

To: Members of the Performance
Scrutiny Committee

Date: 20 April 2018

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Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **10.00 am** on **THURSDAY, 26 APRIL 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 9.15 A.M. IMMEDIATELY PRIOR TO THE MEETING

AGENDA

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

1 APOLOGIES

2 DECLARATION OF INTERESTS

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

3 URGENT MATTERS AS AGREED BY THE CHAIR

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

4 MINUTES OF THE LAST MEETING (Pages 5 - 16)

To receive the minutes of the Performance Scrutiny Committee meeting held on 15 March 2018 (copy enclosed).

5 PUPIL PROGRESS FROM YEAR 10 TO YEAR 11 (KS4) (Pages 17 - 26)

To consider a report by the Principal Education Manager (copy enclosed) on the findings of the study undertaken on Year 10 pupils from choice subjects to attainment.

10:05 a.m. – 10:45 a.m.

6 BEHAVIOUR MANAGEMENT IN DENBIGHSHIRE SCHOOLS (Pages 27 - 38)

To consider a report by the Principal Education Manager (copy enclosed) which seeks the Committee to review the county's trends in school exclusions to determine if the use of short term exclusions has an adverse effect on pupils' educational attainment.

10:45 a.m. – 11:15 a.m.

BREAK

11:15 a.m. – 11:25 a.m.

7 CORPORATE RISK REGISTER REVIEW, MARCH 2018 (Pages 39 - 70)

To consider a report by the Strategic Planning Team Manager (copy enclosed) which presents the Committee with the March 2018 version of the Council's Corporate Risk Register and seeks members' comments on the revised version.

11:25 a.m. – 12:00 a.m.

8 SCRUTINY WORK PROGRAMME (Pages 71 - 90)

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 & 6 only)

Mike Hall

David Lloyd

Kathleen Jones

Gareth Williams

COPIES TO:

All Councillors for information

Press and Libraries

Town and Community Councils

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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, 15 March 2018 at 10.00 am.

PRESENT

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

Present as observers: Councillor Brian Blakeley, Councillor Jeanette Chamberlain Jones, Councillor Emrys Wynne, Councillor Gwyneth Kensler, Councillor Meirick Lloyd-Davies, Councillor Glenn Swingler and Councillor Rhys Thomas

Councillors Julian Thompson-Hill, Mark Young and Bobby Feeley attended at the Committee's request as portfolio holders for business items 6, 7 and 10 respectively.

ALSO PRESENT

Chief Executive (MM), Head of Customers, Communications and Marketing (LG), Principal Librarian (BH), Strategic Planning Team Manager (NK), Strategic Planning & Performance Officer (CE), Head of Community Support Services (PG), Service Manager – Client Services, Community Support Services (KN). Scrutiny Co-ordinator (RhE) and Committee Administrator (RhT-J).

1 APOLOGIES

Apologies were received from Councillor Peter Scott and Councillor Martyn Holland. Apologies were also received from Councillor Richard Mainon, Lead Member for Developing Community Infrastructure.

2 DECLARATION OF INTERESTS

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

3 URGENT MATTERS AS AGREED BY THE CHAIR

The Chair informed the Committee that it had been brought to his attention that the recent announcement on the unexpected closure of Denbigh College had been raised by members as a matter of great concern, particularly the lack of communication by Grŵp Llandrillo Menai with local elected members, stakeholders and the Council regarding their intention to close the facility. Members were informed that the MP had arranged an open meeting in Eirianfa, Denbigh the following day to discuss the closure of the college. It was also understood that the Head of Education and Children's Services had also requested a meeting with college authorities to discuss the decision to close and future provision for students.

The Committee requested the Scrutiny Co-ordinator to enquire with the Head of Service on the outcome of her meeting with college authorities and that those outcomes be shared with members.

4 MINUTES OF THE LAST MEETING

The minutes of the meeting of the Performance Scrutiny Committee held on 1 February 2018 were submitted.

There were no matters arising.

RESOLVED that the minutes of the Performance Scrutiny Committee meeting held on 1 February 2018 be received and approved as a correct record.

5 LIBRARY SERVICE STANDARDS AND PERFORMANCE

In the absence of the Lead Member for Developing Community Infrastructure the Head of Communications, Customers and Marketing introduced the Principal Librarian's report (previously circulated) which outlined the Library Service's performance against national standards and updated the Committee on developments within the service in Denbighshire and on a regional basis. Attached to the report as appendices were copies of the Welsh Government's Museums, Archives and Libraries Division's (MALD) formal assessment of the county's library service for 2016-17 (Appendix A) and the Council's revised charging policy for using library spaces for activities (Appendix B).

During her introduction the Head of Service informed the Committee that Denbighshire's Library Service had met 17 of the 18 Core Entitlements during the 2016-17 year, as it had throughout the term of the 5th Framework of Welsh Public Library Standards (from 2014-2017). She advised that Denbighshire welcomed the inclusion in the 6th Welsh Public Library Standards Framework, from 2017 – 2020, of a quality indicator relating to the libraries' performance in supporting health and well-being.

Details were shared with members of the current refurbishment works nearing completion at St Asaph library, the refurbishment programme funded through a MALD grant at Denbigh Library, and the work to replace the roof at Rhyl Library. Members were also briefed on the increased use of libraries for the purpose of delivering community services by the Council and by partner organisations, all of which supported the wider health and well-being work of the various organisations. The Library Service's revised charging policy for the use of library space for arranged activities, introduced in January 2018 for new bookings and applied to regular group bookings from April 2018, offered free use of library spaces for community benefit, a discounted rate for community groups and registered charities, with only commercial/private bookings or profit making groups being subject to full hire charges. Details were also shared of the regional and national collaboration work taking place between county library services for the purpose of realising efficiencies, supporting and enhancing the delivery of the health and well-

being offer, increasing the range of reading material available to users and the medium of its availability i.e. books, e-books, e-audio books etc.

Responding to members' questions the Head of Service and the Principal Librarian advised that:

- Rhuddlan Library was currently open on Saturday mornings due to the temporary closure of St Asaph Library for refurbishment. Staff from St Asaph Library operated the Saturday morning opening at Rhuddlan. If members and residents were keen for Rhuddlan to remain open on Saturday mornings following the re-opening of St Asaph library financial resources would need to be secured to achieve this, one option would be to approach Rhuddlan Town Council to seek further financial support;
- at present only two city, town or community councils provided financial support to the County Council for the provision of library services in their area, they were St Asaph City Council and Rhuddlan Town Council. St Asaph City Council decided on an annual basis whether it would provide financial support to the Council's Library Service. Having regard to the prospect of diminishing financial resources for the provision of services in the medium to long-term the Library Service may consider approaching all city, town and community councils for financial support in order to secure the delivery of services in future years;
- they would enquire with the Council's Building Services Department regarding who was liable for the costs of the maintenance currently being undertaken on the roof of Rhuddlan's library building;
- despite the fact that the a number of the Quality Indicators (QIs) focused on non-book related services and whilst libraries were expanding the community based aspect of its services and promoting the availability of IT services at libraries, the Service's core business remained the lending of books and reading materials. Regional and national collaboration work across library services ensured the availability of the widest possible choice of reading materials for service users. If books were not held by the county's Library Service they could be requested from elsewhere in Wales and could be made available to the person who ordered them within a week or so, dependent upon where in Wales the copy was held when the request was received;
- figures would be provided to the Committee on the number of book loans in Denbighshire during the current year in comparison to previous years;
- whilst the County had not operated a mobile Library Service for a number of years it continued to operate a Home Library Service for residents who were unable to physically visit a library due to ill health or disability. Between 200 and 300 people currently utilised this service and the Library Service had an ambition to roll its availability out to carers in the near future;
- it was anticipated that the rollout of Universal Credit (UC) to a large part of Denbighshire in April 2018 would have an impact on libraries and staff. As yet the full extent of the impact was unquantified. The Principal Librarian was a member of the Council's Universal Credit Board, the Board which was working across Council Services and with partners such as Citizens Advice Denbighshire (CAD) and the Department for Work and Pensions (DWP) in an attempt to manage the impact of the introduction of UC in Denbighshire and support residents with the application process. Members were advised that CAD would be the resident's the initial point of contact for support with UC claims or enquiries, OPUS would also be providing assistance to people applying and receiving UC with regards to developing essential skills, whilst the DWP would provide retrospective funding to the Council and others for support provided to UC claimants. The Scrutiny Co-ordinator advised that Communities Scrutiny Committee had an item on the potential impact

- of the introduction of UC on the Council and residents on its forward work programme for its meeting in May 2018;
- the use of volunteers to deliver library services had to be managed extremely carefully as their use could cause concern and discontentment amongst qualified library staff. Opportunities for using volunteers for the purpose of supporting library staff and to add value could be explored. Work was currently underway with a view to drawing-up a student work experience programme that would maximise the value and benefit of the experience for the student and for the service alike;
 - a marketing strategy for the County's libraries would be developed in due course;
 - the Library Service in Denbighshire worked closely with the National Library of Wales in Aberystwyth i.e. via the all-Wales procurement contract, highlighting to Denbighshire's library members the availability to them of free remote access to the National Library's electronic resources; and
 - income generated from hiring library spaces to external users was paid into the Library Service's general budget. The income generated was not excessive and as the level of income fluctuated on a month by month basis it could not be guaranteed and therefore used for budget-setting purposes.

At the conclusion of the discussion the Committee congratulated the Council on keeping its libraries open and on developing them into community hubs. Members also congratulated Library Service staff across the county on their dedication and the quality of service they provided to library users. The Committee:

Resolved: - subject to the above observations to –

- (i) ***commend the Library Service on its performance against the 5th Framework of Welsh Public Library Standards; and***
- (ii) ***request that a progress report be presented to the Committee at its November 2018 meeting on the Service's performance against the 6th Framework 2017-2020***

6 PERFORMANCE MANAGEMENT OF THE CORPORATE PLAN 2017-2022

The Lead Member for Finance and Performance introduced the report (previously circulated) which sought the Committee's views on the framework drawn-up to performance manage the delivery of the Council's new Corporate Plan 2017 – 2022. During his introduction the Lead Member drew members' attention to Appendix 1 to the report which outlined each of the five priorities and detailed the baseline (Current State) from which the journey to deliver the priorities would commence, and the proposed success threshold (Future State) which would signify the end of the journey and the priorities' delivery. For the purpose of supporting the delivery of the priorities a set of specific indicators had been developed to assist the Council to evaluate progress and overall achievement of its ambitions, these were included in Appendix A to the report. At this early stage in the Plan's delivery a number of these indicators were registering baseline performance, however as work progressed over time the aim would be to see performance against the indicators continually improving. With the passage of time the ultimate aim would be to move the direction of performance against each indicator from 'red' to 'green'. Scrutiny had a key role to play in securing continuous good performance and the delivery of the Corporate Plan, as did Cabinet and the Programme Boards established to oversee its delivery. Performance monitoring reports would be submitted to Scrutiny on a quarterly basis, and if it had concerns regarding any

aspect of the Plan's delivery it could instruct the relevant service(s) to attend Scrutiny to discuss with members the reasons behind slippages or poor performance.

Whilst the Corporate Plan was the Council's own strategic plan its delivery was not wholly within its gift, elements of certain priorities were dependent upon partners e.g. registered social landlords (RSLs), private developers, national government, Health Board, private business, utility companies etc.

Responding to members' questions the Lead Member and the Strategic Planning Team Manager advised that:

- as part of the development of the Corporate Plan the indicators agreed upon to measure performance and achievement had been guided by deeming what success would eventually look like;
- they would explore potential methods for including data and explanatory narrative on the graphs themselves for ease of reference purposes;
- work in relation to supporting carers would be progressed under the auspices of the Communities and Environment Programme Board and would be reported as part of the regular Corporate Plan performance monitoring reports in due course;
- whilst some members may be of the view that some roads across the county were in poor condition and required urgent maintenance work, the data from Welsh Government (WG) indicated to the contrary. WG used an independent evaluation system to assess the condition of the county's roads, this method produced an average-based assessment of their condition, it did not break their condition down on a road by road basis. The Scrutiny Co-ordinator reminded the Committee that it had resolved at its last meeting to extend an invitation to an official from the WG's Transport Planning Department to attend a future meeting to discuss with members future capital funding for highways projects. Confirmation was still awaited from WG officials on their availability to attend a future meeting;
- whilst the production of the Corporate Plan itself required intensive work from all Council services the compilation of data thereafter should not be too laborious;
- despite there being no explicit reference to 'culture' in the Corporate Plan it would in fact be an intrinsic element within a number of the priorities, particularly the Environment priority as well-being formed part of that priority. The Public Services Board's (PSB) Well-being Assessment and its Well-being Plan had a particular focus on culture;
- the Council was currently doing a piece of work on how it could support and encourage young people to undertake voluntary work within their communities and as part of their studies for the Welsh Baccalaureate. Members suggested that it may be useful for those tasked with delivering the work relating to young volunteers to liaise with the Council's Events Team as they were often looking for volunteers to assist at events or knew of organisations within communities who would value giving young people experience through volunteering. Officers undertook to follow-up this suggestion; and
- the Council worked on a regular basis with Denbighshire Voluntary Services Council (DVSC) in relation to volunteers and volunteering opportunities.

Officers were also aware of the need to update the volunteer register on the Volunteer website following the retirement of the officer who had been in charge of the website.

The Chief Executive reminded members that the Council, through its ability to persuade all services and officers to work together for the purpose of realising corporate ambitions, had a good track record for delivering its corporate plans. He was of the view that in the context of the well-being agenda the Authority needed to make more use of volunteers in order to deliver its ambitions for residents. Some volunteering organisations were adopting a more professional approach towards delivering their services and were therefore reluctant to use volunteers for certain aspects of their work, the Council could therefore seize the opportunity and by being creative and proactive make effective use of volunteers in order to deliver better outcomes for residents. The Committee:

Resolved: - subject to the above observations to support the content covered by the Current State and Future State descriptions, and the indicators and thresholds detailed in the report prior to their presentation to Cabinet Briefing on 9 April 2018.

7 INTERIM STRATEGIC EQUALITY PLAN 2016 - 2018 ANNUAL REPORT

The Lead Member for Corporate Standards introduced the Strategic Planning Team's report (previously circulated) to members and presented the Committee with the Council's draft Interim Strategic Equality Plan 2016-18. During his introduction he informed members that this was the first time that the Plan, which outlined the key projects and activities the Council had delivered in line with the Equality Plan during the 2017-18 year, had been presented to the Committee. In previous years plans had been presented to the Corporate Equalities Group (CEG). However, CEG was disbanded in March 2017. Going forward the intention would be to report on the Council's commitment and contribution to equality and diversity via the regular monitoring reports on the Council's performance in delivering its Corporate Plan, as equality and diversity should form an integral part of the delivery of the Council's entire business. The Lead Member also explained that the Equality Plan was being presented to members for observations prior to translation and subsequent publication in line with the statutory deadline of 31 March 2018. He also advised that if members required further training and development opportunities on equality and diversity issues every effort would be made to provide them. Work was currently underway with the Council's HR Department to make the e-learning module on Equality available to staff on the Council's e-learning platform in the near future.

In response to members' questions the Lead Member, Strategic Planning Team Manager and the Strategic Planning and Performance Officer:

- advised that Equality Impact Assessments (EqIA)/Well-being Impact Assessments (WIAs) were required to be undertaken for new or revised planning policies but were not a requirement or applicable to individual planning applications;

- confirmed that there was an expectation for every Council Service to undertake a WIA and adhere to equality duties when developing new policies or reviewing current policies; and
- emphasised that public sector equality duties stipulated in the Equality Act 2010 applied to public sector organisations only, they did not apply to private business. However, information provided to private businesses with respect of submitting planning applications would emphasise the need for their proposals to conform with the disability discrimination requirements of the Equality Act 2010;

During the discussion on the Plan's contents Committee members suggested that the following amendments and additions be made to the Plan document ahead of its translation and publication:

- a glossary be included to explain the acronyms and terminology used throughout the document;
- the document be checked to ensure that all organisations were correctly referenced throughout the document i.e. 'Urdd' not 'URDD';
- for clarity and understanding, the inclusion of a short narrative to explain the role of certain groups i.e. 'Community Development Co-ordinators' etc.;
- information to be included on the extensive work undertaken across the Council and in the community locally to raise awareness of dementia; and
- inclusion of photographs to enhance its appearance and entice people to read it

At the conclusion of the discussion the Lead Member and officers undertook to explore methods by which the Council could seek to influence the wider community in the county to meet similar Equality standards to those met by the Authority. The Committee:

Resolved:

- (i) subject to the observations made and the inclusion of the above suggested amendments and additions to support the Interim Strategic Equality Plan 2016-18 and recommend that it be translated and published in line with the statutory requirements; and***
- (ii) that a report reviewing the Council's performance in delivering its Strategic Equality Plan 2016-18 be presented to the Committee at its meeting in September 2018***

8 SCRUTINY WORK PROGRAMME

The Scrutiny Co-ordinator (SC) 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 Chair and Scrutiny Co-ordinator informed the Committee that following a meeting with the Head of Education and Children's Services and the Principal Manager – Education it had become apparent that the level of information required to be presented as part of the education business item on 'Behaviour and Absenteeism Management in Denbighshire Schools' at the Committee's next meeting was far too cumbersome to be discussed as one business item in a single meeting. With a view to enhancing members' understanding of the various aspects and topics requested officers had offered to hold a workshop for elected and co-opted members on 'Inclusion and Well-being in Education and Children's Services' in June 2018. By June Estyn's report following its inspection of the County's Education Services would be available. Following this workshop it should be easier for members to identify which areas of the Service's performance merited detailed scrutiny. It was therefore suggested that the 'Behaviour and Absenteeism Management in Denbighshire Schools' item scheduled for presentation to the Committee on the 26 April be deferred until the workshop had been held and that the special meeting on the 10th May, for the purpose of inviting two secondary schools to meet with the Committee to discuss their School Improvement Plans be cancelled, as it would be more appropriate to invite schools to meetings in the autumn following the publication of the current academic year's examination results. The Committee agreed to the above approach.

Members were asked to complete the on-line scrutiny survey circulated earlier in the month. The importance of completing the survey was emphasised as its findings would be reported to County Council as part of the Scrutiny Committees' Annual report in May 2018. Members were also reminded about the training event on 'Effective Scrutiny for Positive Outcomes' that would be held the following week

RESOLVED that subject to the above observations and amendments, the Forward Work Programme be approved.

9 FEEDBACK FROM COMMITTEE REPRESENTATIVES

Councillor Arwel Roberts reported on a recent School Standards Monitoring Group (SSMG) meeting which he had attended. Two schools had been robustly challenged at that meeting in relation to their performance in delivering education and on school management matters.

Councillor Geraint Lloyd-Williams reported on the recent Service Challenge meeting he had attended for the Facilities, Assets and Housing Service, which had been an effective and constructive meeting.

EXCLUSION OF PRESS AND PUBLIC

The Chair advised that the next item of business contained confidential information and the Committee subsequently:

RESOLVED that under Section 100A of the Local Government Act 1972, the Press and Public be excluded from the meeting for the following item of business on the grounds that it would involve the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A of the Act.

10 IN HOUSE CARE SERVICES UPDATE

Prior to the commencement of this business item the Chair of the In-house Adult Social Care Task and Finish Group, also the Chair of Performance Scrutiny Committee, informed the Committee that the Task and Finish Group had met earlier that morning to consider the information contained in the Service Manager – Client Services' confidential report (previously circulated). This had been the Task and Finish Group's second meeting to discuss the progress made to date in relation to the future provision of social care services at the Council's social care establishments and day centres, following Cabinet's decisions in 2016 to explore alternative options with relevant bodies for delivering services at Awelon (Ruthin) and Cysgod y Gaer (Corwen) and to commence a tender process for future delivery of services at Hafan Deg (Rhyl) and Dolwen (Denbigh). The Chair of the Committee gave members an overview of the discussions which had taken place at both Task and Finish Group meetings and advised that he would be reporting the Committee's observations and any recommendations following their discussion to Cabinet when they considered the matter at their meeting in April 2018.

Introducing the report and associated appendices the Lead Member for Well-being and Independence briefed members on the work undertaken by the Task and Finish Group, Performance Scrutiny Committee and Cabinet during the term of office of the previous Council in relation to exploring potential sustainable options for delivering social care services in future which met residents changing expectations and conformed with the WG's vision for social care services whilst complying with legislative requirements.

The Head of Community Support Services and the Service Manager – Client Services briefed members on the current position with respect of Awelon, Cysgod y Gaer and Dolwen before outlining the process undertaken in relation to undertaking a tender process for the provision of services from Hafan Deg, Rhyl. They emphasised that the tender process had been conducted in accordance with procurement regulations and professionally qualified officers had evaluated the tenders received against a quality and price criteria - quality of service provision being given greater weighting than price (60% quality/40% price). The Committee was advised that if the 'preferred provider' identified following the tender evaluation process was eventually approved for appointment the Council would work closely with the company to ensure that all of the Authority's requirements in relation to service provision were incorporated into the contract agreement. This would include the insertion of clauses into the lease agreement for the facility regarding complying with the lease's specification, maintenance costs and making space available at the building for other groups e.g. residents of War Memorial Court, third sector organisations etc. to hire when not in use by the leaseholder.

Responding to Committee members' questions the Head of Service and Service Manager- Client Services advised that:

- the 'preferred provider' had undertaken in its Business Plan (attached to the report) to extend and grow the range of services currently available at Hafan Deg i.e. support for carers, social inclusion and reducing isolation etc.

- independent providers, such as the 'preferred provider' could access 3rd sector grants for delivering specific services. This option for securing funding was not available to the local authority;
- the Council's contract with the 'preferred provider' would be subject to the same stringent contract monitoring arrangements as other providers from whom the Council commissioned services;
- a transfer plan would be put in place to transfer staff currently employed by the Council at Hafan Deg over to the 'preferred provider' under the Transfer of Undertakings (Protection of Employment) (TUPE) Regulations arrangements if the appointment was approved;
- a copy of the 'preferred provider's' pricing schedule had been included as an appendix to the report;
- day centres were not inspected by regulators, however the Council would as part of its contract review and management work closely monitor the delivery of services from Hafan Deg to ensure they conformed with the contract specifications; and
- confirmed that it would be in the 'preferred provider's' interest, if appointed, to effectively market the services it offered at Hafan Deg

Task and Finish Group members advised the Committee that whilst they had some reservations regarding how private individuals or companies could deliver quality services for residents and generate an operating profit while the Council itself could not meet those needs within its allocated budget, the majority of them felt that in order to secure the future of services at Hafan Deg, and with a view to enhancing and growing the services available to residents from the facility, they would support the appointment of the 'preferred provider' and seek the Committee to recommend to Cabinet that the 'preferred provider' be approved to become the leaseholder and to deliver services at Hafan Deg.

Following an in-depth discussion the Committee:

Resolved: - *subject to the above observations and the assurances received in relation to the tender evaluation process,*

- (i) *to recommend to Cabinet that it support the transfer of the lease and the running of services at Hafan Deg Day Centre, Rhyl, to the 'preferred provider' identified following the tender evaluation exercise; and*
- (ii) *that a report be presented to Performance Scrutiny Committee, 12 months following the building's transfer and the commencement date of the contract for the delivery of services at Hafan Deg, detailing the effectiveness of services delivered at the facility, the impact of the transfer on service-users, staff and the local community; the progress made in relation to enhancing and growing services available at the Centre, the appointed provider's compliance with lease and commissioned services' contract specifications, and any lessons learnt from the process that may help inform similar decisions in future.*

PART 1

Prior to closing the meeting the Chair informed members that the current meeting was the Chief Executive's last meeting of the Committee before his departure from the Authority. The Chair and members thanked him for his contribution to the Council and his support

for the Committee's work and wished him well for the future.

Meeting concluded at 1.20pm

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Report to:	Performance Scrutiny Committee
Date of Meeting:	26 April 2018
Lead Member/Officer:	Lead Member for Education, Children and Young People/ Head of Education and Children's Services
Report Author:	Principal Education Manager
Title:	Pupil progress from Year 10 to Year 11 (KS4)

1. What is the report about?

To consider the findings of the study undertaken on Year 10 pupils from choice of subjects to attainment.

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 are confident that all pupils are supported to achieve their full potential at key stage 4.

4. Pupil progress from Year 10 to Year 11 (KS4).

There is no universal measurement from foundation phase to the end of Key stage 4. Currently the main performance measure at KS4 is the Level 2 Threshold including Welsh or English and mathematics, this is not a measure at any other key stage in schools.

Secondary schools in Wales have a rolling programme of changes to performance measures at key stage 4 until 2020. To provide consistency during this period and the term of the council a new local performance indicator will measure the number of pupils who achieve the Core Subject Indicator (CSI) at key stage 2 against those who achieve the Level 2 Threshold at GCSE. This indicator is linked to the new high aspirations of the new corporate plan which will be reported to members in January 2019.

To accurately and easily measure pupils progress from year 10 to year 11 is to use the baseline teacher assessments at the end of KS3 when pupils are in Year 9. The main indicator at Key Stage 2 and 3 is the Core Subject Indicator (CSI). At Key Stage 3 the CSI is the number of pupils gaining Welsh or English, mathematics and science at Level 5. At Key stage 4 it is the number of pupils gaining GCSE grade C in gaining

Welsh or English, mathematics and science, this indicator is being phased out at Key Stage 4.

The percentage of pupils gaining CSI at KS3 is substantially higher than at KS4, this is in part due to the greater rigour of GCSE examinations significantly compared to teacher assessments and the engagement to learning of a number of pupils at KS4. However this decline is broadly in-line with the Welsh average and Denbighshire's rank position.

Core Subject Indicator (CSI) 2015-17							
Key Stage 2	2015	Rank	2016	Rank	2017	Rank	Ave 3yr Rank
Denbighshire	87.9	12	92.7	14	92.7	17	14th
Wales	87.7	0	88.6	0	89.5	0	
Key Stage 3	2015	Rank	2016	Rank	2017	Rank	Ave 3yr Rank
Denbighshire	84.3	12	86.4	12	85.6	18	14th
Wales	83.9	0	85.9	0	87.4	0	
Key Stage 4	2015	Rank	2016	Rank	2017	Rank	Ave 3yr Rank
Denbighshire	51.9	12	56.5	14	48.3	20	15th
Wales	54.8	0	57.6	0	54.1	0	

DCC's expected rank is 14th against FSM position in Wales

In 2017 48.3% achieved the CSI at KS 4, 84.3% of the cohort achieved the CSI at KS 3. The reduction in the numbers achieving the CSI at key stage 4 can also be attributed to many factors including the movement of pupils in and out of the county, disengagement with learning or pupils whose first language is not English or Welsh. Significantly more pupils achieve CSI at KS3 in all special education needs (SEN) categories over the performance seen at KS2. There is a reduction in pupils with SEN who achieve CSI at KS4 compared to pupils who achieve CSI at KS3. 27 pupils achieved CSI at KS2 but did not achieve CSI at KS3 or KS4. 275 pupils achieved CSI at KS2 and KS3 but did not achieve CSI at KS4.

At the end of KS 3 every pupil will have either opted for courses that meet their educational needs, either in school or in college for part of the week. There are some pupils who receive bespoke programmes that are provided by FE colleges or through specialist provision, funded by schools or the European TRAC project. This has

resulted in Denbighshire being ranked 8th in Wales for pupils leaving school with a recognised qualification.

The findings of the review of interventions to support pupils achieve the best possible outcomes has highlighted that they have generally been successful. The dip in results in 2017 were as a result of the new GCSE examinations for Welsh, English and mathematics and specific issues in some high schools. Intervention strategies to support the objectives of the corporate plan that have been successful and are continuing to develop in secondary schools are:

- running programme of revision classes during holidays and after schools particularly for targeted pupils who are in danger of not achieving.
- the use of 'Pixel' resources that have been jointly funded by the LA, GwE and schools to support teachers and pupils with the new GCSE examinations.
- an extensive training programme provided by GwE to support teachers in the implementation of the new GCSE examinations.
- the use of TRAC and 14-19 funding to provide bespoke support for pupils who are in danger of becoming NEET (Not in employment, education or training).
- providing pupils on out of school provision with mentors who monitor and support the progress of vulnerable learners.
- schools using data tracking systems, some modelled on the very sophisticated systems developed by Ysgol Brynhyfryd.
- tracking the performance of pupils with special educational needs (SEN) and groups of pupils such as those on free school meals, transients or pupils whose first language is not English or Welsh. Appendix 1
- A remodelling of the Educated other than at School (EOTAS) provision in conjunction with secondary headteachers to ensure all young people gain employability accreditation and qualifications in Welsh or English, mathematics and science.
- GwE track the expected outcomes of pupils at KS3 and 4 on a termly basis, GwE are also developing a school performance dashboard to track and monitor pupil and school progress.

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

- This report contributes to the Corporate Priority that every child achieving the expected standard at the end of primary school (Level 4, Key Stage 2) will achieve 5 GSCEs A*-C (Level 2 Key Stage 4), including English or Welsh (1st language) and Maths, by the end of secondary school.

- Help young people to develop practical 'life skills' and behaviours that contribute to good health and well-being.
- Provide young people with effective career advice and mentoring.
- Develop greater employment opportunities for younger people.

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

N/A

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

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

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

N/A

9. Chief Finance Officer Statement

N/A

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

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

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

Ensuring improvement in external examination results.

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

11. Power to make the Decision

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

Contact Officer: Principal Education Manager

Tel: 01824 708027

Appendix 1

Year 11 November 2017

Surname	Forename	Gender	DoB	Date of Entry	UPN	FSM	LAC	EAL	SEN	Key stage 1				Key Stage 2				Key Stage 3				WNT Yr 9		
										English	Maths	Science	CSI	English	Maths	Science	CSI	English	Maths	Science	CSI	NRT	NNRT	NNPT
						0	0	0	N	2	2	2	Y	4	4	4	Y	6	6	6	Y	87	104	98
						1	0	0	N	2	2	2	Y	4	4	4	Y	5	5	5	Y		95	84
						0	0	0	N									5	5	5	Y	105	99	93
						0	0	0	N	2	2	2	Y	4	4	4	Y	5	6	6	Y	107	96	95
						0	0	0	N	1	2	2	N	4	4	4	Y	6	7	6	Y	117	106	112
						0	0	0	N	2	2	2	Y	4	4	4	Y	5	5	4	N	101	82	81
						0	0	0	N	3	3	3	Y	5	5	5	Y	7	7	6	Y	111	105	105
						0	0	0	N	2	2	2	Y	5	4	5	Y	6	7	6	Y	113	101	110
						0	0	0	P	2	2	2	Y	4	4	4	Y	5	4	4	N	94	98	78
						0	0	0	P	2	2	2	Y	4	4	4	Y	5	5	6	Y			
						0	0	0	N	2	2	2	Y	5	5	5	Y	6	6	7	Y	97	104	102
						0	0	0	P	2	2	2	Y	4	4	4	Y	5	5	5	Y	86	94	78
						0	0	0	N	3	2	2	Y	5	4	5	Y	7	6	6	Y	112	103	102
						1	0	0	A	W	W	1	N	2	3	2	N	2	3	5	N	73	82	*
						0	0	0	N	2	2	2	Y	5	4	4	Y	6	6	7	Y	107	105	94
						0	0	0	N	2	2	2	Y	4	5	5	Y	6	7	6	Y	101	102	101
						0	0	0	N	3	3	3	Y	5	6	5	Y	6	6	6	Y	114	107	107
						1	0	0	A	1	1	1	N	4	4	4	Y	5	4	4	N		94	80
						0	0	0	N	3	2	3	Y	5	5	5	Y	6	6	7	Y	118	102	96
						1	0	0	P					3	3	3	N	5	5	5	Y	84	82	78
						1	0	0	N	2	2	2	Y	5	5	5	Y	6	6	6	Y	100	93	94
						0	0	0	N	2	2	2	Y	5	4	4	Y	6	7	7	Y	113	107	110
						0	0	0	N	2	2	2	Y	5	4	4	Y	7	6	6	Y			
						1	0	0	N	3	3	2	Y	5	4	4	Y	5	5	6	Y	88	101	79
						0	0	0	S					3	3	3	N	4	3	4	N	*	*	78
						0	0	0	P	2	2	2	Y	4	4	4	Y	6	6	6	Y	74	92	97
						0	0	0	A									5	6	5	Y	99	107	105
						0	0	0	P					4	4	4	Y	5	5	5	Y	87	83	91
						0	0	0	P	3	3	3	Y	4	5	5	Y	6	7	6	Y	106	115	122
						1	0	0	A					3	3	4	N	4	3	5	N		83	*
						0	0	0	A					4	3	4	N	5	5	5	Y	*	82	87
						0	0	0	A					4	3	4	N	5	5	6	Y	110	99	100
						0	0	0	N	2	2	2	Y	4	4	4	Y	7	6	6	Y	107	91	100
						0	0	0	A	2	2	2	Y	4	4	4	Y	5	5	5	Y	85	91	87
						0	0	0	N	2	3	3	Y	5	5	5	Y	7	7	7	Y	120	122	125
						0	0	0	N	2	2	2	Y	5	4	5	Y	5	6	5	Y	106	91	94
						0	0	0	N	2	2	2	Y	5	5	5	Y	6	6	7	Y	110	99	98
						1	0	0	A	2	3	2	Y	4	4	4	Y	5	6	5	Y	73	98	99
						0	0	0	N	2	2	2	Y	4	4	4	Y	6	7	6	Y	97	104	107
						1	0	0	P	2	2	2	Y					4	4	4	N	70	82	78
						0	0	0	N	2	2	2	Y	4	4	4	Y	5	6	5	Y	98	99	91
						1	0	0	P	1	1	1	N	3	3	3	N	4	4	5	N	72	*	78
						1	0	0	N					5	5	5	Y	5	7	7	Y	106	109	100
						0	0	0	P	2	2	2	Y	4	4	4	Y	5	5	4	N	84	96	78
						0	0	0	A	2	2	1	N	3	3	3	N	4	4	5	N	77	83	81
						0	0	0	N	2	2	2	Y	4	4	4	Y	5	5	5	Y	98	99	78
						0	0	0	P	2	2	2	Y	4	4	4	Y	5	5	4	N	93	80	81

Surname	Forename	Gender	DoB	Date of Entry	UPN	Key stage 1				Key Stage 2				Key Stage 3				WNT Yr 9						
						FSM	LAC	EAL	SEN	English	Maths	Science	CSI	English	Maths	Science	CSI	English	Maths	Science	CSI	NRT	NNRT	NNPT
						0	0	0	N								5	5	5	Y	80	*	97	
						0	0	0	N	2	3	2	Y	4	4	4	Y	6	6	5	Y	94	114	106
						0	0	0	N	3	2	2	Y	5	5	5	Y	6	6	6	Y	114	*	95
						1	0	0	P	2	2	2	Y	4	4	4	Y	5	5	5	Y		92	91
						0	0	0	N	2	2	2	Y	4	4	4	Y	5	5	5	Y	108	94	92
						0	0	0	N	2	2	2	Y	5	5	5	Y	6	5	6	Y	104	96	101
						1	0	0	P	2	2	2	Y	4	4	4	Y	3	5	4	N	84	83	81
						0	0	0	A	2	2	2	Y	4	4	4	Y	6	6	7	Y	94	104	104
						1	0	0	N	2	3	3	Y	4	4	4	Y	6	6	6	Y	120	105	96
						1	0	0	N	2	2	2	Y	4	4	4	Y	6	6	5	Y	91	81	87
						0	0	0	N	3	2	2	Y	5	4	4	Y	6	6	6	Y	115	99	109
						0	0	0	A	2	1	2	N	4	4	4	Y	5	5	5	Y	84	94	86
						0	0	0	P	2	2	2	Y	4	4	4	Y	5	5	5	Y	91	80	91
						0	0	0	N								7	6	7	Y	92	*	86	
						0	0	0	P	2	2	3	Y	4	4	5	Y	5	6	6	Y	117	107	101
						0	0	0	N								6	6	6	Y	121	83	93	
						1	0	0	A		2	2	Y				5	5	5	Y	91	83	81	
						0	0	0	N	2	3	2	Y				6	6	6	Y	112	97	105	
						0	0	0	N					5	4	3	Y	6	6	6	Y			
						0	0	0	A					4	3	4	N	5	5	5	Y	92	96	81
						1	0	0	N	2	2	2	Y	4	4	4	Y	5	5	5	Y	81	95	78
						0	0	0	N	2	2	2	Y	4	4	4	Y	5	5	5	Y	98	92	78
						1	0	0	N	1	1	2	N	4	4	4	Y	5	4	5	N			87
						0	0	0	P	1	W	1	N	3	3	2	N	3	3	5	N	79	83	*
						0	0	0	N	2	2	3	Y	5	5	5	Y	6	7	6	Y	121	118	123
						1	0	0	N					4	5	5	Y	6	7	6	Y	108	116	126
						1	0	0	A	1	1	1	N	4	5	4	Y							
						0	0	0	N	3	3	3	Y	6	5	5	Y	7	7	7	Y	138	115	130
						0	0	0	N	2	2	2	Y	4	5	4	Y	6	6	6	Y	106	95	87
						1	1	0	N					4	5	5	Y	6	6	6	Y	103	105	101
						0	0	0	N	3	2	2	Y	5	5	5	Y	7	7	7	Y	101	109	112
						1	0	0	P	W	1	1	N	3	3	3	N	4	4	4	N	82	99	*
						0	0	0	N		2	3	Y	5	5	5	Y	6	6	6	Y	99	104	104
						0	0	0	N	3	3	2	Y	5	5	5	Y	6	7	6	Y	133	115	115
						0	0	0	N	3	3	3	Y	5	5	5	Y	5	5	5	Y			
						0	0	0	A	2	2	2	Y	4	4	4	Y	6	6	6	Y	84	97	85
						0	0	0	N	2	3	2	Y	4	5	5	Y	5	5	6	Y	92	101	89
						0	0	0	N	2	2	2	Y	4	4	4	Y	5	6	5	Y	94	95	91
						0	0	0	N	2	3	2	Y	5	5	5	Y	6	6	6	Y	98	103	105
						1	0	0	N	2	3	2	Y	5	4	5	Y	6	5	6	Y	*	*	90
						0	0	0	N	2	2	2	Y	4	5	5	Y	6	7	7	Y	105	112	109
						1	0	0	N	2	2	2	Y	4	4	4	Y	5	5	5	Y	93	94	83
						1	0	A	N								4	4	6	N	94	80	78	
						0	0	0	A	2	2	2	Y	4	5	4	Y	5	5	5	Y	94	102	95
						0	0	0	P					3	4	4	N	5	5	6	Y	73	82	84
						0	0	0	N					4	4	4	Y	5	5	4	N		83	78
						0	0	0	N	2	2	2	Y	4	4	4	Y	6	5	6	Y	98	93	79
						1	0	0	N	2	3	2	Y	4	4	5	Y	5	7	6	Y	100	104	102

Year 11 November 2017

Surname	Forename	Gender	DoB	Date of Entry	UPN	Key stage 1				Key Stage 2				Key Stage 3				WNT Yr 9						
						FSM	LAC	EAL	SEN	English	Maths	Science	CSI	English	Maths	Science	CSI	English	Maths	Science	CSI	NRT	NNRT	NNPT
						0	0	0	N	2	2	2	Y	5	5	4	Y	6	6	6	Y	90	97	100
						0	0	0	A	2	2	2	Y	4	5	4	Y	4	5	5	N	*	105	102
						0	0	0	P	1	1	2	N	3	4	3	N	5	5	4	N		*	86
						0	0	0	N	2	2	3	Y	4	4	4	Y	5	5	5	Y	123	83	93
						0	0	0	N									6	6	6	Y	105	93	105
						1	0	0	N									5	7	6	Y	117	134	117
						0	0	0	N	3	3	3	Y	5	5	5	Y	6	7	7	Y	133	114	119
						1	0	0	A					4	4	4	Y	5	5	5	Y	91	98	89
						0	0	0	N	2	2	2	Y	4	4	4	Y	6	6	5	Y	89	91	86
						0	0	0	N		2	2	Y	4	4	4	Y	5	6	5	Y	81	*	85
						0	0	0	P					4	5	4	Y	6	6	5	Y	99	111	108
						0	0	0	N	3	2	2	Y	5	4	5	Y	6	7	6	Y	91	97	90
						1	0	0	P	2	1	2	N	3	4	4	N	5	4	5	N	81	98	*
						0	0	0	N	1	2	2	N	4	4	4	Y	7	6	6	Y	121	105	99
						0	0	0	P	3	3	3	Y	4	5	4	Y	6	6	5	Y	87	99	95
						1	0	0	N					3	4	3	N	5	5	6	Y	87	*	91
						0	0	0	N	3	3	2	Y	5	5	5	Y	6	7	7	Y	110	121	112
						1	0	0	P									3	3	4	N	79	81	81
						1	0	0	A	2	2	3	Y	5	4	4	Y	6	6	6	Y	98	90	93
						0	0	0	N	2	2	2	Y	4	4	4	Y	6	6	6	Y	88	95	81
						0	0	0	N	2	2	2	Y	4	4	4	Y	5	6	5	Y	95	103	99
						0	0	0	P	2	2	2	Y	4	4	4	Y	4	5	5	N	94	83	90
						1	0	0	N	3	3	3	Y	5	5	5	Y	7	7	7	Y	130	99	114
						0	0	0	P	2	2	2	Y	4	4	4	Y	5	6	5	Y	90	94	83
						0	0	0	N	2	2	1	N	4	4	4	Y	6	5	5	Y	99	82	84
						0	0	0	P	1	2	2	N	4	4	4	Y	5	5	5	Y	85	80	81
						1	0	0	A	2	2	2	Y	4	4	4	Y	5	5	5	Y	80	97	90
						0	0	0	P	2	2	2	Y	4	4	4	Y	5	5	5	Y	86	84	90
						1	0	0	P	2	2	2	Y	4	4	4	Y	5	5	5	Y	113	95	78
						0	0	0	P	2	2	2	Y	4	4	4	Y	4	5	5	N	70	92	84
						0	0	0	N	2	2	2	Y	5	4	5	Y	5	6	5	Y	94	101	104
						0	0	0	A	2	2	2	Y	4	4	4	Y	6	6	6	Y	107	100	96
						0	0	0	A	2	2	2	Y	4	4	5	Y	7	6	7	Y	125	108	98
						0	0	0	N	2	2	2	Y	4	5	5	Y	6	6	6	Y	107	83	105
						0	0	0	N	1	1	1	N					5	5	5	Y	93	91	84
						0	0	0	P	1	2	2	N	3	4	4	N	5	5	5	Y	84	84	85
						0	0	0	N	2	2	2	Y	4	4	4	Y	5	5	5	Y	102	99	81
						0	0	0	P	2	1	2	N	4	4	4	Y	6	5	6	Y	102	*	80
						0	0	0	N	3	2	2	Y	5	5	5	Y	7	7	7	Y	124	109	110
						0	0	0	N	2	2	2	Y	4	4	4	Y	5	6	6	Y	84	92	85
						0	0	0	N	2	2	2	Y	5	4	4	Y	6	6	6	Y	103	95	91
						0	0	0	N	2	2	2	Y	4	5	4	Y	7	6	6	Y	102	91	97
						1	0	0	N					5	5	5	Y	5	6	5	Y	92	83	98
						0	0	0	P	2	2	2	Y	3	4	4	N	N	N	N	N			
						0	0	0	N	2	2	2	Y	4	4	4	Y	5	5	5	Y	96	83	97
						0	0	0	P	1	1	2	N	3	3	4	N	5	5	5	Y	84	*	80
						0	0	0	N	2	2	1	N	5	4	5	Y	6	6	5	Y		81	
						0	0	0	P	2	2	2	Y	4	5	4	Y	5	6	5	Y	91	109	94

Year 11 November 2017

Surname	Forename	Gender	DoB	Date of Entry	UPN	FSM	LAC	EAL	SEN	Key stage 1				Key Stage 2				Key Stage 3				WNT Yr 9		
										English	Maths	Science	CSI	English	Maths	Science	CSI	English	Maths	Science	CSI	NRT	NNRT	NNPT
						0	0	0	N	1	2	2	N	4	4	4	Y	5	6	5	Y	94	97	94
						1	0	0	P	2	2	2	Y	4	4	4	Y	5	6	6	Y	82	100	95
						0	0	0	N	2	3	3	Y	4	5	4	Y	5	5	5	Y	89	*	91
						0	0	0	N	3	2	2	Y	5	4	5	Y	6	5	6	Y	102	97	92
						1	0	0	N	2	3	3	Y	5	5	5	Y	6	6	6	Y	110	97	96
						0	1	0	P	1	1	2	N	3	3	3	N	4	3	5	N	*	*	80
						1	0	0	P					2	2	2	N	3	3	4	N		*	78
						1	0	0	P	2	2	2	Y	4	4	4	Y	5	5	5	Y	77	90	80
						0	0	0	P	2	2	1	N	4	5	4	Y	3	5	3	N	77	83	84
						0	0	0	A					4	5	4	Y	5	7	6	Y	95	113	110
						0	0	0	N	2	2	2	Y	4	4	4	Y	5	6	6	Y	109	96	102
						1	0	0	N									4	4	4	N		91	
						1	0	0	P	2	2	2	Y	4	4	4	Y	6	5	6	Y	88	98	81
						0	0	0	N	2	2	2	Y	4	4	4	Y	5	6	5	Y	87	*	85
						1	0	0	N	2	2	2	Y					5	5	5	Y			
						0	0	0	P	2	2	2	Y	5	4	4	Y	6	6	5	Y		109	117
						1	0	0	A	2	2	2	Y	4	4	5	Y	5	6	6	Y	96	96	108
						0	0	0	P	2	2	2	Y	4	4	4	Y	5	6	5	Y	88	92	90

Report to:	Performance Scrutiny Committee
Date of Meeting:	26 April 2018
Lead Member/Officer:	Lead Member for Education, Children and Young People/ Head of Education and Children's Services
Report Author:	Principal Education Manager
Title:	Behaviour Management in Denbighshire Schools

1. What is the report about?

This report summarises the trends in permanent and fixed term exclusions from 2015-16 academic year. It also includes the latest available national statistical data from the 2015/16 academic year. The Welsh Government (WG) will publish 2016/17 exclusions data in July 2018.

2. What is the reason for making this report?

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.

3. What are the Recommendations?

Scrutinise and comment on the information contained within this report.

4. Exclusion rates 2015-17

Reducing both permanent and fixed term exclusions is a key priority for Education and Children's Services to ensure improved education provision and outcomes for all children and young people in Denbighshire. All secondary schools use similar behaviour policies with consistent sanctions. A decision to exclude a learner should be taken only:

- in response to serious breaches of the school's behaviour policy; and
- if allowing the learner to remain in school would seriously harm the education or welfare of the learner or others in the school.

Permanent exclusions from maintained schools and referral units.

The percentage of pupils permanently excluded from Denbighshire schools and referral unit in 2015-16 was 0% which is the same as the previous 3 years and is below the North Wales and Welsh averages of 0.2 %. Denbighshire is ranked equal 1st in Wales and North Wales for this indicator in 2015-16

Fixed-term exclusions (5 days or less) from maintained schools and pupil referral units.

Denbighshire had the highest rate of fixed-term exclusions of 5 days or less in 2015-16 at 69.3 in Wales (Rate per 1000 pupils). This has increased significantly during the last three years from 31.3 in 2012-13. If schools have to exclude pupils they are encouraged to use short term exclusions of less than 5 days rather than exclusions over 5 days as these have a detrimental impact on pupils learning.

Gwynedd had the lowest rate of fixed-term exclusions of 5 days or less in 2015-16 at 20.9, the Wales average is 30.9. Caution should be taken when comparing differences in exclusions between local authorities. Differences in behaviour management practices in local authorities can affect their number and rate of exclusions. (Appendix 1)

Fixed-term exclusions over 5 days from maintained schools and pupil referral units.

There were 0.9 per 1000 pupils fixed term exclusions from Denbighshire schools in 2015-16, this has decreased from 1.6 in 2014-15. This is also below the North Wales (2.2) and Welsh averages (1.4).

Rates of fixed-term exclusions over 5 days from maintained schools were highest in North Wales. Rates of fixed-term exclusions over 5 days are lowest in Ceredigion (0), and highest in Conwy (2.5).

Caution should also be taken when comparing differences in exclusions between local authorities. Differences in behaviour management practices in local authorities can affect their number and rate of exclusions. Caution should also be taken when comparing 2015/16 to previous years as this is the first year that pupil referral units have been included in the figures. (Appendix 2 and 3)

Behaviour Support Service (BSS)

The core purpose of the service is to assist and advise schools in the effective management and support of children with social, emotional and behavioural difficulties. The recent Estyn inspection of the LA judged the behaviour service to be good. The service provides a highly skilled, flexible team who can respond quickly to a school's need for support and intervention. The core purpose is delivered through:

- quick and effective specialist support and interventions delivered in school for pupils (1:1 and small groups)
- advice and training in a variety of forms to school staff on strategies and interventions to support pupils
- Supporting with reintegration following placement at the Pupil Referral Unit (PRU) -handover of strategies and follow up visits/outreach support to measure whether there is a sustained impact.
- Support with transition from Primary to Secondary school.

Pupil Referral Unit (PRU)

Denbighshire's Pupil Referral Unit is registered as Ysgol Plas Cefndy. The main site is based at Ysgol Plas Cefndy in Rhyl with a primary satellite provision at Ysgol Brynhyfryd in Ruthin. The PRU offers a variety of specialist provision for children and young people with emotional and behavioural difficulties, from Key Stages 1-4. Children referred for a placement must be known to the service through the outreach teams except in emergency. All referrals for places come through the BSS Referral Panel.

The primary PRU provision offers short term bilingual interventions with the main aim being to support pupils to maintain their mainstream placement and also reduce exclusions. The Primary PRU offers the following programmes delivered by experienced teaching staff and support staff:

- Dino School - 10 week programme for one half day per week (Friday morning) for Foundation Phase pupils. This programme can also be delivered on the mainstream school site by a member of the team
- Stepping Stones - part time programme of 4 half day sessions per week (Monday –Thursday) for 1 term for KS2 pupils.
- Pebbles - part time programme of 4 half day sessions per week (Monday – Thursday) for 1 term for Foundation phase pupils.

Actions to reduce exclusions from schools.

The local authority through the BSS is working with schools to consider providing more on site provision for behavioural issues to retain pupils in learning and reduce 5 day or less exclusions. The LA has a consistently good track record of managing learners who are at risk of disengagement and permanent exclusion through managed move protocol to another school, bespoke learning packages and PRU provision. As a result, there have been no permanent exclusions in recent years. Schools are exploring alternative provision and practice, exclusions should not be used if alternative solutions are available these could include:

- access to significant European funding from the TRAC project until 2022 to provide bespoke learning in and out of schools for our most vulnerable pupils. There are currently over 200 secondary age pupils from Denbighshire receiving support from this project.
- support for pupils who are not responding to schools' actions to combat disengagement and disaffection and are in need of longer-term intervention are provided with BSS support programmes in school.
- providing restorative approaches, which gives pupils the opportunity to redress the harm that has been done to a victim.
- provision for internal exclusion which can be used to modify behaviour, access to support services and will take away some privileges for example break and lunchtimes.
- the managed transfer process allows the school to arrange for a pupil through the local authority to move to another suitable school to take over the learner's education.

- the Education Provision in College (EPIC) provides good support for Key Stage 4 learners by providing access to alternative provisions. Learners are supported on either EPIC or Skills for Further Study, both run by Coleg Llandrillo and supported by the service's EPIC Coordinator.

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

This report contributes to the Corporate Priority of supporting young people to have the skills to work and flourish. Members need to be aware of the performance of schools and the LA against national indicators.

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

N/A

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

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

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

N/A

9. Chief Finance Officer Statement

N/A

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

The local authority (LA) will continue to challenge Headteachers and managers in schools to ensure that schools are taking appropriate action to improve behaviour.

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

11. Power to make the Decision

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

Contact Officer:

Principal Education Manager

Tel: 01824 708027

Appendix 1: Fixed-term exclusions (5 days or less) from maintained schools in Wales, by local authority and consortium

	Number of exclusions					Rate of exclusions (a)				
	2011/12	2012/13	2013/14	2014/15	2015/16	2011/12	2012/13	2013/14	2014/15	2015/16
North Wales	3,027	2,272	2,208	2,550	3,181	29.8	22.4	21.8	25.1	31.2
Isle of Anglesey	225	113	87	163	202	23.5	11.8	9.1	17.0	20.9
Gwynedd	234	95	111	157	236	13.6	5.5	6.5	9.2	13.9
Conwy	176	244	150	298	380	10.9	15.2	9.4	18.7	23.8
Denbighshire	574	490	563	734	1,089	36.5	31.3	35.9	46.6	69.3
Flintshire	684	696	704	712	838	28.8	29.4	29.7	30.0	35.3
Wrexham	1,134	634	593	486	436	59.4	33.1	30.7	24.9	22.2
South West and Mid Wales	2,422	2,590	2,867	2,946	3,469	18.6	20.0	22.2	22.8	26.9
Powys	355	324	299	479	453	18.7	17.1	16.0	26.2	25.1
Ceredigion	120	115	61	85	135	12.4	12.0	6.3	8.9	14.1
Pembrokeshire	113	452	621	747	1,043	6.2	24.9	34.1	41.6	58.7
Carmarthenshire	413	365	456	454	643	15.3	13.5	16.9	16.8	23.7
Swansea	803	684	770	546	580	22.9	19.5	21.8	15.4	16.2
Neath Port Talbot	618	650	660	635	615	29.8	31.7	32.1	30.7	29.6
Central South Wales	5,501	4,974	4,258	4,417	4,499	38.5	34.7	29.6	30.5	30.8
Bridgend	646	595	425	549	708	29.0	26.5	18.8	24.0	30.8
The Vale of Glamorgan	236	577	572	472	736	10.9	26.6	26.4	21.6	33.5
Rhondda Cynon Taf	1,569	1,491	1,307	1,553	1,445	40.2	38.2	33.6	40.1	37.1
Merthyr Tydfil	149	195	178	197	152	16.3	21.5	20.3	22.9	17.5
Cardiff	2,901	2,116	1,776	1,646	1,458	57.3	41.5	34.2	31.3	27.3
South East Wales	2,927	3,081	3,042	3,101	3,275	32.4	34.4	34.1	34.7	36.6
Caerphilly	877	702	617	823	769	30.4	24.5	21.5	28.7	26.9
Blaenau Gwent	190	263	412	448	282	18.7	26.9	43.1	47.6	30.1
Torfaen	744	678	455	345	731	47.5	44.1	30.0	22.9	48.7
Monmouthshire	372	323	341	405	468	31.7	27.6	29.5	35.1	40.5
Newport	744	1,115	1,217	1,080	1,025	31.2	46.1	50.0	43.7	41.0
Wales	13,877	12,917	12,375	13,014	14,424	29.9	27.9	26.7	28.0	30.9

Source: Pupils' Exclusions Record, Welsh Government

(a) Rate per 1,000 pupils. Full- and part-time pupils of all ages.

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Appendix 2: Fixed-term exclusions (over 5 days) from maintained schools in Wales, by local authority and consortium

	Number of exclusions					Rate of exclusions (a)				
	2011/12	2012/13	2013/14	2014/15	2015/16	2011/12	2012/13	2013/14	2014/15	2015/16
North Wales	247	208	145	153	178	2.4	2.1	1.4	1.5	1.7
Isle of Anglesey	29	13	*	8	15	3.0	1.4	*	0.8	1.6
Gwynedd	17	11	*	16	22	1.0	0.6	*	0.9	1.3
Conwy	10	20	18	13	40	0.6	1.2	1.1	0.8	2.5
Denbighshire	19	17	17	26	14	1.2	1.1	1.1	1.6	0.9
Flintshire	51	68	42	40	44	2.1	2.9	1.8	1.7	1.9
Wrexham	121	79	50	50	43	6.3	4.1	2.6	2.6	2.2
South West and Mid Wales	215	194	168	193	142	1.7	1.5	1.3	1.5	1.1
Powys	34	29	31	42	32	1.8	1.5	1.7	2.3	1.8
Ceredigion	*	*	0	0	0	*	*	0.0	0.0	0.0
Pembrokeshire	*	*	20	16	21	*	*	1.1	0.9	1.2
Carmarthenshire	22	16	10	25	18	0.8	0.6	0.4	0.9	0.7
Swansea	92	90	57	74	51	2.6	2.6	1.6	2.1	1.4
Neath Port Talbot	61	46	50	36	20	2.9	2.2	2.4	1.7	1.0
Central South Wales	368	352	248	274	195	2.6	2.5	1.7	1.9	1.3
Bridgend	49	46	32	40	46	2.2	2.0	1.4	1.8	2.0
The Vale of Glamorgan	27	77	63	19	43	1.2	3.5	2.9	0.9	2.0
Rhondda Cynon Taf	102	73	85	102	65	2.6	1.9	2.2	2.6	1.7
Merthyr Tydfil	20	18	9	16	5	2.2	2.0	1.0	1.9	0.6
Cardiff	170	138	59	97	36	3.4	2.7	1.1	1.8	0.7
South East Wales	215	208	177	160	139	2.4	2.3	2.0	1.8	1.6
Caerphilly	41	57	55	65	66	1.4	2.0	1.9	2.3	2.3
Blaenau Gwent	29	21	39	17	8	2.9	2.1	4.1	1.8	0.9
Torfaen	57	35	*	*	16	3.6	2.3	*	*	1.1
Monmouthshire	16	7	*	*	5	1.4	0.6	*	*	0.4
Newport	72	88	72	59	44	3.0	3.6	3.0	2.4	1.8
Wales	1,045	962	738	780	654	2.3	2.1	1.6	1.7	1.4

Source: Pupils' Exclusions Record, Welsh Government

(a) Rate per 1,000 pupils. Full- and part-time pupils of all ages.

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Total Fixed Term Exclusions 2015-16

Secondary/Special 2015-16	
Secondary/Special schools	No. FTE term
Prestatyn High School	368
Rhyl High School	120
Ysgol Dinas Bran	127
Denbigh High School	99
Blessed Edward Jones RC HS	64
Ysgol Brynhyfryd	27
Ysgol Glan Clwyd	11
St Brigid's School	4
Ysgol Tir Morfa	3
Ysgol Plas Brondyffryn	0

Primary School 2015-16	
Primary Schools	No. FTE term
Christ Church CP School	56
Ysgol Llywelyn	18
Ysgol Emmanuel	18
Ysgol Bryn Hedydd	10
Ysgol Mair	7
Ysgol Dewi Sant	3
Ysgol Pendref	3
Ysgol Penmorfa	2
Bodnant Community School	2
Ysgol y Castell	2
Ysgol y Llys	1
Ysgol Bryn Collen	1
Ysgol Henllan	1

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Report to:	Performance Scrutiny Committee
Date of Meeting:	26 April 2018
Lead Officer/Member:	Head of Business Improvement & Modernisation/ Lead Member for Finance, Performance and Assets
Report Author:	Strategic Planning Team Manager
Title:	Corporate Risk Register Review, March 2018

1. What is the report about?

1.1 The March 2018 formal revision to the Corporate Risk Register.

2. What is the reason for making this report?

A formally updated version of the Corporate Risk Register is presented for consideration at Performance Scrutiny.

3. What are the recommendations?

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

4. Report details

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

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

- Services are encouraged to review their risk registers twice per year (according to the Corporate Risk Management methodology) prior to each Corporate Risk Register review, and also prior to their Service Performance Challenge meetings. Any issues or queries are discussed in the Service Performance Challenge meetings.
- The Strategic Planning Team analyses all service risk registers to identify any risks of corporate significance, or any risk themes emerging across services.
- Updates on current corporate risks are collected from risk owners, and updates on mitigation actions are collected from action owners.

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

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

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

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

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

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

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

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

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

9. Chief Finance Officer Statement

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

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

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

11. Power to make the Decision

11.1 Local Government Act 2000.

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

Contact Officer:

Strategic Planning Manager

Tel: 01824 708079

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

- i. DCC001: *'The risk of a serious safeguarding error where the council has responsibility, resulting in serious injury or death'*. Two actions have been completed: launch of a corporate safeguarding training package, and relocation of the POVA team. A new action has been added: 'Monitor the completion of the Safeguarding e-learning module', because the e-learning package has only recently been launched. Depending on completion rates, the score will be reviewed in the next iteration of this risk register.
- ii. No change to DCC006: *'The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income'*. The 2018–19 budget-setting process is now complete, but there are serious pressures from 2019–20. For this reason, a strategic board has been established (Reshaping the Council Budget) made up of corporate directors and the CE, supported by the head of Finance. The purpose of the Board is to make suggestions to Members on how to reshape services to deliver a balanced budget. It's hoped that the necessary decisions will be made within necessary timescales, so the inherent risk score has reduced to C3.
- iii. DCC011: *'The risk of an ineffective response to a severe weather, contamination, or public health event (including cyber attack)'*. Risk of cyber attack added to the list of possible causes of this risk. There's a new mitigation action in place, namely that a mock disaster exercise took place in DCC in October 2017, and services were largely able to cope with the disruption. Lessons learnt from that exercise have produced an additional action: agree core staff who should have access to buildings during crisis situations. Change score from D2 to E2.
- iv. No change to DCC012: *'The risk of a significantly negative report(s) from external regulators'*.

- v. No change to DCC013: *'The risk of significant liabilities resulting from alternative models of service delivery'*.
- vi. No change to DCC014: *'The risk of a health & safety incident resulting in serious injury or the loss of life'*.
- vii. DCC016: *'The risk that the impact of welfare reforms is more significant than anticipated by the council'*. This risk has been updated to include actions currently underway to ensure a strategic approach is taken to tackle the potential risks and issues associated with the impact of Universal Credit. Risk score remains the same.
- viii. DCC018: *'The risk that programme and project benefits are not fully realised'*. Updates to boards listed in light of the new programme boards since creation of new corporate plan and introduction of Reshaping the Council's Budget Board. Two key controls have been added: i) Strategic Planning team will support the Boards, and also support performance management in the organisation, therefore there's a strong alignment between 'change' and BAU, and ii) New Corporate Plan Programme Boards chaired by Corporate Directors, who have attended Programme Management training. The likelihood of the risk materialising is the same at present, but there is scope to reduce that as we feel more assured that the new arrangements are effective.
- ix. No change to DCC021: *'The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCUHB and DCC'*.
- x. DCC027: *'The risk that the decisions that are necessary to enable the delivery of a balanced budget are not taken or implemented quickly enough'*. The Shaping the Council's Budget board has been established, which is likely to make some controversial suggestions that will require political support. Therefore there may be increased risk of not achieving approval for the service changes required to deliver a balanced budget. For this reason, the likelihood of this reason coming to fruition has increased from a D2 to a C2.

- xi. No change to DCC028: *'The risk that the changes we introduce have a greater positive or negative impact than we anticipated'*.
- xii. Removal of DCC029: *'Risk of successful challenge that we are illegally depriving people of their liberty'*. There is an action to continue to assess people, which reflects that this activity is now business-as-usual. This risk was initially raised corporately as a response to a legal precedent that was set, but now that appropriate arrangements are in place it's recommended that the risk is managed at service level.
- xiii. DCC030: *'The risk that appropriate capacity and skills to sustain service and corporate performance is not available'*. A new Corporate Plan, coupled with budget pressures, will sometimes require capacity to be redeployed from one area of work to another. There is a risk that the pace of the organisation's response to these requirements is not quick enough, therefore fewer benefits are realised and/or delivery of these benefits is delayed. A mitigating action here is that all services should reconsider their activities in light of new corporate priorities (whether they be from the Corporate Plan, budget decisions, or other sources of change, e.g. legislation). There is no change in the risk score at the moment, but the situation will be monitored.
- xiv. No change to DCC031: *'The risk of fraud and corruption resulting in financial and reputational loss and possibly impacting on service delivery.'*
- xv. No change to DCC033: *'The risk that the cost of care is outstripping the Council's resource'*. The mitigating actions are not quick-to-deliver, so it will be some time before they will impact on the risk score.
- xvi. New risk DCC034: *'The risk that demand for specialist care cannot be met locally'*. Availability of some specialist adult and child places can be scarce, leading to the requirement to provide expensive services that aren't available locally. Reduction in availability of domiciliary care provision also poses a risk to being unable to provide services needed (particularly in the South of the county).

- xvii. New risk DCC035: *'The risk that the return on investment that Denbighshire receives from the Regional Growth Deal is disproportionate'*. The regional growth deal offers opportunity to develop DCC's economy, and there is a risk that there is insufficient engagement to capitalise on these opportunities. Conversely, with the benefits not being clear at present, there is a risk that DCC puts in a lot of effort but doesn't receive a proportionate return on investment. Denbighshire's Strategic Employment Manager is part of the People workstream of the Growth Deal, but there is concern that greater involvement and scrutiny is required. This is reflected in the fact that the inherent and residual risk score are the same, at C1 (very high risk).

Authors

Authors Nicola Kneale, Iolo McGregor, Heidi Barton-Price, Carol A Evans, Emma Horan & Natasha Hughes

Executive Summary

Executive Summary

Programme Code CRR

Programme Name Corporate Risk Register

Programme Board Members

Carol A Evans

Project Role Programme Support

Emma Horan

Project Role Programme Support

Heidi Barton-Price

Project Role Programme Support

Nicola Kneale

Project Role Programme Support

Iolo McGregor

Project Role Programme Support

Vision

Justification and Context

Fit with Relevant Strategies

Outcomes and Benefits

Delivery Approach and Reporting Processes

Delivery Approach

Reporting Processes

Risks

Risks

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

Description

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

Impact / Consequences

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

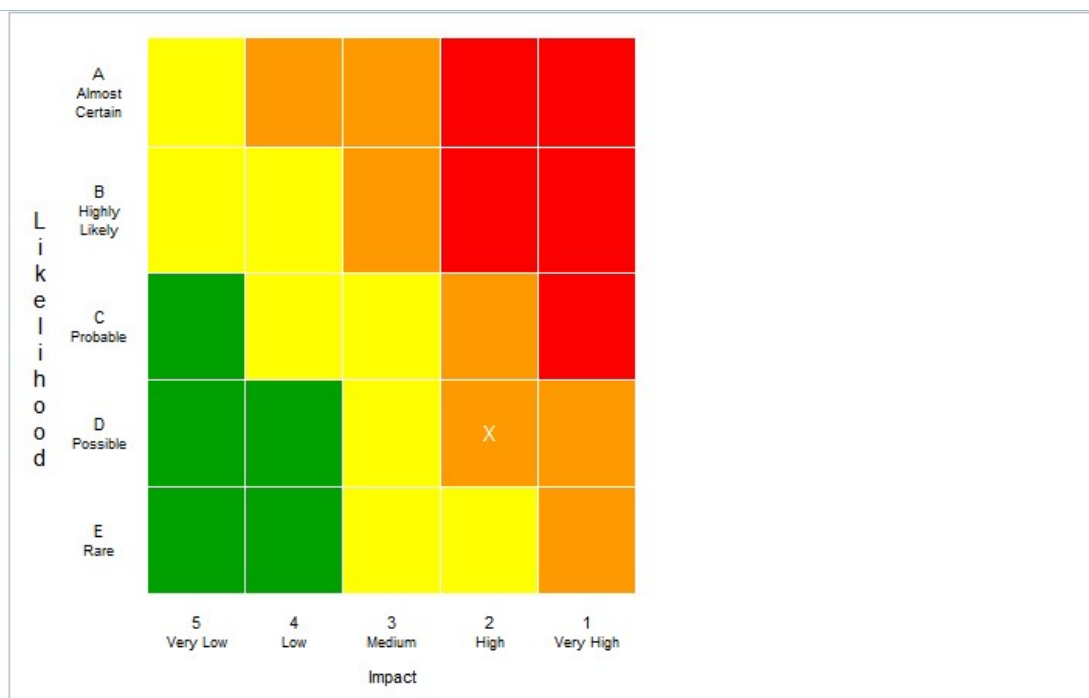
Inherent Risk

L i k e l i h o o d	A Almost Certain					
	B Highly Likely				X	
	C Probable					
	D Possible					
	E Rare					
		5 Very Low	4 Low	3 Medium	2 High	1 Very High
		Impact				

Controls to Manage Risk (in place)

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

Residual Risk



Further Actions

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

Description

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

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

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

Action Due Date

30/06/2017

Person Responsible

Nicola Stubbins

00076 Monitor the completion of the Safeguarding e-learning module

Description

Report on the percentage of staff that have completed the safeguarding e-learning package

Action Due Date

30/06/2018

Person Responsible

Nicola Stubbins

Lead Member(s)

Cllr Bobby Feeley & Cllr Huw Hilditch-Roberts

Active

Yes

Risk Owner

Nicola Stubbins

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

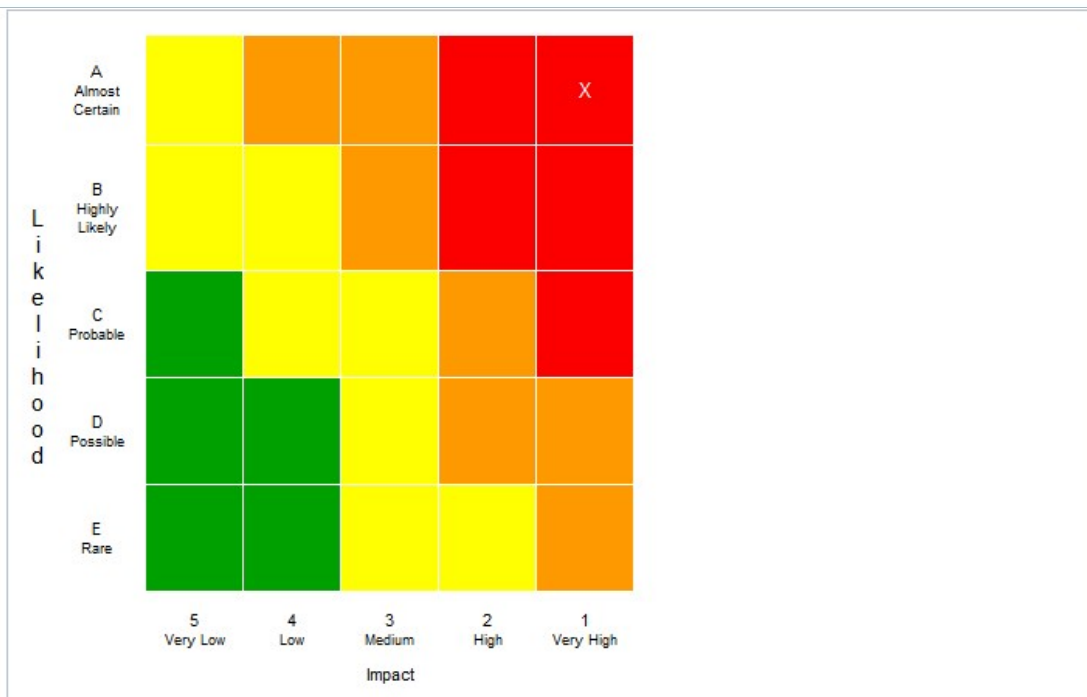
Description

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

Impact / Consequences

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

Inherent Risk



Controls to Manage Risk (in place)

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

Residual Risk



Further Actions

Lead Member(s)

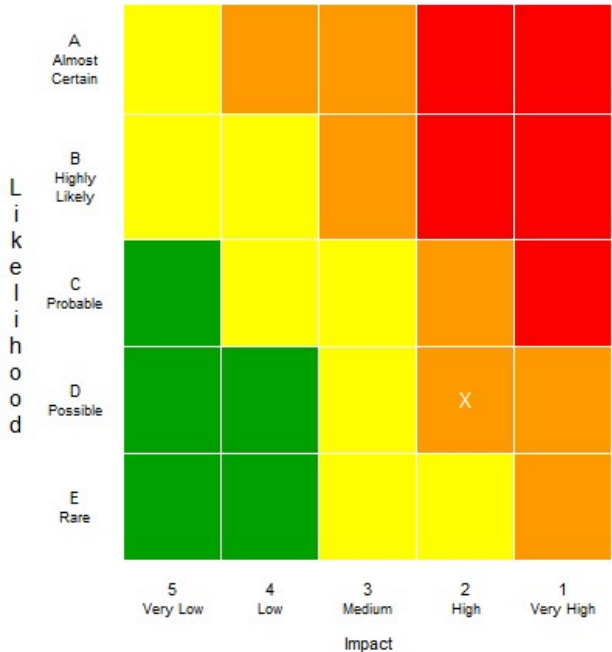
Councillor Julian Thompson-Hill

Active

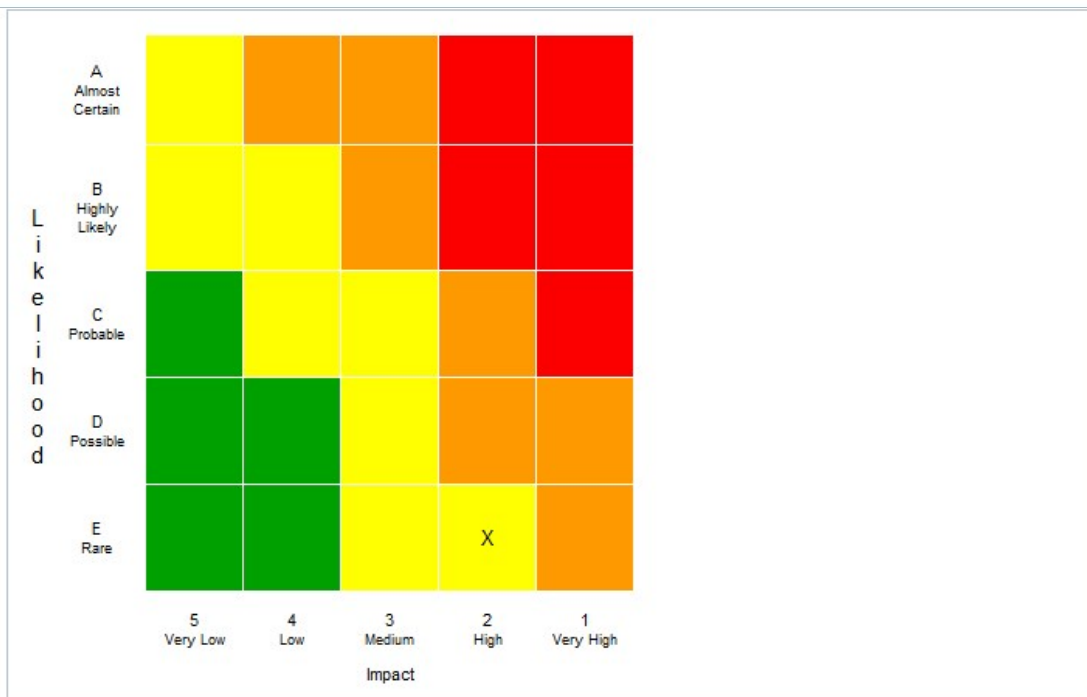
Yes

Risk Owner

Mohammed Mehmet

Description	Services plan for the impact of expected seasonal variations in weather, but severe weather events can impact on service delivery. Similarly, we put plans in place to monitor food, water and air quality, but any contaminations can impact on service delivery, as would any viral pandemics. Cyber attacks can affect our ability to provide services electronically, putting our business continuity plans to the test.																																													
Impact / Consequences	<ol style="list-style-type: none"> 1. Significant disruption to core services. 2. Serious injury or fatality due to road network closure, poisoning or infection. 3. Reputational risk to the council if unable to deal with issues. 																																													
Inherent Risk	 <table border="1" data-bbox="462 414 1077 1064"> <tr> <td rowspan="5">L i k e l i h o o d</td> <td>A Almost Certain</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>B Highly Likely</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>C Probable</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>D Possible</td> <td>5</td> <td>4</td> <td>3</td> <td>2 X</td> <td>1</td> </tr> <tr> <td>E Rare</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td></td> <td></td> <td>5 Very Low</td> <td>4 Low</td> <td>3 Medium</td> <td>2 High</td> <td>1 Very High</td> </tr> <tr> <td colspan="2"></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	L i k e l i h o o d	A Almost Certain	5	4	3	2	1	B Highly Likely	5	4	3	2	1	C Probable	5	4	3	2	1	D Possible	5	4	3	2 X	1	E Rare	5	4	3	2	1			5 Very Low	4 Low	3 Medium	2 High	1 Very High			Impact				
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Controls to Manage Risk (in place)	<ol style="list-style-type: none"> 1. The control environment in this area is the Regional Emergency Planning Service (Wrexham, Flintshire, Denbighshire, Conwy, Gwynedd and Anglesey), and local emergency management response groups have been established. 2. We also continually review our procedures for winter highways maintenance and flood response. Secondary rota established and operational. 3. Service disruption is minimised through our arrangements for business continuity and emergency planning, with separate Directors responsible for Response and Recovery. 4. There's an on-call rota in place for CET. 5. Emergency Planning Response report taken to Partnerships Scrutiny in June 2015. 6. Vulnerable people mapping tool is in operation. 7. New chairs for the Communications and Operational Response Groups have strengthened arrangements. 8. Gold & Silver training in place for new representatives. 9. Deputies for Chairs of response teams appointed. 10. Trial business continuity exercise took place in DCC in October 2017. Overall the exercise was successful. 																																													

Residual Risk



Further Actions

00077 SLT to agree core staff that should have access to buildings in a crisis situation

Action Due Date	30/06/2018
Person Responsible	Graham Boase
Lead Member(s)	CLlr Richard Mainon
Active	Yes
Risk Owner	Graham Boase

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

Impact / Consequences

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

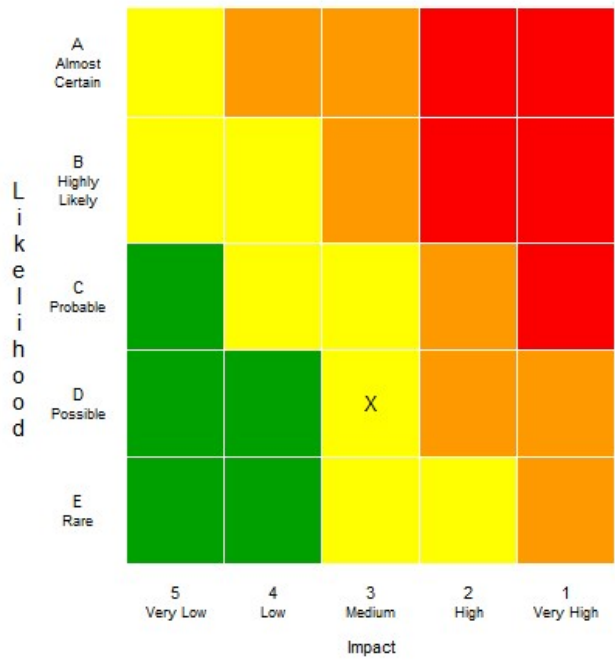
Inherent Risk



Controls to Manage Risk (in place)

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

Residual Risk



Further Actions

Lead Member(s)
Active
Risk Owner

Councillor Hugh Evans
Yes
Graham Boase

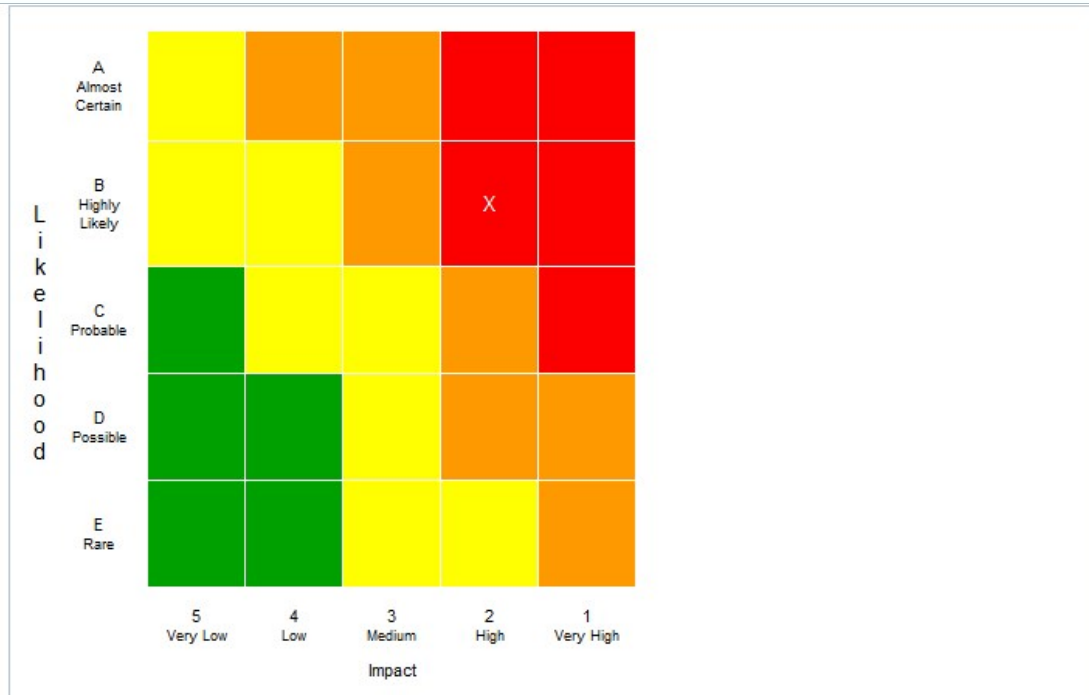
00013 The risk of significant liabilities resulting from alternative models of service delivery

Description
Impact / Consequences

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

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

Inherent Risk



Controls to Manage Risk (in place)

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

Residual Risk



Further Actions

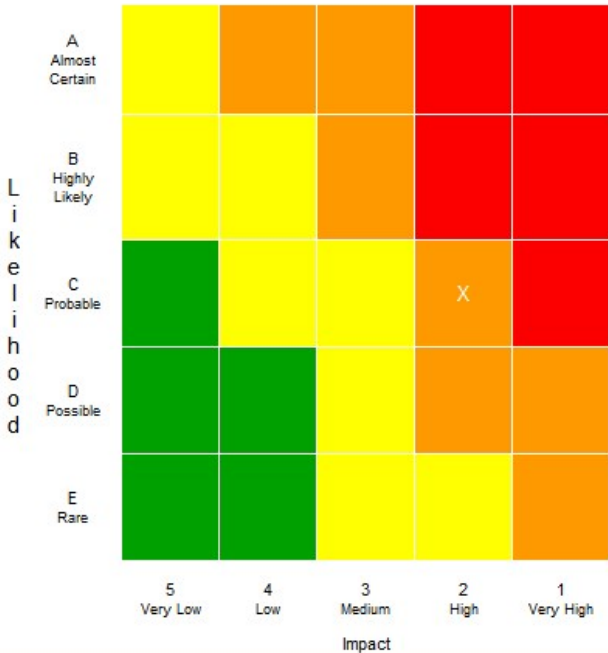
Lead Member(s)	TBC
Active	Yes

Updates

21/06/2017

Risk Owner: Mohammed Mehmet

00014 The risk of a health & safety incident resulting in serious injury or the loss of life. (Where H&S is referred to, this incorporates fire safety)

Description	This could be as a result of unsafe acts, unsafe work places or ineffective H&S management.																																													
Impact / Consequences	<ol style="list-style-type: none"> 1. Serious injury or death of an employee and/or any other person. 2. Significant reputational damage 3. Substantial legal/litigation costs. 4. Criminal prosecution of staff or the organisation. 																																													
Inherent Risk	 <table border="1" data-bbox="464 344 1075 994"> <tr> <td rowspan="5" style="vertical-align: middle;">L i k e l i h o o d</td> <td>A Almost Certain</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>B Highly Likely</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>C Probable</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>D Possible</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>E Rare</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td></td> <td></td> <td>5 Very Low</td> <td>4 Low</td> <td>3 Medium</td> <td>2 High</td> <td>1 Very High</td> </tr> <tr> <td></td> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	L i k e l i h o o d	A Almost Certain	5	4	3	2	1	B Highly Likely	5	4	3	2	1	C Probable	5	4	3	2	1	D Possible	5	4	3	2	1	E Rare	5	4	3	2	1			5 Very Low	4 Low	3 Medium	2 High	1 Very High			Impact				
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Controls to Manage Risk (in place)	<p>Updated Feb 2018</p> <ol style="list-style-type: none"> 1. Strategic leadership provided by a Head of Service with delegated responsibility for Health and Safety. 2. Competent H&S advisors are employed by the organisation to provide support, guidance and training on H&S. 3. A Corporate Health and Safety Policy is in place which defines the H&S organisation and arrangements in DCC 4. There is an established H&S Management System in place. 5. An established Corporate H&S Committee is in place which is a forum for the employer and employee representatives to discuss and consult on H&S. 6. A number of service level H&S committees meet to provide a forum for service managers and employee representatives to discuss and consult on H&S. 7. A H&S training program focussed on DCC activities and the way we manage H&S in DCC. 8. "Managing safely in Denbighshire" training is mandatory for all managers. 9. Health & Safety forms part of the service challenge process through self-assessment 10. The corporate H&S team carry out a program of targeted monitoring 11. An online accident, incident reporting process is in place. There is an expectation that all accidents and incidents are reported 12. Significant H&S related accidents and incidents are investigated internally 																																													

Residual Risk



Further Actions

Lead Member(s)

Councillor Julian Thompson-Hill

Active

Yes

Risk Owner

Graham Boase

00016 The risk that the impact of welfare reform (Universal Credit) is more significant than anticipated by the council.

Description

Welfare reform (Universal Credit) has potentially significant implications for a large proportion of residents, and also on the council in terms of increased demand for services and reduced income.

Impact / Consequences

1. Potential increase in demand for services: e.g. homelessness and homelessness prevention services; housing (especially for stock which is currently scarce); benefits support / advice, etc.
2. Reduced income from rents and council tax payments with reduced cash flow and an increase in bad debt for the authority.
3. We expect to see a significant increase in the number of customers requiring digital support from our Library / One Stop Shop Service.
4. Also an impact to Social Services due to Disability Living Allowance changes.
5. This could also impact on our ability to deliver our Corporate Priorities

Inherent Risk



Controls to Manage Risk (in place)

A Cross-Authority / Multi Service Universal Credit Board has been established and is working to address as far as possible the risks and issues associated with the impact of Universal Credit.
 The Board have developed a Risk Register and Activity Plan to cover all strategic and operational risks as a result of Universal Credit, these include detailed Actions and Controls with owners assigned to each risk. This register is reviewed on a frequent basis and updates provided at each Board meeting.

Residual Risk



Further Actions

Lead Member(s)	Councillor Mark Young
Active	Yes
Risk Owner	Richard Weigh

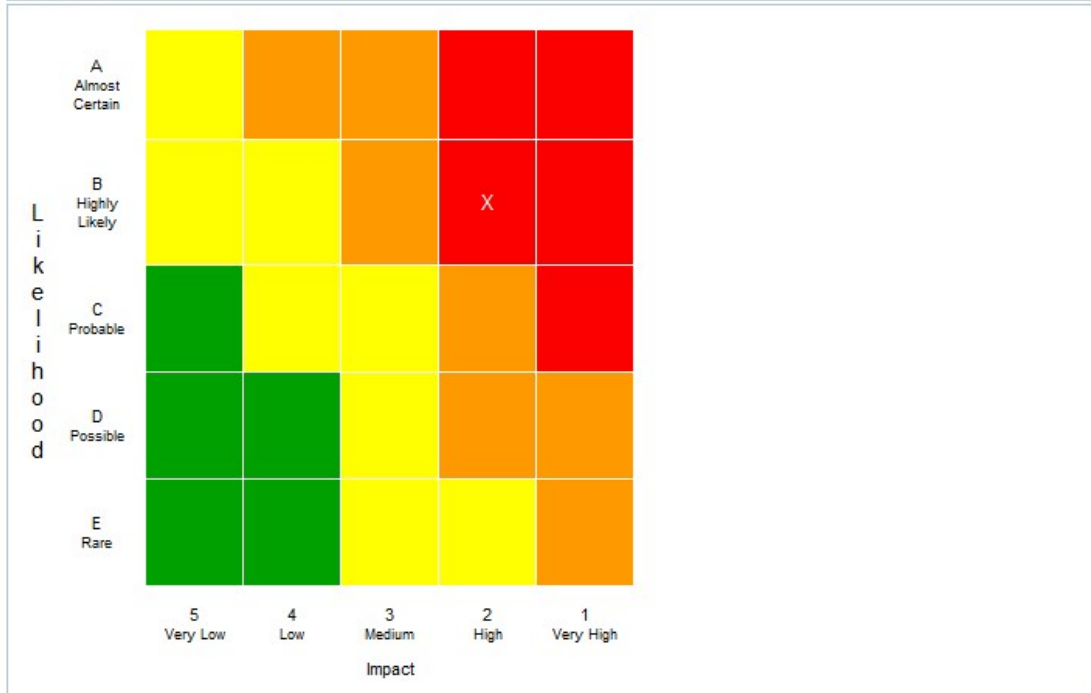
00018 The risk that programme and project benefits are not fully realised.

Description
 The council currently does not consistently deliver all benefits from projects. Some of the issues include: inconsistent management; resistance to change; staff behaviour and processes not changing as planned. Programmes to be mindful of include: Corporate Plan programme boards, Digital Futures, Reshaping the Council Budget.

Impact / Consequences

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

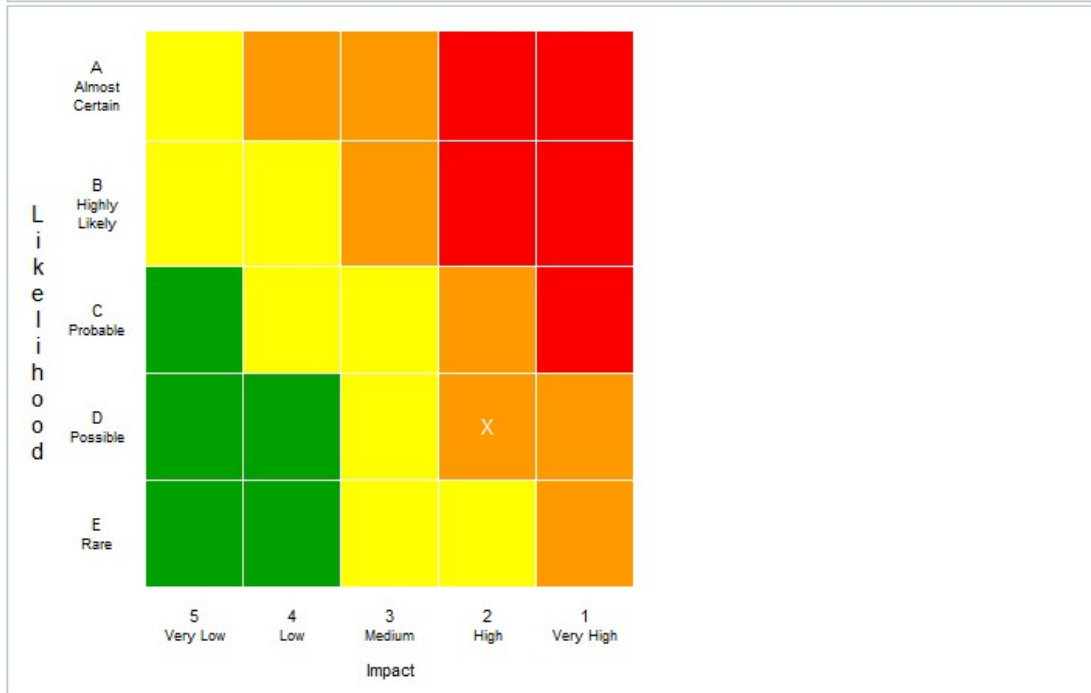
Inherent Risk



Controls to Manage Risk (in place)

1. Corporate Programme Office established.
2. Leadership Strategy in place
3. Strategic Planning team will support the Boards, and also support performance management in the organisation, therefore there's a strong alignment between 'change' and BAU.
4. Use of Verto to record benefit tracking.
5. Change toolkits, together with factsheets, are on the intranet to support managers.
6. Finance remove savings from budgets to ensure financial savings are delivered.
7. Denbighshire Way Change Management Guidance has been developed
8. CET reviews key projects every three months.
9. New Corporate Plan Programme Boards chaired by Corporate Directors, who have attended Prog Mgt training.

Residual Risk



Further Actions

Lead Member(s)

Cllr Julian Thompson-Hill

Active

Yes

Risk Owner

Mohammed Mehmet

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

Description	With BCUHB in special measures there is increased political and regulatory scrutiny. This is resource intensive and further detracts from effective partnership working.																																				
Impact / Consequences	<ol style="list-style-type: none"> 1. Inefficient services 2. Gaps in service provision 3. Delays/failure to deliver joint projects 4. Reputational damage 5. Ability to meet statutory duties - Wellbeing of Future Generations Bill, Social Services and Wellbeing Act 																																				
Inherent Risk	<table border="1"> <tr> <td>A Almost Certain</td> <td>Yellow</td> <td>Orange</td> <td>Orange</td> <td>Red</td> <td>Red X</td> </tr> <tr> <td>B Highly Likely</td> <td>Yellow</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>C Probable</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> </tr> <tr> <td>D Possible</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Orange</td> </tr> <tr> <td>E Rare</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> <td>Orange</td> </tr> <tr> <td></td> <td>5 Very Low</td> <td>4 Low</td> <td>3 Medium</td> <td>2 High</td> <td>1 Very High</td> </tr> </table> <p style="text-align: center;">Impact</p>	A Almost Certain	Yellow	Orange	Orange	Red	Red X	B Highly Likely	Yellow	Yellow	Orange	Red	Red	C Probable	Green	Yellow	Yellow	Orange	Red	D Possible	Green	Green	Yellow	Orange	Orange	E Rare	Green	Green	Yellow	Yellow	Orange		5 Very Low	4 Low	3 Medium	2 High	1 Very High
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Controls to Manage Risk (in place)	<ol style="list-style-type: none"> 1. DCC presence in Key meetings and Boards looking at implementing integrated new approaches although there is a notable lack of progress on the integration agenda 2. Denbighshire Joint Locality Forum established. 3. Nicola Stubbins appointed Associate Member of BCUHB Board 4. NWWSIC has reviewed its governance arrangements in partnership with BCUHB. 5. BCUHB Area Director in place. 6. Locality Structure has bedded in. 7. Implementation of the new Regional Partnership Board to progress cooperation and integration. 8. BCUHB Area Director chairs the Conwy/Denbighshire PSB, which will have shared priorities and a shared governance vision. 																																				

Residual Risk



Further Actions

Lead Member(s)

Councillor Bobby Feeley

Active

Yes

Risk Owner

Nicola Stubbins

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

Description

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

Impact / Consequences

Denbighshire overspends on its budget

Inherent Risk



Controls to Manage Risk (in place)

1. The budget setting process involves Members, so they understand that difficult decisions are necessary, and they are involved with developing the proposals. This should make them more likely to support the recommendations made.
2. As decisions are becoming harder then lead in times are becoming longer.
3. Services have delivered savings earlier than budgeted which has created a short-term financial cushion.
4. The Shaping the Council's Budget board has been established, which is likely to make some controversial suggestions that will require political support. Therefore there may be increased risk of not achieving approval for the service changes required to deliver a balanced budget.

Residual Risk



Further Actions

Lead Member(s)
Active
Risk Owner

Cllr Hugh Evans
Yes
Mohammed Mehmet

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

Description
Impact / Consequences

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

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

Inherent Risk



Controls to Manage Risk (in place)

1. Impact Assessments are undertaken and part of cover reports for decisions
2. Cover reports for all decisions ask for risks to be articulated

Residual Risk



Further Actions

Lead Member(s)

Cllr Hugh Evans

Active

Yes

Risk Owner

Mohammed Mehmet

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

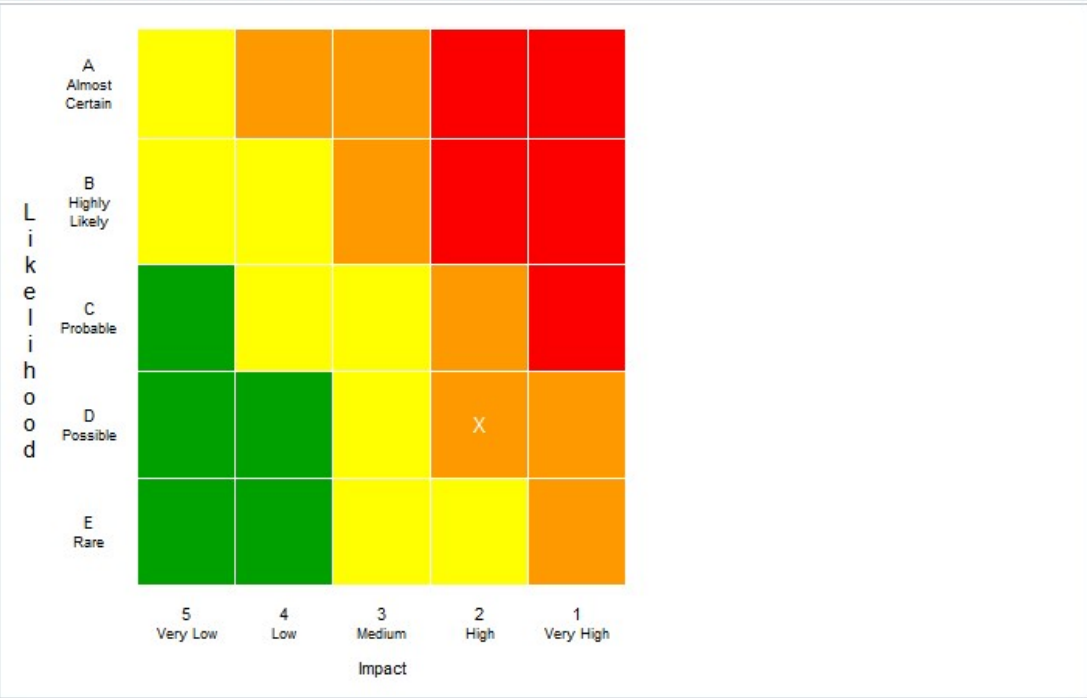
Description

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

Impact / Consequences

Legal challenge, reputational damage, financial costs

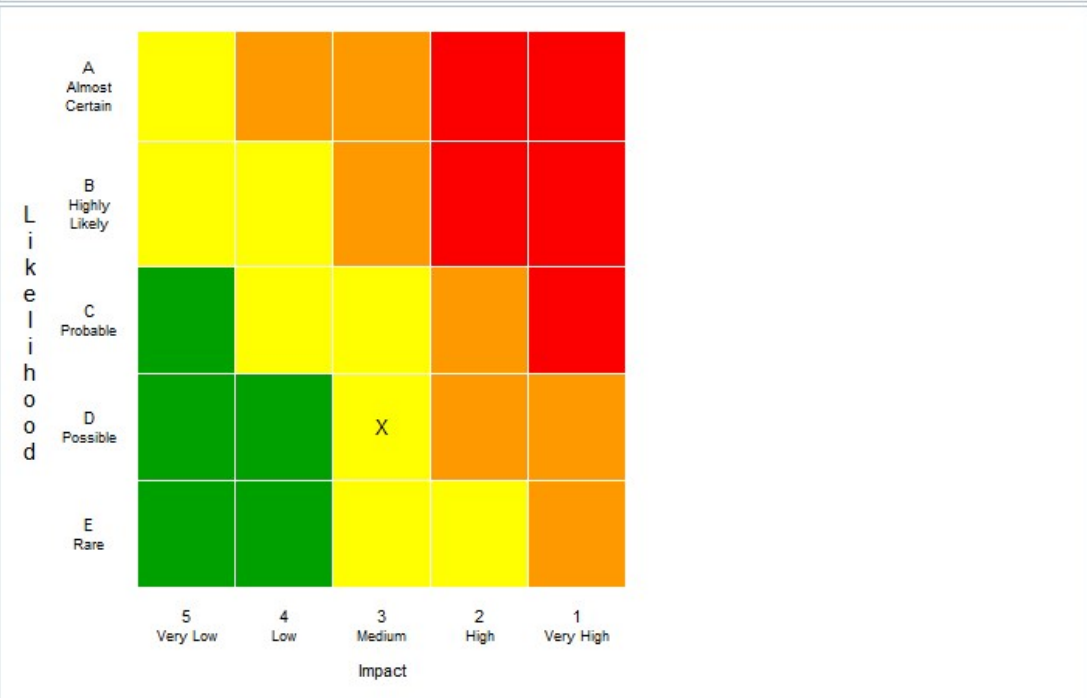
Inherent Risk



Controls to Manage Risk (in place)

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

Residual Risk



Further Actions

Lead Member(s)

Bobby Feeley

Active

Yes

Risk Owner

Nicola Stubbins

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

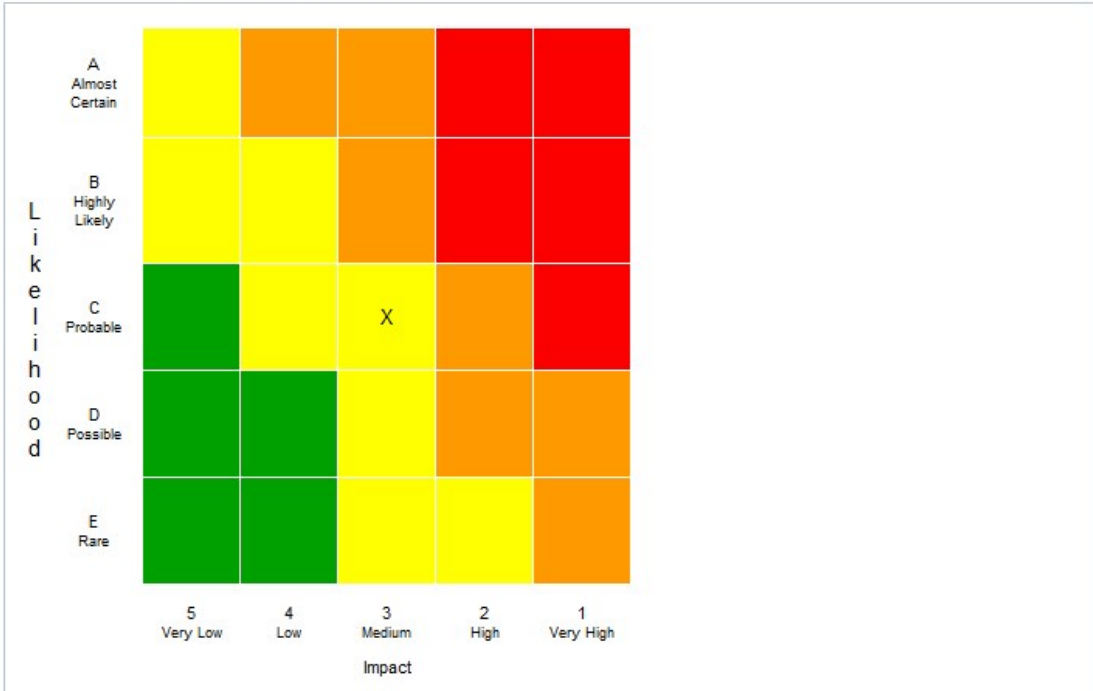
Description

The current structure of the Senior Leadership Team has been built on the strength and experience of current postholders. As the number of posts at CET and SLT has reduced there is a concentration of key roles that are critical to the successful delivery of services, and the organisation's ability to respond to policy and legislation. There is a risk that individuals with particular skill sets would be difficult to replace, and there is also a risk that the organisation is not flexible enough to keep up with the pace of change required in light of new corporate priorities and future budget pressures.

Impact / Consequences

Reputational damage
Declining performance
Poor performance against new priorities

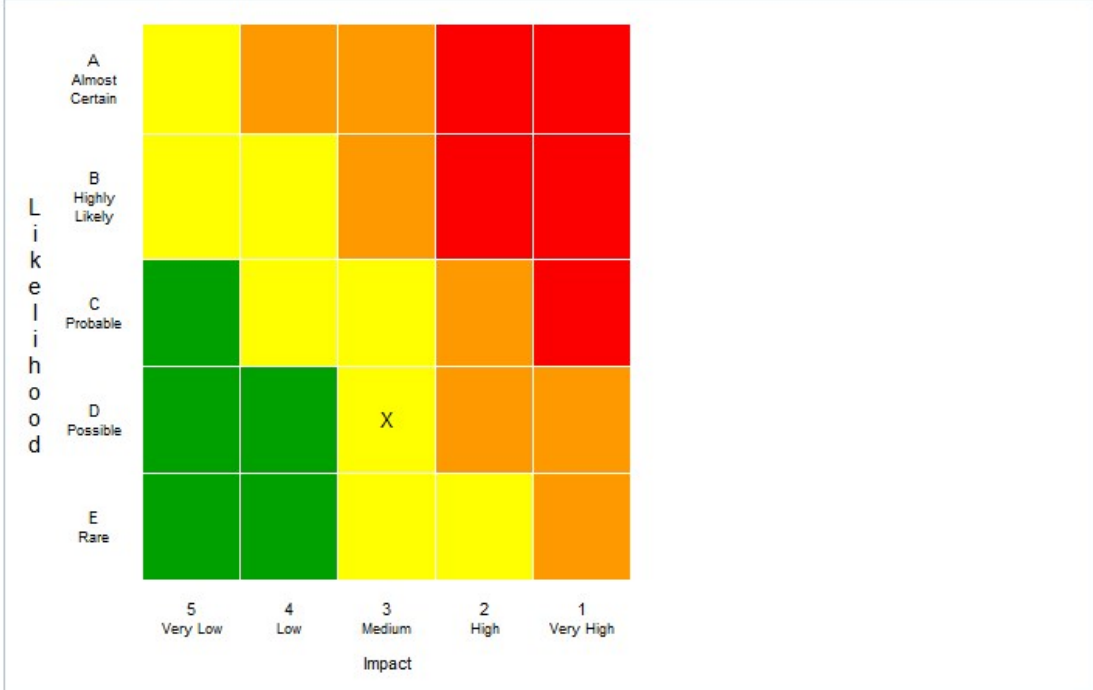
Inherent Risk



Controls to Manage Risk (in place)

1. Greater opportunities for Middle Managers to 'act up' to key posts in order to gain experience at a more senior level
2. Appointment of more senior Middle Managers
3. Leadership Strategy is in place
4. Heads of Service are tested on their succession plans through Service Challenge
5. Quarterly Leadership Conferences held to develop middle managers.
6. Training Needs Analysis for SLT & Middle Managers is now complete, with an emphasis on leadership now being led through the DCC Leadership Conferences.
7. HoS encouraged to rethink their service plans against context of new corporate plan, budget decisions, and any new legislation, etc.

Residual Risk



Further Actions

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

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

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

Residual Risk



Lead Member(s)

Councillor Julian Thompson-Hill

Active

Yes

Risk Owner

Mohammed Mehmet

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

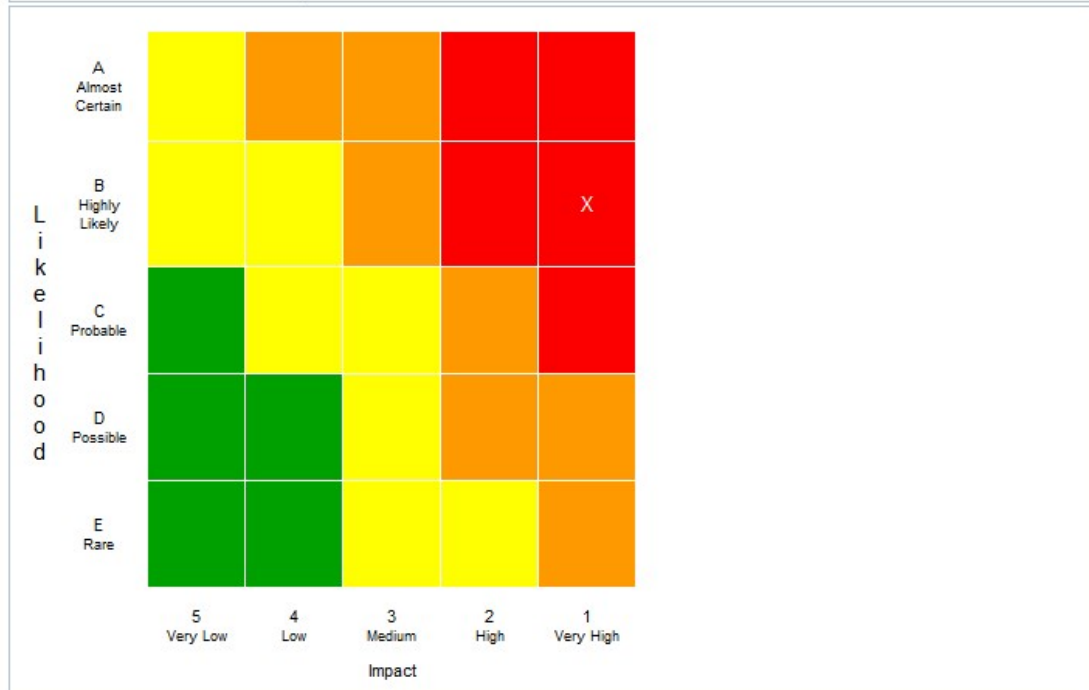
Description

Since the Whittleston Judgement and its implementation as well as the increase in the national living wage, the cost of purchasing care has increased by 5% for 2016/17 and is projected to increase by 4% per year for the next four years; largely due to care home fees.

Impact / Consequences

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

Inherent Risk



Controls to Manage Risk (in place)

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

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

Residual Risk



Further Actions

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

Action Due Date

31/12/2017

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

Action Due Date

01/04/2020

Lead Member(s)

Bobby Feeley

Active

Yes

Risk Owner

Nicola Stubbins

00034 The risk that demand for specialist care cannot be met locally

Description

Availability of some specialist adult and child places can be scarce, leading to the requirement to provide expensive services that aren't available locally. Reduction in availability of domiciliary care provision meaning they are unable to provide services needed (particularly in the South of the county)

Impact / Consequences

1. High cost
2. Individuals with eligible needs unable to receive suitable domiciliary care due to lack of resources and service provision
2. If far from home there is a detrimental impact on a client's well-being (and that of their family)
3. Unable to meet need in preferred language

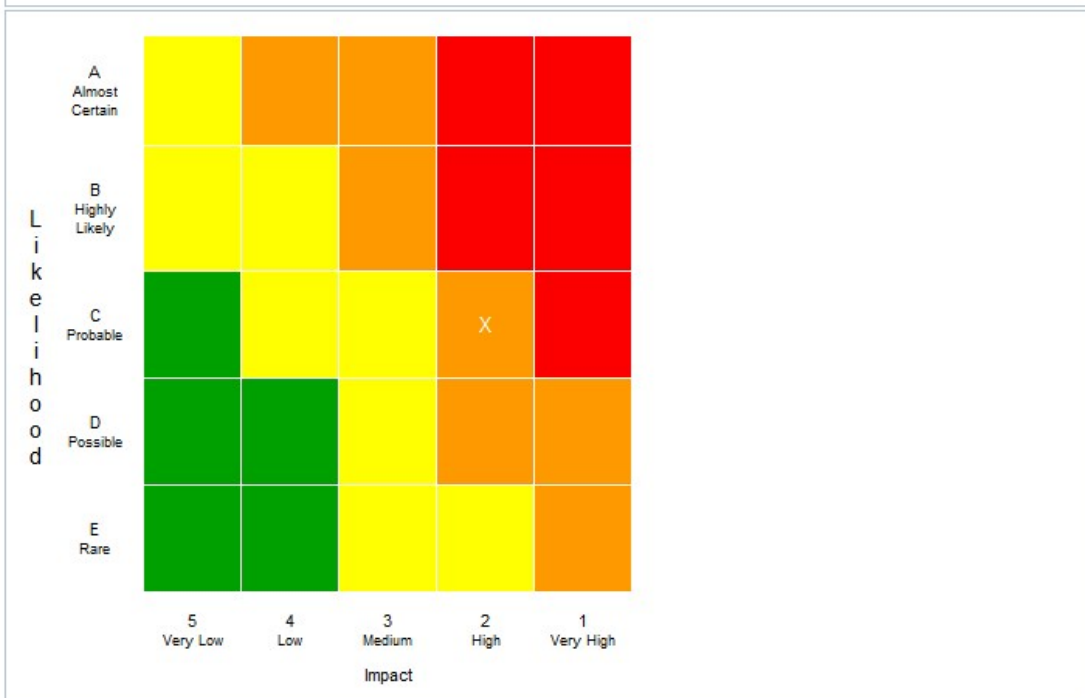
Inherent Risk



Controls to Manage Risk (in place)

- Single Point of Access now fully established and proving successful in providing advice and information to individuals in order for them to access community services themselves.
- Community Led Conversations 'What Matter's' project changing the way staff support individuals enabling them to take control of their own wellbeing and utilising other external resources where possible.
- Developing a range of staff skill mixes through workforce development in order to enable staff to work in new ways that complement the new government agenda.
- Series of meetings with providers across CSS underway to negotiate increasing fees.
- Review and re-assessment project to ensuer individuals are still eligible under new criteria
- Further development of support budgets
- Recruitment fayres taken place in county to highlight the need for specific health and social care staff.
- CSSIW national review of domiciliary care - implementing recommendations.
- Regional project considering issues.
- Recommissioning domiciliary care project in progress - this includes the implementation of the new regional domiciliary care framework in Denbighshire to include patch based commissioning for difficult rural areas.
- New care team in CSS South Locality (reablers providing longer term support whilst identifying appropriate agency)

Residual Risk



Lead Member(s)

Cllr Bobby Feeley, Cllr Huw Hilditch-Roberts

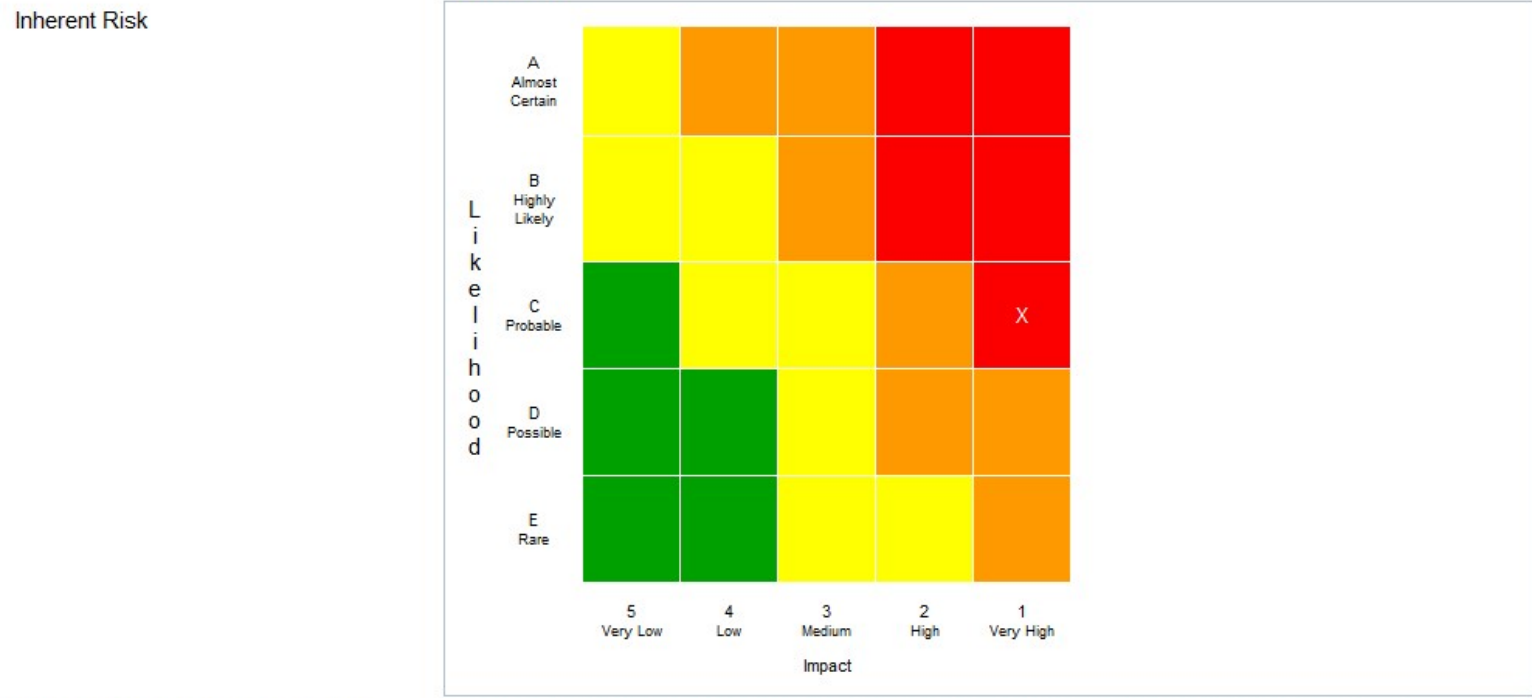
Active

Yes

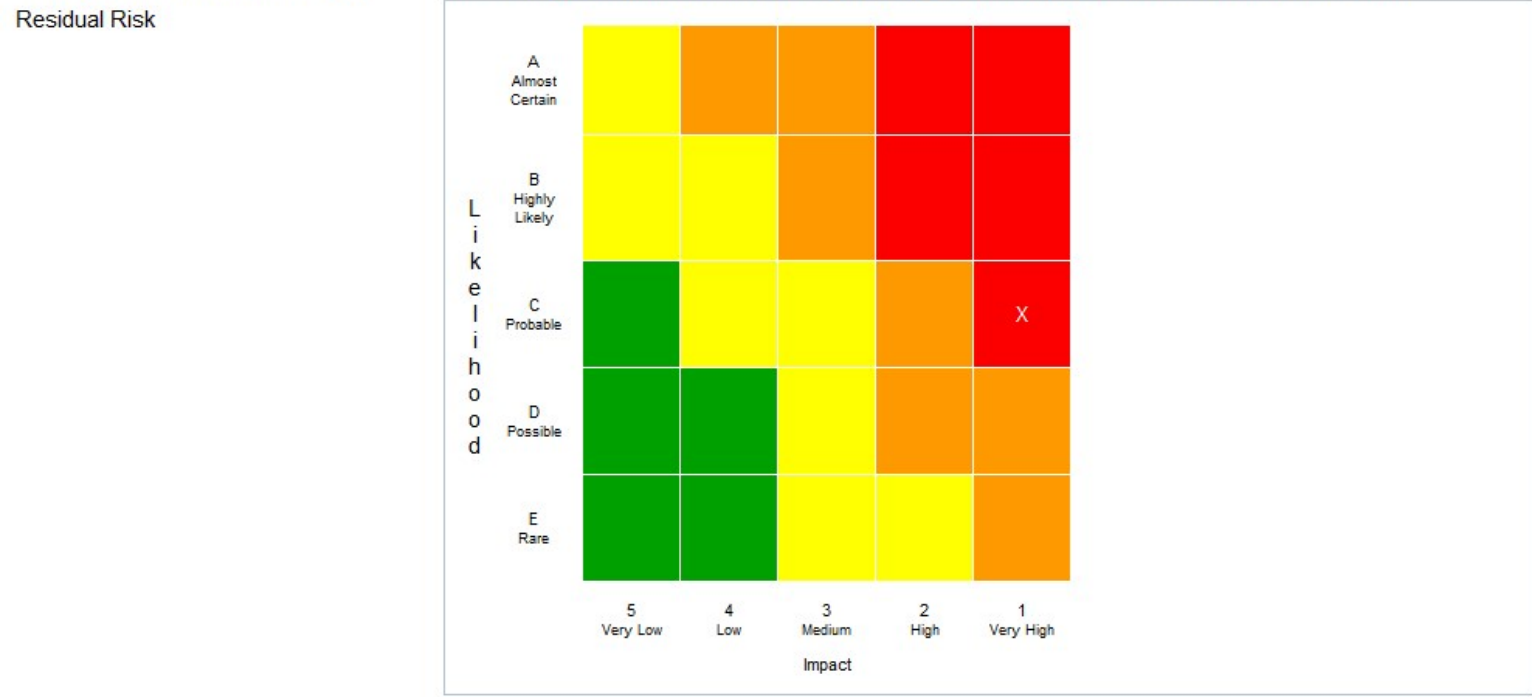
Risk Owner Nicola Stubbins

00035 The risk that the return on investment that Denbighshire receives from the Regional Growth Deal is disproportionate

Description The regional growth deal offers opportunity to develop DCC's economy, and there is a risk that there is insufficient engagement to capitalise on these opportunities. Conversely, with the benefits not being clear at present, there is a risk that DCC puts in a lot of effort but doesn't receive a proportionate return on investment.



Controls to Manage Risk (in place) The Strategic Employment Manager contributes to the workstream that's concerned with People.



Lead Member(s) Cllr Hugh Evans

Active Yes

Risk Owner Graham Boase

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Report to:	Performance Scrutiny Committee
Date of Meeting:	26 April 2018
Lead Officer:	Scrutiny Co-ordinator
Report Author:	Scrutiny Co-ordinator
Title:	Scrutiny Work Programme

1. What is the report about?

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

2. What is the reason for making this report?

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

3. What are the Recommendations?

That the Committee 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.

Waste Management in Wales

- 4.8 The Wales Audit Office is yet to publish its report on the above. The latest information received indicates that the report will not be available until the summer. Consequently its presentation to the Committee has been rescheduled from June's meeting to the meeting in September. If it transpires that its publication will be subject to a further delay the Committee will be informed in due course.

Capital Funding for Highways Projects

- 4.9 Members will recall that during the discussion on the development of a highways maintenance strategy at its December 2017 meeting that the Committee extended an

invitation to the Cabinet Secretary for Economy and Transport to attend a future meeting to discuss capital funding for highways projects. Whilst the Cabinet Secretary himself was not able to accept the invitation he indicated that officials from his Department should be able to attend. The Welsh Government's Head of Transport Planning has now accepted an invitation to attend the Committee's meeting on 19 July 2018 (see Appendix 1).

Cabinet Forward Work Programme

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

Progress on Committee Resolutions

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

Scrutiny Member Development and Training

- 4.12 Members are reminded that a training and development event on Well-being and Inclusion in Education and Children's Service will be held between 10am and 4pm on 19th June at Denbigh Town Hall. This event is open to all councillors but will be particularly useful to members of this committee when determining which aspects of the Service's work they wish to focus on in future. Members are asked to make every effort to attend this event.

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 15 March 2018, during that meeting the Group asked this Committee to consider reports on Kingdom' and 'Cefndy Healthcare & Manufacturing's Performance (see Appendix 1 for the meetings on 7 June and 19 July 2018 respectively). The Group is scheduled to hold its next meeting on the afternoon of 26 April 2018.

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.

Contact Officer:

Scrutiny Coordinator

Tel No: (01824) 712554

e-mail: rhian.evans@denbighshire.gov.uk

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

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
7 June	Cllr. Bobby Feeley	1. Draft Director of Social Services Annual Report for 2017/18	To scrutinise the content of the draft annual report to ensure it provides a fair and clear evaluation of performance in 2016/17 and clearly articulates future plans	Identification of any specific performance issues which require further scrutiny by the committee in future	Nicola Stubbins/Mark Southworth	April 2017
	Cllr. Richard Mainon	2. Your Voice' complaints performance (Q 4) to include social services complaints and quarterly public opinion/satisfaction information	To scrutinise Services' performance in complying with the Council's complaints. The report to include: (i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe; (ii) how services encourage feedback and use it to redesign or change the way they deliver services; and (iii) details of complaints which have been upheld or partially upheld and the lessons learnt from them.	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Kevin Roberts/Ann Lloyd/Phil Gilroy/Liz Grieve	July 2017
	Cllr. Tony Thomas	3. Kingdom Security	To review the company's performance in delivering enforcement action on Denbighshire County Council's	Assurances that the contract with Kingdom is being delivered in line with the contract specification,	Emlyn Jones/Tim Wynne-Evans	By SCVCG March 2018

Meeting	Lead Member(s)	Item (description / title)		Purpose of report	Expected Outcomes	Author	Date Entered
				behalf (including their customer/public approach, the number of appeals against Fixed Penalty Notices successfully and unsuccessfully challenged, and the conclusions of the Council's regular monitoring work on its contract with Kingdom)	realises value for money, performance targets are met whilst residents and visitors are treated with respect and not alienated, and ensuring that the Council's reputation is not being damaged		
	Cllr. Richard Mainon	4.	Customer Effort Dashboard	To monitor the progress achieved in relation to developing the Customer Effort Dashboard and the feedback trend from the new telephony system	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 (re-arranged February 2018)
19 July	Cllr. Julian Thompson -Hill	1.	Corporate Plan (Q4) 2017/2022	To monitor the Council's progress in delivering the Corporate Plan 2017-22	Ensuring that the Council meets its targets to deliver its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents	Alan Smith/Nicola Kneale/Heidi Gray	June 2017
	Cllr. Tony Thomas	2	Impact of the Suspension of the 'Right to Buy' Scheme	To evaluate the impact and effectiveness of the Council's application to suspend the 'Right to Buy' Scheme on the availability of properties within the Authority's housing stock	Improved capacity within the Council's housing stock to increase availability to meet local need and improve residents lives through the availability of high quality housing	Jamie Groves/Geoff Davies	July 2017
WG representatives in attendance	Cllr. Brian Jones	3.	Capital Funding for Highways Projects	To discuss with WG representatives potential capital funding for maintaining and improving the highway network and to understand the revenue implications to the WG of the	A greater understanding of how highways capital funding can be maximised with a view to developing the local economy and supporting the Council to deliver its	Tony Ward/Tim Towers	February 2018

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			impact of the Local Government Borrowing Initiative	connected communities corporate priority		
	Cllr. Bobby Feeley	4. Cefndy Healthcare Annual Report 2017/18 and Annual Plan 2018/19	To consider the company's performance during 2017-18 and its Annual Plan for 2018-19	An assessment of the company's performance in delivering its business within budget and meeting targets will assist with the identification of future trends and requirements and support the delivery of the Council's priority relating to Resilient Communities	Phil Gilroy/Simon Rowlands/Nick Bowles	By SCVCG March 2018
27 September	Cllr. Huw Hilditch-Roberts	1. Provisional External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy/GwE	July 2017
	Cllr. Mark Young	2. Strategic Equality Plan 2016-2018	To review the Council's performance in delivering its Strategic Equality Plan	Identification of aspects of equality and diversity which require strengthening for incorporation into the Council's plans and strategies	Alan Smith/Nicola Kneale/Carol Evans	March 2018
	Cllr. Brian Jones	3. National Report on Waste Management in Wales (including: Waste management - <i>waste prevention</i> Waste management - <i>municipal recycling</i> Waste management <i>procurement of infrastructure</i>)	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 & March 2018 as awaiting WAO report)

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
29 November	Cllr. Richard Mainon	1. Library Service Standards 2017/18	To detail the Council's performance in delivering library services 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	February 2018
	Cllr. Julian Thompson -Hill	2. 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	February 2017
Jan 2019	Cllr. Huw Hilditch Roberts	1. Verified External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's pupils. The report to incorporate GwE's Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy/GwE	July 2017

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
<p><i>School Improvement Plans</i></p> <p>[Education]</p>	<p><i>To discuss with representatives of particular schools their progress in achieving their improvement plans</i></p>	<p><i>Provision of support to the schools to ensure they deliver their plans and improve outcomes for their pupils and the school as a whole</i></p>	<p><i>Karen Evans/Julian Molloy</i></p>	<p><i>February 2018</i></p>
<p>Implementation of the Donaldson Report ‘Successful Futures’ – Independent Review of Curriculum and Assessment Arrangements in Wales</p> <p>[Education]</p> <p>Dependent upon the legislative timetable</p>	<p>To consider and monitor the plans to implement the agreed measures adopted by WG following the consultation on the review’s findings</p>	<p>Better outcomes for learners to equip them with jobs market skills</p>	<p>Karen Evans</p>	<p>April 2015</p>
<p>Update on options appraisals for In-house care services - Dolwen</p> <p>[WIA required]</p>	<p>To consider the results of the analysis undertaken with respect to potential options for future provision of the services</p>	<p>Formulation of recommendations with respect to the future provision of the services for submission to Cabinet</p>	<p>Phil Gilroy</p>	<p>June 2016</p>
<p>Hafan Deg, Rhyl</p> <p>(12 months following the commencement of the contract)</p>	<p>To monitor the effectiveness of the transfer of the facility and services to an external provider and the impact of the transfer on services-users, staff, local residents and the local community (including lessons learnt from the process)</p>	<p>To evaluate the impact of the transfer of the facility and services on all stakeholders and to assess whether the services provided at Hafan Deg are in line with the contract specification, support the Council’s vision for adult social care and the five ways to well-being and the requirements of the Social Services and Well-being (Wales) Act 2014</p>	<p>Phil Gilroy/Katie Newe</p>	<p>March 2018</p>

Information/Consultation Reports

Date	Item (description / title)	Purpose of report	Author	Date Entered
<p>September 2018 & March 2019</p> <p>[Information]</p>	<p>Corporate Plan 2017/22 (Q1) 2018/19</p> <p>&</p> <p>Corporate Plan 2017/22 Q3 2018/19 To monitor the Council's progress in delivering the Corporate Plan</p>	<p>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</p>	<p>Alan Smith/Nicola Kneale/Heidi Gray</p>	<p>June 2017</p>

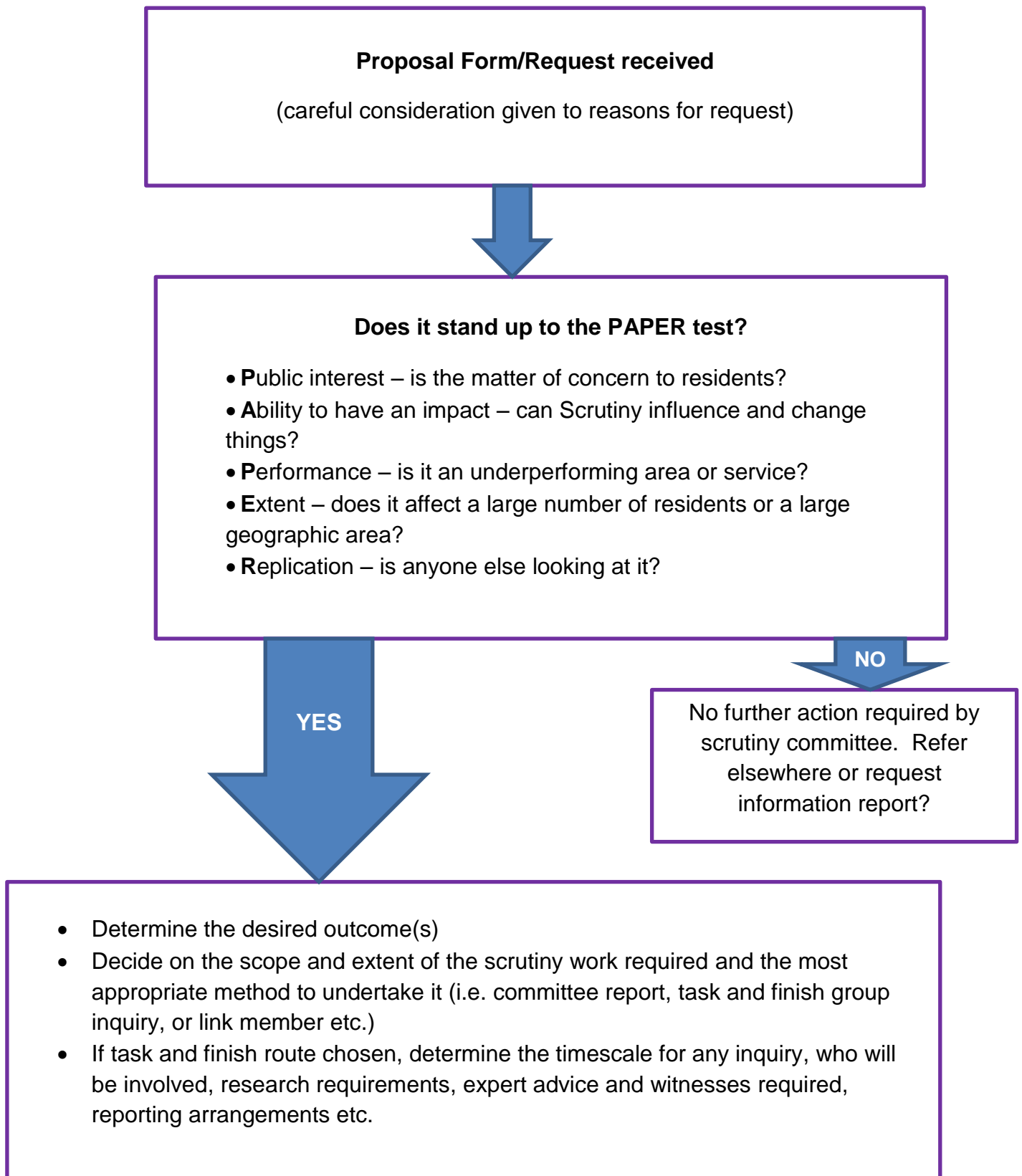
Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
7 June	24 May	19 July	5 July		

Performance Scrutiny Work Programme.doc
 Updated 18/04/2018 RhE

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

Consideration of a topic's suitability for scrutiny



Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
22 May	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 / Lisa Jones / Helen Makin
	2	Regional Regeneration - North Wales Regional Regeneration Plan and Welsh Government's Targeted Regeneration Investment Programme	To provide Members with an update on the ongoing Regeneration work in Rhyl, to explain the WGs new regeneration funding programme called Targeted Regeneration Investment Programme (TRIp) and to seek formal approval for the regional submission to WG of a Regional Regeneration Plan and associated funding priorities	Yes	Councillor Hugh Evans / Graham Boase / Kim Waller
	3	Welsh in Education Strategic Plan	To approve the Welsh in Education Strategic Plan	Yes	Councillor Huw Hilditch-Roberts / Geraint 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
26 June	1	Corporate Plan 2017-2022 (Q4)	To review progress against the performance management framework	Tbc	Councillor Julian Thompson-Hill / Nicola Kneale
	2	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 / Chris Jones
	3	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutny Coordinator
31 July	1	Business Improvement Districts	To inform members of progress made on developing Business Improvement Districts and to make a recommendation in respect of the Business Plan	Tbc	Councillor Hugh Evans / Mike Horrocks
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
25 Sept	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
30 Oct	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
20 Nov	1	Corporate Plan 2017-2022 (Q2)	To review progress against the performance management framework	Tbc	Councillor Julian Thompson-Hill / Nicola Kneale
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
18 Dec	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>April</i>	10 April	<i>May</i>	8 May	<i>June</i>	12 June

Updated 17/04/18 - KEJ

Cabinet Forward Work Programme.doc

Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
15 March 2018	5. LIBRARY SERVICE STANDARDS AND PERFORMANCE	<p><u>Resolved:</u> - <i>subject to the above observations to-</i></p> <p>(i) <i>commend the Library Service on its performance against the 5th Framework of Welsh Public Library Standards; and</i></p> <p>(ii) <i>request that a progress report be presented to the Committee at its November 2018 meeting on the Service's performance against the 6th Framework 2017-2020</i></p>	<p>The Lead Member and officers have been advised of the Committee's observations.</p> <p>The requested progress report has been scheduled into the forward work programme for the meeting on 29 November 2018 (see Appendix 1)</p>
	6. PERFORMANCE MANAGEMENT OF THE CORPORATE PLAN 2017 – 2022	<p><u>Resolved:</u> - <i>subject to the above observations to support the content covered by the Current State and Future State descriptions, and the indicators and thresholds detailed in the report prior to their presentation to Cabinet Briefing on 9 April 2018.</i></p>	<p>The Committee's observations have been shared with the Lead Member and officers ahead of the report's presentation to Cabinet Briefing</p>
	7. INTERIM STRATEGIC EQUALITY PLAN 2016 – 2018 ANNUAL REPORT	<p><u>Resolved:</u></p> <p>(i) <i>subject to the observations made and the inclusion of the above suggested amendments and additions to support the Interim Strategic Equality Plan 2016-18 and recommend that it be translated and published in line with the statutory requirements; and</i></p> <p>(ii) <i>that a report reviewing the Council's performance in delivering its Strategic Equality Plan 2016-18 be presented to the Committee at its meeting in September 2018</i></p>	<p>The Lead Member and officers have been advised of the Committee's comments and a further report to review the Council's performance in delivering the Plan has been scheduled into the Committee's forward work programme for its meeting on 27 September 2018 (see Appendix 1)</p>

	<p>8. PART II IN HOUSE CARE SERVICES UPDATE</p>	<p><u>Resolved:</u> - <i>subject to the above observations and the assurances received in relation to the tender evaluation process,</i></p> <p>(i) <i>to recommend to Cabinet that it support the transfer of the lease and the running of services at Hafan Deg Day Centre, Rhyl, to the 'preferred provider' identified following the tender evaluation exercise; and</i></p> <p>(ii) <i>that a report be presented to Performance Scrutiny Committee, 12 months following the building's transfer and the commencement date of the contract for the delivery of services at Hafan Deg, detailing the effectiveness of services delivered at the facility, the impact of the transfer on service-users, staff and the local community; the progress made in relation to enhancing and growing services available at the Centre, the appointed provider's compliance with lease and commissioned services' contract specifications, and any lessons learnt from the process that may help inform similar decisions in future.</i></p>	<p>(i) Lead Member and officers have been advised of the Committee's observations and its recommendations. Cabinet considered the Committee's recommendations in relation to Hafan Deg, Rhyl at its meeting on 24 April; and</p> <p>(ii) the presentation of a report monitoring the effectiveness of the transfer of the facility and services to an external provider, the impact of the transfer on services-users, staff, local residents and the local community (including lessons learnt from the process) has been scheduled under the 'Future Issues' section of the Committee's forward work programme (see Appendix 1) for scheduling into the work programme 12 months' following the commencement of the contract</p>
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