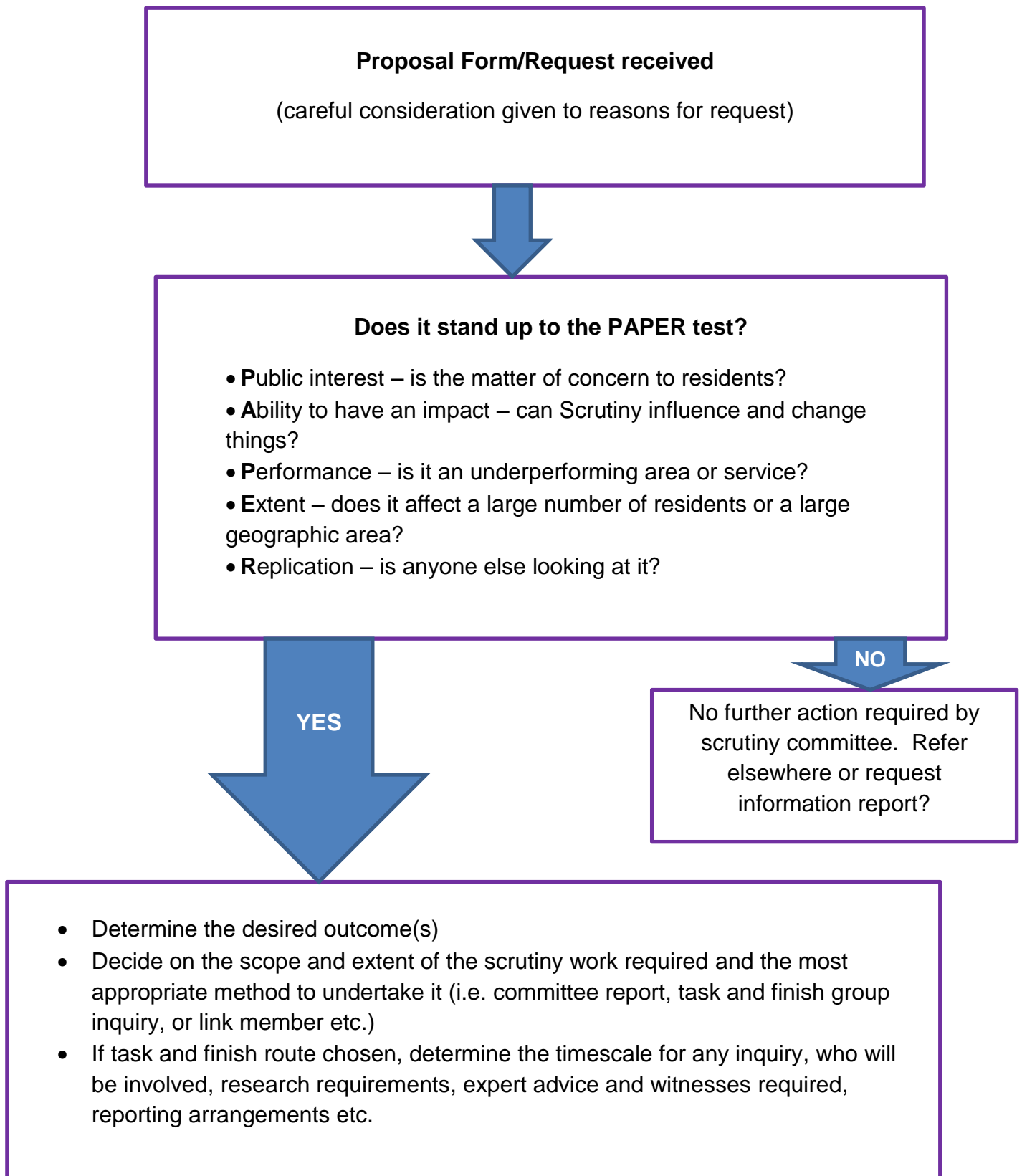
Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
15 March	<b>1 March</b>	26 April	<b>12 April</b>	7 June	<b>24 May</b>

Updated 22/01/2018 RhE



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

## Consideration of a topic's suitability for scrutiny



## Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
<b>27 Feb</b>	1	Managed Service for the Provision of Agency Workers	To receive a report to award to the most economically advantageous tenderer	Yes	Councillor Julian Thompson-Hill / Gary Williams / Helen Makin
	2	Business Rates Write Offs	To consider writing off irrecoverable Business Rates	Yes	Councillor Julian Thompson-Hill / Richard Weigh /Paul Barnes
	3	Regional Regeneration - North Wales Regional Regeneration Plan and Welsh Government's Targeted Regeneration Investment Programme	To approve priorities in the Regional Regeneration Plan and the wider Draft Regional Plan and funding programme prior to submission to the Welsh Government	Yes	Graham Boase / Kim Waller
	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
<b>20 Mar</b>	1	Business Improvement Districts	To inform members of progress made on developing Business Improvement Districts and to	Tbc	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
			make a recommendation in respect of the Business Plan		
	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		Tbc	Scrutiny Coordinator
<b>24 Apr</b>	1	Insurance Contract Award	Following a tender process to award the contract to the preferred bidder for insurance services	Yes	Councillor Julian Thompson-Hill / Richard Weigh
	2	CPO of the Former North Wales Hospital, Denbigh	To provide an update on the CPO process	Tbc	Councillor Brian Jones / Gareth Roberts
	3	Hafan Deg Day Care Centre, Rhyl	To appoint a Provider to take over the lease and running of the day care service	Yes	Councillor Bobby Feeley / Phil Gilroy / Emily Jones-Davies
	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

## Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
<b>22 May</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>February</i>	<b>13 February</b>	<i>March</i>	<b>6 March</b>	<i>April</i>	<b>10 April</b>

Updated 24/01/18 - KEJ

Cabinet Forward Work Programme.doc

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## Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
7 December 2017	5. DEVELOPING A HIGHWAY MAINTENANCE STRATEGY	<p><b><u>RESOLVED:</u></b> <i>subject to the above observations to</i></p> <p>–</p> <ul style="list-style-type: none"> <li><i>(i) support the approach being proposed by the Service to balance the risk of deteriorating roads against the available financial resource over the period 2017 – 2022;</i></li> <li><i>(ii) write to the Welsh Government seeking its assistance to fund designated road improvement projects that the Council was unable to fund by itself during a period of austerity, and which could potentially affect the overall quality of the county's road network and have an adverse effect on the local economy;</i></li> <li><i>(iii) invite the Cabinet Secretary for Economy and Transport to attend a future meeting of the Committee to discuss highways funding for Denbighshire and the North Wales region; and</i></li> <li><i>(iv) confirm that it had read, understood and taken account of the Well-being Impact Assessment (Appendix 3) as part of its consideration, highlighting that future Well-being Impact Assessments should contain a</i></li> </ul>	<p>Lead Member and relevant officers advised of the Committee's recommendations.</p> <p>(ii) &amp; (iii) Letter sent by the Chair to the Welsh Government's Cabinet Secretary for Economy and Transport on 11 December 2017 – a copy of this letter and the Cabinet Secretary's subsequent response, dated 9 January 2018, has been included in the 'Information Brief' document circulated to members ahead of the current meeting.</p>

		<p><i>more holistic assessment of the proposals' potential impact, in particular the unintended negative consequences of any proposals on the well-being goals.</i></p>	
	<p><b>6. YOUR VOICE COMPLAINTS PERFORMANCE (Q2)</b></p>	<p><b><u>RESOLVED:</u></b> - <i>subject to the above observations to</i>          –  <i>(i) receive the report on the Council's performance in dealing with complaints, compliments and suggestions received under the 'Your Voice' corporate complaints procedure during Quarter 2, 2017-18; and</i>  <i>(ii) receive the data on the Customer Effort and Satisfaction results for Denbighshire County Council for the second quarter of 2017-18 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 relevant officers informed of the Committee's observations and recommendations.</p>