

To: Members of the Performance
Scrutiny Committee

Date: 12 July 2018

Direct Dial: 01824 712554

e-mail: democratic@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **10.00 am** on **THURSDAY, 19 JULY 2018** in **COUNCIL CHAMBER, COUNTY HALL, RUTHIN LL15 1YN**.

Yours sincerely

G. Williams
Head of Legal, HR and Democratic Services

PLEASE NOTE THAT THERE IS A BRIEFING FOR ALL ELECTED 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 - 14)

To receive the minutes of the Performance Scrutiny Committee meeting held on 7 June 2018 (copy attached).

10.05 a.m. – 10.15 a.m.

5 DEVELOPING A HIGHWAY MAINTENANCE STRATEGY (Pages 15 - 34)

To consider a report by the Highways Asset & Risk manager (copy attached) as a follow up to the report submitted to the Performance Scrutiny Committee on 7 December 2017 and to discuss with a representative from Welsh Government highway network capital funding matters.

10.15 a.m. – 11.00 a.m.

6 CORPORATE PLAN PERFORMANCE REPORT QUARTER 4 - 2017-18
(Pages 35 - 88)

To consider a report by the Strategic Planning Team Manager (copy attached) monitoring the Council's progress in delivering the Corporate Plan 2017-22.

11.00 a.m. – 11.30 a.m.

~~~~~ **BREAK (11.30 a.m. – 11.40 a.m.)** ~~~~~

**7 DIRECTOR OF SOCIAL SERVICES' ANNUAL REPORT 2017-18** (Pages 89 - 142)

To consider a report by the Principal Manager: Support Services (copy attached) to enable Members to scrutinise the draft annual report prior to it being submitted to the Care Inspectorate Wales (CIW).

**11.40 a.m. – 12.25 p.m.**

**8 SCRUTINY WORK PROGRAMME** (Pages 143 - 162)

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

**12.15 p.m. – 12.25 p.m.**

**9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**12.25 p.m. – 12.30 p.m.**

**PART 2 - CONFIDENTIAL ITEMS**

It is recommended in accordance with Section 100A (4) of the Local Government Act 1972 that the Press and Public be excluded from the meeting during consideration of the following item(s) of business because it is likely that exempt information (as defined in Paragraph(s) "14" of Part 4 of Schedule 12A of the Act) would be disclosed.

**10 CEFNDY HEALTHCARE ANNUAL REPORT 2017/18 AND BUSINESS PLAN** (Pages 163 - 184)

To consider a confidential joint report by the Commercial Services Manager and Production Manager (copy attached) of Cefndy Healthcare's performance in 2017-18 and the 2018-22 Business Plan.

**12.30 p.m. – 1.00 p.m.**

**MEMBERSHIP**

**Councillors**

Councillor Huw Jones (Chair)

Councillor Hugh Irving (Vice-Chair)

Ellie Chard

Bob Murray

Ann Davies

Arwel Roberts

Martyn Holland

David Williams

Geraint Lloyd-Williams

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## PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Council Chamber, County Hall, Ruthin on Thursday, 7 June 2018 at 10.00 am.

### PRESENT

Councillors Ellie Chard, Martyn Holland, Hugh Irving (Vice-Chair), Huw Jones (Chair), Geraint Lloyd-Williams and Arwel Roberts

Councillors Tony Thomas and Richard Mainon attended at the Committee's request.

### ALSO PRESENT

Councillors Mabon ap Gwynfor, Meirick Lloyd Davies, Brian Jones, Melvyn Mile, Huw Hilditch-Roberts, Glenn Swingler, Rhys Thomas, Emrys Wynne and Mark Young.

Chief Executive (JG), Head of Planning and Public Protection (EJ), Senior Public Protection Officer (Community Safety) (TW-E), Principal Manager: Support Services (AL); Statutory and Corporate Complaints Officer (KR), Scrutiny Co-ordinator (RhE) and Committee Administrator (RhT-J)

### 1 APOLOGIES

Apologies were received from Councillor Ann Davies, Bob Murray and David Williams.

### 2 DECLARATION OF INTERESTS

A declaration of a personal interest was submitted by Councillor Emrys Wynne, who in his capacity as a magistrate had dealt with a case involving Kingdom Security..

### 3 APPOINTMENT OF VICE-CHAIR

The Chair asked the Committee for nominations for Vice Chair. Councillor Hugh Irving had expressed an interest in serving as the Committee's Vice-Chair for a further term. Councillor Irving had submitted a CV which had been circulated to Committee members.

Councillor Martyn Holland proposed that Councillor Irving be appointed as the Committee's Vice-Chair for the forthcoming year, Councillor Huw Jones seconded the proposal. No other nominations were received and the Committee unanimously:

**Resolved: - that Councillor Hugh Irving be appointed as the Committee's Vice-Chair for the 2018-19 municipal year**

### 4 URGENT MATTERS AS AGREED BY THE CHAIR

No urgent matters were raised.

## **5 MINUTES OF THE LAST MEETING**

The minutes of the meeting of the Performance Scrutiny Committee held on 26 April 2018 were submitted.

### Matters arising:

- Members queried when they would receive the information report in regards to the school exclusion data, they were informed that the information report would be circulated in September.
- The school visit which was raised as an observation during the discussion on 'Behaviour Management in Denbighshire Schools' item was also queried, the scrutiny co-ordinator informed members that Education Service staff were currently in the process of arranging a visit for members to the Pupil Referral Unit and associated projects.

***RESOLVED that the minutes of the Performance Scrutiny Committee meeting held on 26 April 2018 be received and approved as a correct record.***

## **6 USE OF KINGDOM SECURITY LTD FOR THE ENFORCEMENT OF ENVIRONMENTAL CRIME**

The Lead Member for Housing, Regulation and Environment introduced the Head of Planning and Public Protection's report (previously circulated) which updated the Committee on environmental crime enforcement activities undertaken by Kingdom Security Limited on the Council's behalf. The report was presented to the Committee in response to a request from members who wanted to know how the Council's contract with Kingdom was being managed to realise value for money and what controls were in place to avoid damaging the Council's reputation whilst undertaking enforcement action.

During his introduction the Lead Member emphasised that the contract with Kingdom in Denbighshire was robustly and effectively managed by the Council's Senior Public Protection Officer (Community Safety). Complaints relating to environmental crime in Denbighshire, particularly dog fouling, were amongst the highest in Wales prior to the Council entering into a contract with Kingdom to deliver enforcement services. Surveys undertaken by Keep Wales Tidy in recent years had shown a marked improvement in street cleanliness, with the number of fixed penalty notices (FPNs) issued for dog fouling offences in Denbighshire being consistently amongst the highest in Wales. Prior to Kingdom delivering environmental crime enforcement services Denbighshire served very few FPNs for dog fouling. The current trend indicated a reduction in the number of FPNs served for dog fouling offences, this was attributed to the effectiveness of past performance acting as a deterrent coupled with the educational aspect of the work undertaken by Kingdom i.e. handing out dog faeces bags to the public and where owners were allowing dogs to run freely drawing their attention to the signs which advised the

public that the area was subject to a Public Space Protection Order (PSPO) which necessitated dogs to be kept on a lead at all times.

Representatives from Kingdom Security Limited had been invited to attend the meeting to discuss environmental crime enforcement with the Committee. Whilst they had initially accepted the invitation, due to concerns about the safety and welfare of their staff they had, within the preceding 24 hours, taken the decision not to attend. They had however issued a statement which the Head of Planning and Public Protection read out at the meeting which outlined the reasons behind their decision not to attend the meeting. Committee members expressed their disappointment that Kingdom had withdrawn from sending a representative to the meeting at such a late stage. Whilst they understood the company's concerns they stressed that they should have nothing to fear from attending a meeting of a democratically constituted committee.

The Head of Planning and Public Protection detailed the report and associated appendices' contents. He informed the Committee that whilst Kingdom were based at the Council's offices in Denbigh they operated across the county and were deployed based on intelligence and complaints received from council officers and the general public. The Council's contract with Kingdom was reviewed and amended annually based on the types of enquiries and complaints received from residents.

Members were advised that the Council had entered into a contract with Kingdom following the 2012 local authority elections when dog fouling had been highlighted by residents as a major problem across the county, which consequently led to a Dog Fouling Strategy being adopted by the Council. The contract with the company was for enforcement against a number of different types of environmental crime i.e. dog fouling, littering, fly posting, smoking in enclosed areas, graffiti, breaches of PSPOs etc. Examples of the different types of offences for which FPNs had been served, along with the number of such offences and their locations, were listed in Appendix A to the report. As part of the contract Kingdom was expected, in addition to taking enforcement action, to educate the public on the hazards caused by environmental crime and consequently realise cleaner, tidier streets across Denbighshire. Recent statistical data on street cleanliness and enforcement activities indicated that this approach was paying dividends. It was evident that the public were now more environmentally responsible, with Kingdom issuing 2,000 fewer fixed penalty notices in the county last year in comparison to the previous year. There was also a downward trend in the number of dog fouling incidents reported which was also an indicator that the contract with Kingdom was working well, although it was acknowledged that it would be nigh on impossible for dog fouling to be completely eradicated. Whilst the number of FPNs issued had reduced in recent times it was pleasing that the payment rate on FPNs issued prior to court proceedings being initiated had increased to 76%. Every effort was made to work with individuals who were not in a position to pay FPNs in one lump sum payment to enable them to pay in affordable instalments.

It was emphasised that the contract with Kingdom was cost neutral to the Council. Whilst the Council provided the company with office accommodation at its

Caledfryn officers it did not actually 'pay' the company for its services. The terms of the contract were that the Council had a 'pay as you go' arrangement with Kingdom, the company kept 60% of the income from each FPN served with the remaining 40% being paid to the Council to cover management costs etc. To ensure that the company was not contravening any procedures and protocols when undertaking enforcement work on the Council's behalf the county's Senior Public Protection Officer (Community Safety) regularly reviewed body camera footage of officers issuing FPNs etc. Any complaints received in relation to the company's enforcement activities were investigated in accordance with the Council's 'Your Voice' complaints procedure, and as part of that investigation the Senior Public Protection Officer (Community Safety) would speak to the Kingdom officer concerned and examine the bodycam footage. The number of complaints received against FPNs issued was fewer than 1% of the number issued. Of the complaints received very few were upheld, and where it was proved that a Kingdom officer had failed to comply with operational procedures and protocols the Council had the power to seek their removal and ask for a replacement officer to be deployed. It was pleasing to report that the number of complaints against the behaviour of Kingdom officers had also decreased in recent years. Prior to commencing prosecution proceedings all bodycam footage was reviewed in detail to ensure that it would stand up to legal scrutiny. Whilst some members of the public had complained about the behaviour of Kingdom officers, non-compliance with procedures, protocols and behaviour policies were rare. However, the behaviour of some members of the public towards Kingdom officers undertaking their duties was less than desirable at times.

Kingdom acknowledged that Denbighshire managed its contract with the company extremely stringently, which resulted in them knowing exactly what was expected of them.

Responding to members' questions the Lead Member, Head of Planning and Public Protection and the Senior Public Protection Officer (Community Safety):

- confirmed that the current contract with Kingdom expired in November 2018, therefore officers would commence reviewing the contract imminently;
- advised that Kingdom worked closely and effectively with officers from the Council's Highways and Environmental Services to address matters such as fly tipping incidents in known 'hot spots' around the county. They also worked closely together in relation to assessing where to locate waste bins across the county along with the number required in various locations. In addition, based on intelligence gathered by both the Council and Kingdom waste bin capacity had been increased in certain areas and additional staff were deployed at peak times i.e. bank holidays to ensure that the bins were emptied regularly;
- confirmed that the Council did not have an alternative option for effectively delivering environmental crime enforcement services. It certainly could not deliver such a service in-house in the current public services financial climate. For the Council to deliver the service in-house it would need to secure some substantial funding initially to purchase the FPN machines which cost circa £5K each, uniforms, body cameras etc. ;



- informed the Committee that the Council's Communications Team were currently working on a publicity campaign to highlight the importance to the public of disposing of dog faeces and litter responsibly and not creating a health hazard for other members of the public or turning the environment into an eyesore. This campaign would be promoted on a number of fronts, including posters, electronic videos, press releases, social media etc.;
- confirmed that the number of dog fouling incidents generally increased during the winter months due to the number of hours of darkness. To secure a successful prosecution for an environmental crime all bodycam footage had to be clear and have sufficient daylight to enable the offender to be clearly identified;
- advised that immediately a large number of complaints were received regarding dog fouling in a specific area it would be designated a hotspot and Kingdom officers would be deployed to patrol that area immediately. In addition Environmental Services would visit the area to clear up any mess, incidents of dog fouling were prioritised within the Service's work schedule;
- confirmed that the Council knew the whereabouts of Kingdom officers throughout the day as all vehicles were fitted with trackers. Kingdom and Council officers had a good working relationship and consequently a high level of mutual trust existed between both parties within the contract which resulted in effective enforcement and a reduction in the number of environmental crime incidents;
- advised that due to the reduction in the number of environmental crime incidents there was no basis for a case to increase the number of Kingdom/environmental crime enforcement officers patrolling the county;
- advised that whilst the public were concerned about dog fouling, fly tipping and other environmental crime incidents in public spaces, such as Countryside Services managed areas, they were not always willing to provide statements to substantiate environmental crime incidents they had witnessed. Consequently, Kingdom nor the Council could pursue the suspected offenders;
- confirmed that they had, as part of the preparatory work for the new contract, discussed with the Council's Procurement Service the viability of entering into a sub-regional contract across North East Wales for procuring environmental crime enforcement services;
- advised that whilst Kingdom patrolled the county's more urban areas in the main it did, in response to intelligence received, patrol other more rural parts of the county if required;
- advised that where complaints had been upheld the reasons for them being upheld differed on a case by case basis. It was not always upheld due to the behaviour of the Kingdom officer, in some cases it was upheld due to insufficient evidence;
- confirmed that FPNs for 'begging offences' had only been served in one specific area of the county. These were issued in relation to anti-social behaviour. The offenders concerned were persistent, repetitive offenders and Kingdom worked closely with the Police when serving these FPNs. If it became apparent that mental health issues were at the root of their

behaviour Kingdom and the Council would work closely with Social Services and other agencies with a view to securing appropriate and adequate support for the individuals concerned;

- confirmed that approximately 93% of the FPNs issued during 2017 had been issued for smoking related offences, the majority for not discarding cigarettes in a responsible manner. In relation to waste discarded on roadside verges the Public Protection Service and Kingdom worked closely with Highways and Environmental Services. Whilst Kingdom could serve a FPN for littering etc. its officers did not have the powers to follow vehicles etc. on the off chance that a littering offence may occur;
- explained that the county's improved performance in relation to Keep Wales Tidy surveys was not solely attributable to Kingdom's enforcement work, although its work significantly contributed towards the county having cleaner and tidier streets. The improvement was down to effective enforcement which was supported by awareness raising, educating the public about their responsibilities and the Environmental Service's prioritisation of clearing dog mess;
- confirmed that members could have sight of the Council's contract with Kingdom, and that the contract did not contain any set targets;
- advised that whilst the number of FPNs for dog fouling was reducing this was because of fewer incidents being reported. If elected members and the general public were aware of areas where dog fouling was persistently high or on the increase they should report it to the Council's Customer Services Centre to enable the Council to seek Kingdom to deploy officers to those areas;
- confirmed that the contract that the Council had in place with Kingdom was reviewed on an annual basis and if members felt that more of the company's time should be spent in other, possibly more rural areas of the county, that could be negotiated as part of the review process; and
- confirmed that Appendix A to the report listed the numbers and types of offences for which FPNs had been issued, not the number of visits to certain areas of the county. It was also explained that the annual income figure of circa £300K quoted for Kingdom in Denbighshire, was income and not profit. Wages and other costs had to be financed from this income figure, therefore the profit figure would be much lower.

Some members informed the Committee that they had accompanied Kingdom officers when they were patrolling their area and had been extremely impressed with their work and their conduct. They advised that they had been surprised by the lack of respect and attitude shown by some members of the public towards their communities and the environment and how prepared they were to irresponsibly discard of litter and dog faeces in public places, community facilities and family orientated recreational areas such as the Marine Lake in Rhyl. Members underlined the risks to public health and to the agricultural industry caused by dog fouling and the need for all residents and visitors to the county to act responsibly with regards to the local environment.

At the conclusion of the discussion some members queried whether, due to the level of expertise Denbighshire had in managing the environmental crime enforcement contract with Kingdom, the Council could operate a regional or sub-

regional service for other local authorities and generate an income from it to reinvest in other services that would benefit Denbighshire residents. A number of councillors were of the view that Denbighshire's streets were far cleaner now than they had been prior to Kingdom being appointed to deliver environmental crime enforcement services but that it would be worthwhile to undertake a benchmarking exercise to evaluate the effectiveness of the current service against that provided by other potential providers ahead of awarding the next contract. Consequently they asked that the Lead Member and officers:

- explore, via the Education Service and schools etc. how the Authority can improve and strengthen its education provision in so far as it relates to individual behaviour and responsibilities towards the environment and environmental crime;
- invite all county councillors to shadow a Kingdom officer on patrol in their ward to see exactly what they do and how they do it; and
- amongst the potential options to be explored for future provision should be an in-house Denbighshire service; a joint service with another county or counties, and a Denbighshire Council service that could provide environmental crime enforcement services to other authorities thus generating an income for Denbighshire

All members present reiterated their extreme disappointment with Kingdom Security Limited's decision not to send a representative to the meeting.

The Committee:

***Resolved: - subject to the above actions being progressed, that Cabinet in due course receive an options appraisal with recommendations for the future provision of enforcement services for environmental crime***

## **7 YOUR VOICE' COMPLAINTS PERFORMANCE (Q4)**

The Lead Member for Developing Community Infrastructure introduced the Statutory and Corporate Complaints Officer's report (previously circulated) on Services' compliance and performance with the corporate customer complaints policy during quarter 4 of the 2017/18 reporting year. During his introduction he informed members that the number of complaints received along with the number of compliments and suggestions received were all higher than the previous quarter. Nevertheless, only one complaint had not been dealt with within the set time, this complaint related to the Education Service. Due to the pressures it was under because of personnel and resources being allocated towards the work involved with the Estyn inspection at the time, the Service had not been able to gather all the views it needed to respond to the complaint in time. Nevertheless the Council had still attained a performance rate of 99% in dealing with complaints. During quarter 4 2017/18 customer feedback had resulted in a learning point for the Single Point of Access (SPoA) Service, which would result in a better service for all in due course. For the 2017/18 year in its entirety the Council's performance in dealing with complaints within the specified time was in the region of 99%.

In response to members' questions the Lead Member, Principal Manager (Support Services) – Community Support Services, and the Statutory and Corporate Complaints Officer:

- advised that having a dedicated officer dealing with statutory and corporate complaints had been crucial in securing an improvement in the Council's performance in dealing with complaints. He was able to focus on responding and handling the complaints and securing that they were dealt with within the designated target dates. There was now a better system in place to deal with complaints and processes relating to dealing with complaints had been tightened;
- confirmed that there had been an increase in recent months in the number of Freedom of Information (FOI) requests received. However, as a separate officer dealt with FOI requests it did not adversely impact on the Authority's performance in dealing with complaints;
- advised that complaints received in relation to individual schools were dealt with by the schools concerned. Complaints relating to education or education related policies were dealt with centrally by the Council;
- confirmed that the nature of the complaints received were analysed with a view to identifying any emerging trends and improvements to services i.e. trends identified as part of the social services complaints process would be reported within the Director of Social Services' Annual Report along with proposed improvements to address any shortcomings or failings;
- advised that all complaints received were analysed on a quantitative and qualitative basis; and
- informed the Committee that it was pleasing to report that Highways and Environmental Services had received a high volume of compliments following their efforts clearing snow and keeping roads open etc. during the recent periods of adverse weather conditions.

Committee members congratulated all services on their excellent performance in responding and dealing with complaints and

**Resolved: - subject to the above observations to recommend that in future**

- (i) Quarter 1 and Quarter 3 'Your Voice' performance reports be presented to the Committee as 'Information Reports'; and***
- (ii) Quarter 2 and 4 'Your Voice' performance reports be formally presented to the Committee at a meeting, unless any concerns in relation to performance in complying with the complaints procedures or the types of complaints received necessitates the presentation of a report to the Committee to highlight concerns.***

## **8 SCRUTINY WORK PROGRAMME**

The Scrutiny Co-ordinator presented to the Committee the forward programme. Members were informed that the next meeting had a potentially heavy workload and asked whether members would like to reschedule specific items.

The Committee was informed that an officer from Welsh Government (WG) would be attending the meeting on 19 July 2018 for the discussion on Capital Funding for

Highways Projects. Following a discussion on its forward work programme and the number of important items that merited discussion the Committee was of the view that all items listed on the work programme for the 19<sup>th</sup> July should be considered and therefore no item should be deferred.

As Councillor Peter Scott was now Chair of County Council he was no longer a member of the Committee. Councillor Martyn Holland informed the Committee that he was seeking a nomination from the Conservative Group to serve on Performance Scrutiny Committee in place of Councillor Scott. Councillor Scott had also been the Committee's representative on the Finance Service's Service Challenge Group, therefore the Committee was requested to appoint a replacement representative to serve on that Group. Following a discussion by members on which services they felt would benefit from their individual expertise the Committee:

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

- (i) to confirm its forward work programme; and***
- (ii) that Councillor Ellie Chard serve as the Committee's representative on the Education and Children's Services Service Challenge Group and Councillor Martyn Holland serve as its representative on the Finance Service's Service Challenge Group***

## **9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

Councillor Arwel Roberts reported on a recent meeting of the School Standards Monitoring Group (SSMG) in which he had participated. Representatives from Ysgol Trefnant and Ysgol Frongoch had attended the meeting and been robustly challenged on a number of aspects relating to their education provision and performance. Councillor Roberts was of the view that the SSMG was an effective forum for raising school standards.

Meeting concluded at 12.35pm

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|-----------------------------|-------------------------------------------------------------------------------------------------------------------|
| <b>Report to:</b>           | <b>Performance Scrutiny Committee</b>                                                                             |
| <b>Date of Meeting:</b>     | <b>19<sup>th</sup> July 2018</b>                                                                                  |
| <b>Lead Member/Officer:</b> | <b>Lead Member for Highways, Planning and Sustainable Transport / Head of Highways and Environmental Services</b> |
| <b>Report Author:</b>       | <b>Highways Asset and Risk Manager</b>                                                                            |
| <b>Title:</b>               | <b>Developing a Highway Maintenance Strategy</b>                                                                  |

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

This report is a brief follow up to the report submitted to the Performance Scrutiny Committee on December 7<sup>th</sup> 2017 about the Council's Highway Maintenance Strategy.

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

At the meeting in December 2017, a request was made by the Committee that a representative from the Welsh Government be invited to attend such that funding issues can be discussed. This report adds to that previously submitted and introduces the Welsh Government representative as Mr Dewi Rowlands from the Department for Economy and Infrastructure.

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

That Members comment on the contents of this report (and the Appendix) and also take the opportunity to discuss funding matters with the Welsh Government Officer.

## **4. Report details**

- 4.1 Members are reminded that the condition of the County's roads are measured in two ways. The A and B roads are surveyed by a non-invasive technique called Scanner, and this determines the proportion of this element of the network that is deemed to be in Poor Condition. The remaining C and Unclassified roads (comprising 1142 kilometres of the overall 1,416) are subjected to a visual evaluation and scoring methodology.
- 4.2 Following on from the report to the Committee last December, data from both of these assessment methods has been analysed and Appendix A gives details of how, over the life of the previous Corporate Plan, these have changed. The Appendix gives a county wide perspective but Members may also be interested to note how the position in each individual Member Area Group regime has altered.
- 4.3 In terms of funding streams, the improvements to date have been financed primarily from Prudential Borrowing by the Council. For three years this was enhanced significantly by the Welsh Government via the Local Government Borrowing Initiative

which certainly gave a boost, but is no longer available to us. The annual capital allocation is currently £2.55 million and this results in around £2.3 million actually being spent on funded carriageway works spread across the whole network.

If the current levels of spending in respect to both revenue and capital are maintained throughout the current Corporate Plan period it is felt that this will result in:

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

4.4 Since the meeting in December 2017, the Welsh Government gave support to us of £100,000 in recognition of the additional costs incurred due to the severe winter weather and a proportion of this has been spent addressing the subsequent pothole issues. In addition a one-off 'Road Refurbishment Grant' of £30 million to be distributed to all Welsh councils, resulting in Denbighshire receiving £1,204,380. On the recommendation of the Strategic Investment Group (SIG), it was subsequently agreed by Cabinet that this grant would be used in the following ways:

- A525 Marsh Road/Vale Road junction in Rhyl. It requires re-surfacing and also the bulk of the existing traffic signal equipment is over 15 years old and is in need of replacement. In addition to the surfacing and signalling work, there is also a need to undertake work on the adjacent bridge. Cost estimate for re-surfacing work; replacement of the traffic signal equipment; pedestrian guardrail (as required); high friction surfacing; and work to address the potential for accidental wheel loading of the footway is £430k.
- A525 from the roundabout by St Asaph Cathedral up to Glan Clwyd School. This very busy section of carriageway is failing now and is also poor on skid resistance. Resurfacing it now will prevent further deterioration and will therefore be more cost effective. The estimate for this is around £160,000.
- Castle Street in Llangollen. From a Highways perspective the carriageway is failing, but the block paving footways are also now out of shape and this is beginning to lead to issues with mobility for users. The required highways improvements have an estimated value of £500,000. There are discussions taking place about a much bigger shared-space scheme in Llangollen, which could incorporate the required highways improvements. This community-led scheme would cost in excess of £2m, and the £500,000 could be used as match-funding to lever in Lottery Funding for the wider scheme. If the wider scheme does not come to fruition, we will go ahead with the highways improvement scheme in isolation.
- A525 Dual Toucan Crossing near Clwyd Retail Park, Rhyl. The existing dual Toucan Crossing is also over 15 years old and requires replacement. Cost estimate for replacement of signal equipment and high friction surfacing is £80k.

4.5 Whilst the provision of the Refurbishment Grant is welcome, the initial report to Performance Scrutiny Committee in December 2017 made clear that there are still



significant schemes within the county that cannot be funded and we are having to manage these as best as we can; the recent work on the A547 Abergele Straights is a prime example of this. In addition, Appendix A shows that for the bulk of the network there is a clear deterioration in condition and this will lead to increased pressures on the revenue budget (due to the statutory need to make potholes safe) so any investment before this point will prove to be invaluable.

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

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

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

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

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

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

**9. Chief Finance Officer Statement**

The reports sets out how the additional capital grant allocation is intended to be used. It also highlights the maintenance requirements over the network. As demand on capital is always greater than the funding available, submissions for annual capital allocations are assessed and prioritised by the Strategic Investment Group and reported to Council. This is an area that supports the council's corporate priorities and therefore a business case could be considered by the appropriate corporate board, within the funding available.

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

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

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

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

Section 7 of the Council's Constitution outlines Scrutiny's powers with respect of policy review and development, performance management, and liaising with external organisations, including national entities, to ensure that the interest of local people are enhanced by collaborative working.

**Contact Officer:**

**Highways Asset and Risk Manager**

**Tel: 01824 706875**



**A Review of the condition of Denbighshire's roads since  
2011 /12**

## Contents

Background and Methodology

The Overall Picture

Dee Valley MAG

Denbigh MAG

Elwy MAG

Prestatyn MAG

Rhyl MAG

Ruthin MAG

### Note

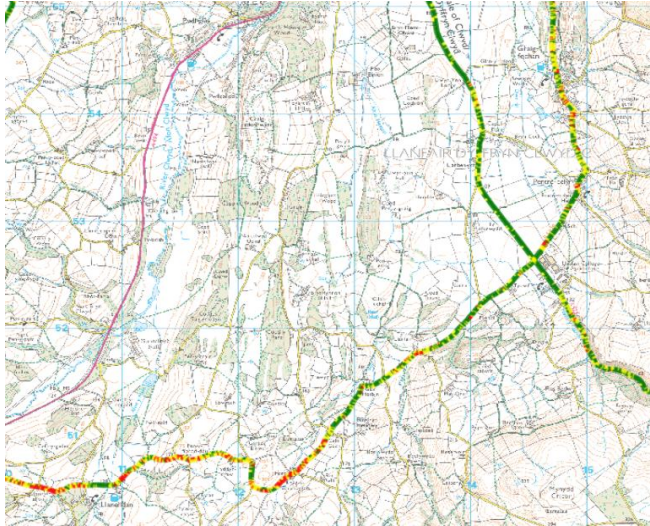
**Members should take note that the Scanner results and the Road Condition Scores do NOT overlap and that Scanner only covers less than one quarter of the whole network as it only applies to the A and B roads in general.**

**Road Condition ratings are derived for about 75% of the Class C and Unclassified roads as for technical reasons we cannot apply it to the full network but it still applies to over 1700 individual roads.**

**If Members have any specific questions then they should email Tim Towers the Highways Asset Manager.**

## Background and Methodology

There are 1,416 kilometres of adopted public highway in Denbighshire, ranging in character and importance from very busy High Streets through to remote stretches of rural road linking to single properties. The network is divided into four classifications of road; A, B, C and Unclassified, with the latter two making up by far the majority of the total with a combined length of 1,142 kilometres. Annually we use an externally assessed, non-invasive survey technique called Scanner to assess the condition of all of the A and B roads and a random sample of the C roads as shown below.



These results are the benchmarked figure for the headline condition of our roads and this is expressed as 'The Percentage of Roads in Poor Condition' though in truth this can mean that they may not 'look' too bad but it does mean that they are 'life expired' and should be resurfaced. In truth the nature of the survey can identify short lengths of particular roads that

In order for us to understand how the rest of the 1,142 kms of the network are performing we use a visual evaluation that scores the percentage of each particular road in four gradings from good to poor i.e 30% good, 25% ok, 35% beginning to fail and 10% structurally defective. Each length then has a score and **it is important to note that, due to other factors the highest score can be 600 and Town Centres have a risk bias applied to them.**



We have run this system since the beginning of the last Corporate Plan in 2011 and this paper is a summary of performance since that time. This report gives the County Wide picture but, following requests from some Members also breaks down the results by the MAG areas we have established since 2011.

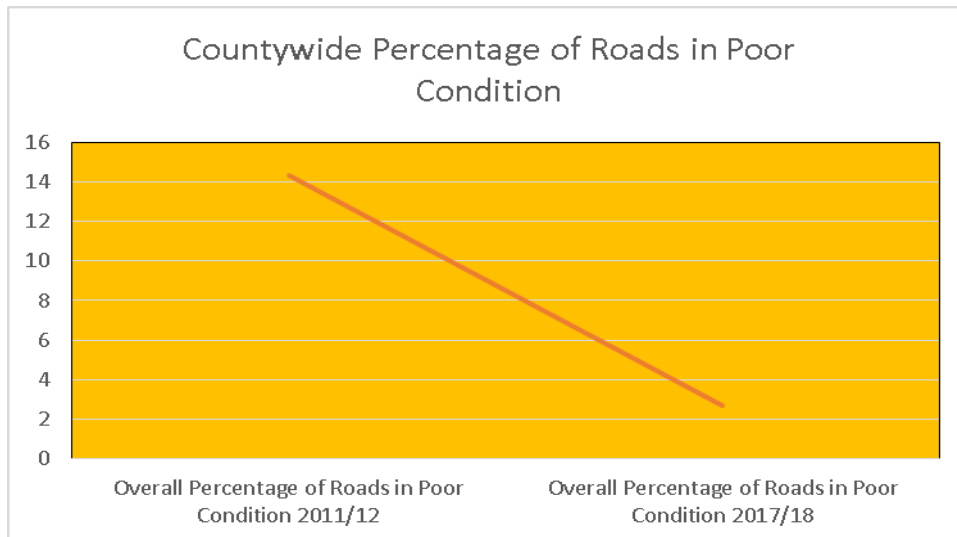
Note : A Road scoring 100 or less is considered to be in a condition that won't require work.

A Road scoring 350 or more is almost certain to be considered for patching at the very least.

## The Overall Picture

This is the countywide picture and if we begin with purely looking at the Scanner data for the A, B and measured C roads then the picture has to be seen as a very encouraging one.

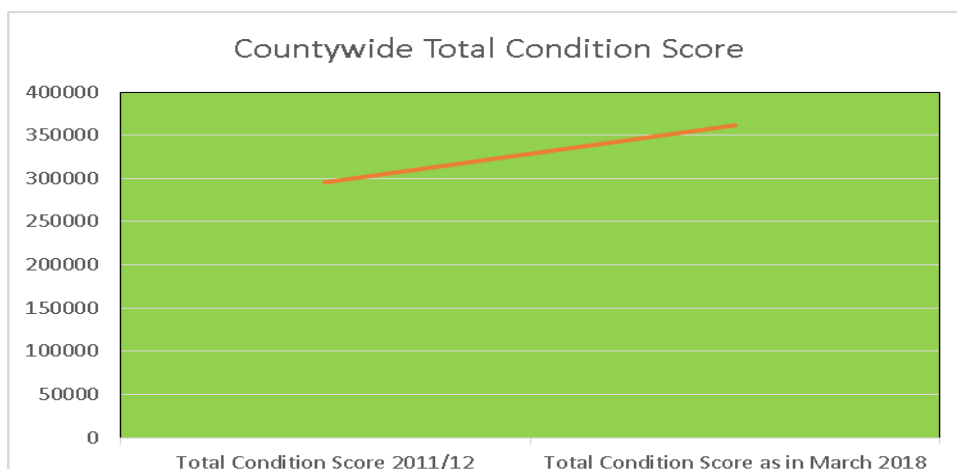
### Scanner Data



On this measure alone we have reduced the percentage of poor roads from over 14% to 2.7% and as we will see, this result is evident in every MAG area but it is accepted that there are still roads in this category that are in need of significant work and will require substantial investment.

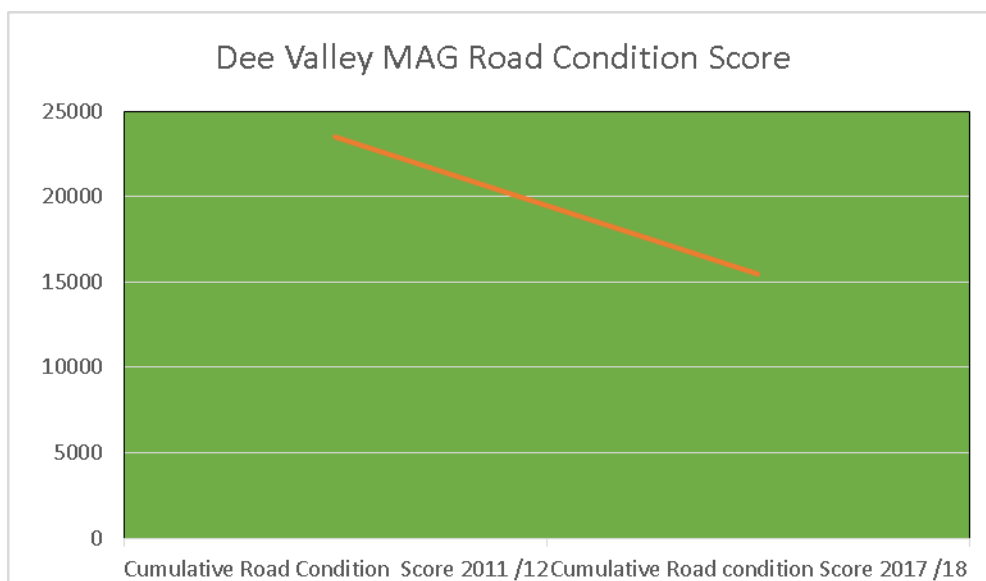
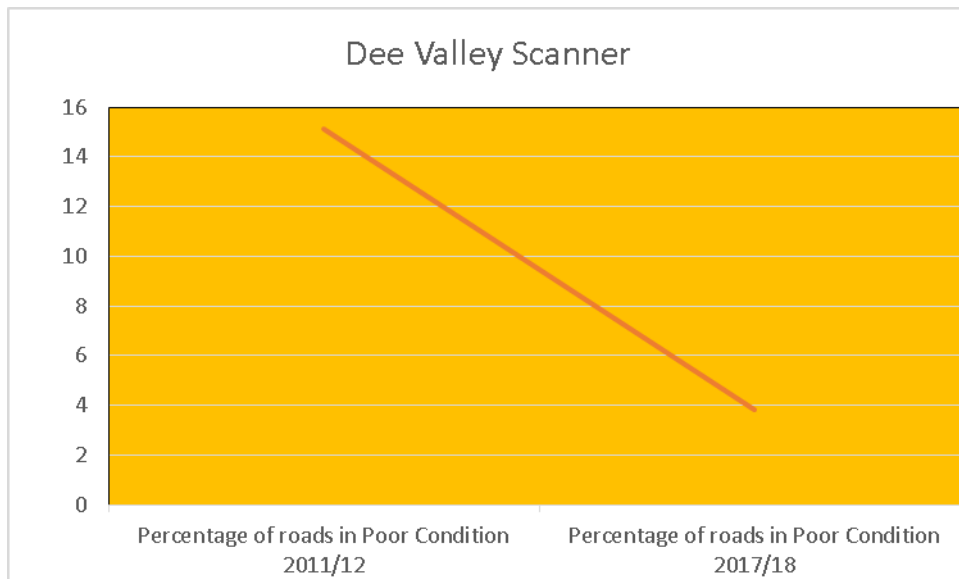
The position when we look at the Road Condition Scoring for the remainder of the network though shows a different picture. By adding the total score for every road not covered by the Scanner we end up with this result.

### Road Condition Score



The average score per road has in fact risen from 173 to 211 meaning they are cumulatively **worse** and we now have 341 roads scoring less than 100 as opposed to 641 in 2011/12. Here is the evaluation.

## Dee Valley MAG



Dee Valley is one of only two areas where the average road score has improved and in this case it has gone from 153 down to 100 so the overall position is a good one. This is partly helped by the fact that the road network is so small (and the longest road, the A5, isn't Denbighshire's) but also by the investment that has been put into Llangollen in particular over the years. We have also carried out extensive work on the B4401 between Cynwyd and the County boundary but this road reflects the ongoing difficulties we have in that there are always areas of concern.

A demonstration of the progress is that has been made though is that in 2011/12 there were 22 roads in the area scoring 350 points or more and now that is down to just 8.

Notwithstanding the known problems we have on the B4401 and on sections of the A542 Horseshoe Pass the list of roads in the area that are in the worst condition on our list are:-

Junction with A5 at Pen y Bont to Allt y Celyn (score 412.5)

Llechwedd Cilan, Llandrillo (400)

Ty'n y Cefn Road, Corwen (400)

Rhysgog to Ty'n Craig (375)

Rhyd y Fen to A5 Plas yn Ddol (375)

Ty'n y Cefn junction on A5 to Plas Newydd (362.5)

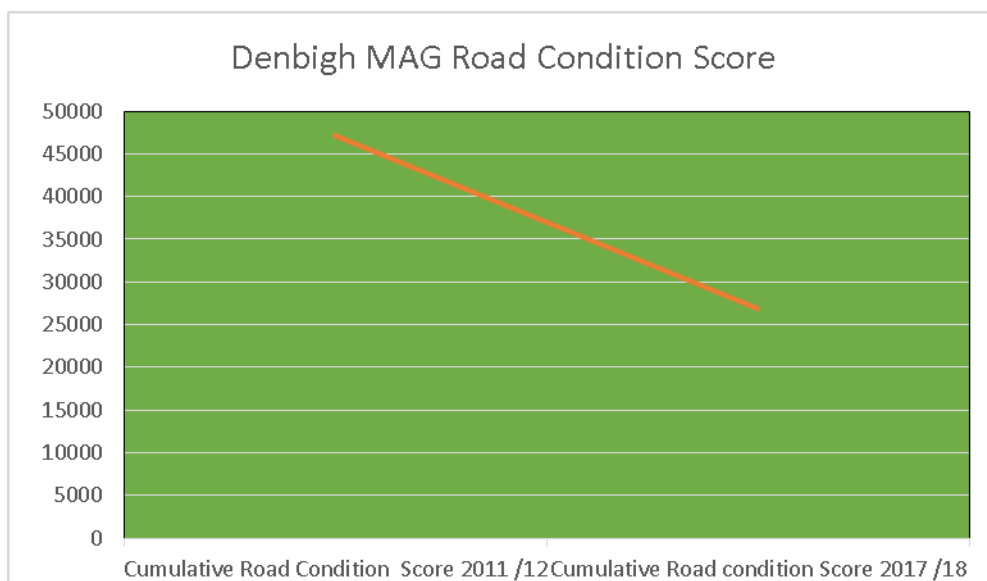
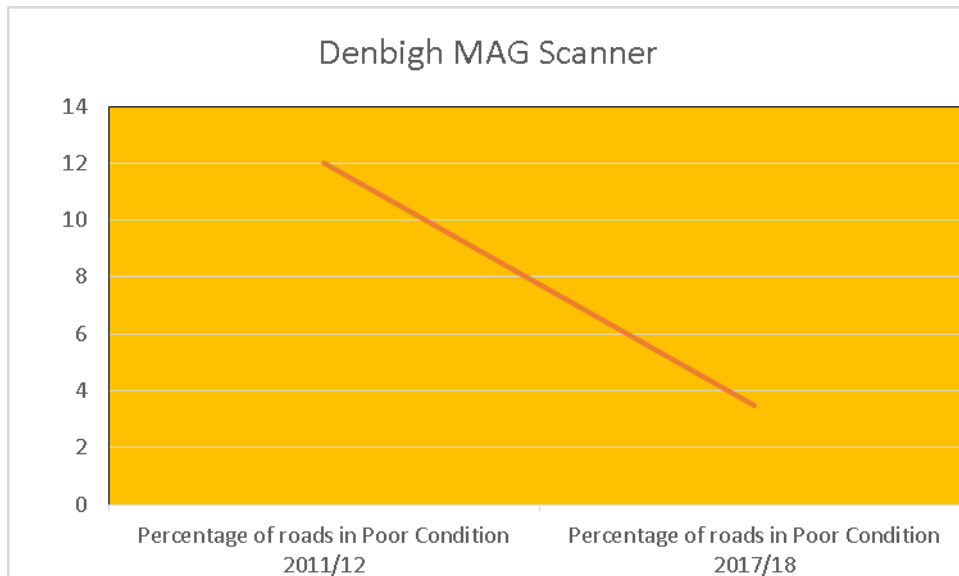
Berth Ddu to Groes Llwyd (362.5)

Track from the A494 to Geufron

Please note that due to the nature of some of the roads in the area that are known as Green Lanes then there are no recorded scores for these but we do continue to maintain them to the best of our ability.



## Denbigh MAG



Denbigh is the other area where the overall road score has improved and in this case it has gone from 175 to 100 however it may be interesting to note that in 2014/15 it was down to 87 so there has been a slight deterioration in the last three years. Some of this improvement has come about by treating rural roads in the Prion, Nantglyn and Llandyrnog areas but the biggest improvements came in Denbigh itself with a large investment into many of the housing estates.

We feel it is important to keep on top of things by keeping the better roads in a good condition by undertaking relatively cheap processes which is why we will be doing Surface

Dressing soon on the A543 from its junction at Blue Hand towards Denbigh and through Llanrhaeadr village to name but two.

There are still issues of concern of course such as the B4501 between Denbigh and Prion and sections of the A543 from Denbigh up towards Groes but on the whole the majority of roads in the MAG area are reasonably good. This is a fact borne out by noting that we now only have one road scoring 350 or more compared to the 24 such roads in 2011/ 12. The list of roads in the area that are in the worst condition on our list are:-

Hafodwen to Quarries Road, Nantglyn (Scores 437.5)

Blaenau to Gwean y Mywion, Nantglyn (325)

Pen y Cae crossroads to Llewesog (325)

Drws y Buddel, Saron (300)

Track to Pen y Garth, Bontuchel (300)

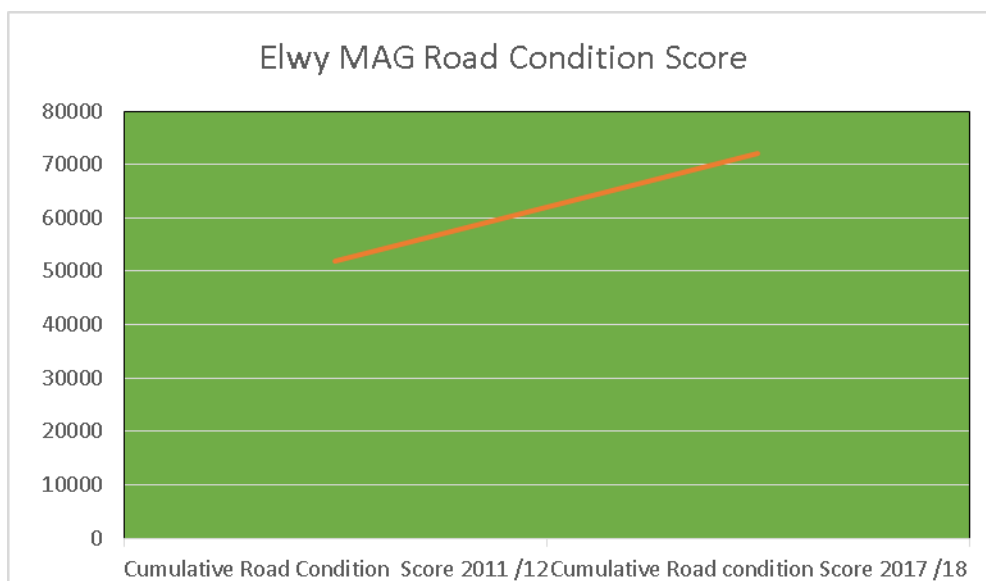
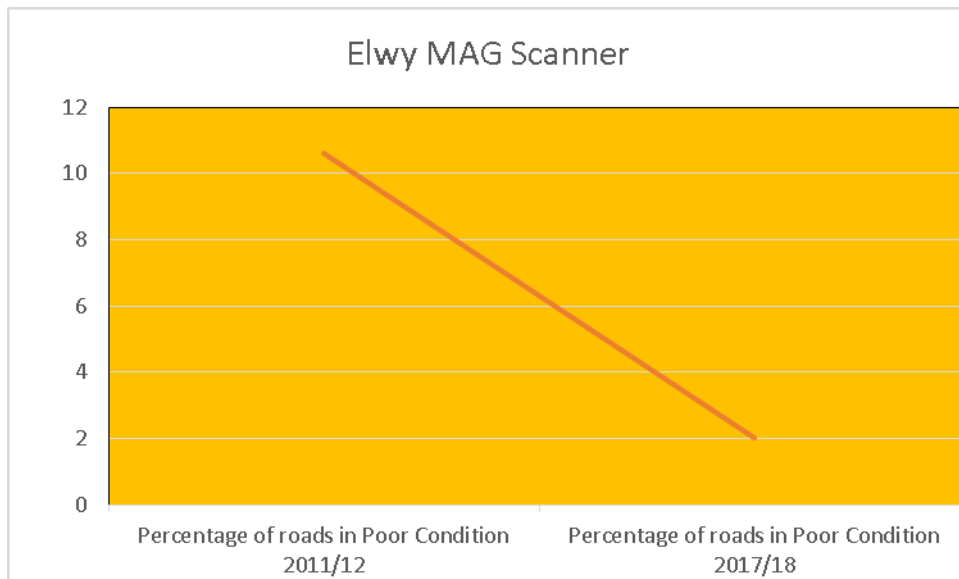
Cefn Mawr junction to Tai Uchaf (300)

Track to Cefn Yfed, Cyffylliog (300)

Ffrith Fedw to Ffrith y Geubryn, Prion (287.5)

Please note that due to the nature of some of the roads in the area that are known as Green Lanes then there are no recorded scores for these but we do continue to maintain them to the best of our ability.

## Elwy MAG



Due to works carried out on the A and B roads in Elwy MAG it is pleasing to note the dramatic improvement in the Scanner results here but sadly the position is not the same on the remainder of the network here with the average road score rising from 180 in 2011/12 to 251 now despite us carrying at large scale works on estates such as Clwydian Park near Trefnant and the Highlands Estate in Rhuddlan. Clearly the picture here is one of a deteriorating road condition.

At the start of the programme there were 21 roads scoring 350 or more but this is now down to 14 however the fourteen roads there now include some different ones from the beginning which demonstrates the dynamic nature of the carriageways in this area.

We are painfully aware of the poor condition of major routes such as the Abergele Straights, the A525 near St Asaph Cathedral and stretches of the B5381 in Glascoed but in the remaining roads within Elwy MAG the ones scoring highly and therefore of concern include:-

Service road to the former Lowther Arms, Bodelwyddan  
(Scores 400)

Old Coach Road from Cobweb Cottage to Rhualt (387.5)

Alley to the rear of Church View, Bodelwyddan (375)

Pont yr Cambwll to the A541 junction (375)

Lon Jack Ffrwn (Henllan towards Cefn Meiriadog) (375)

Tan y Graig to Graig Fawr, Tremeirchion (362.5)

Tai Cochion, Waen (362.5)

Pandy Lane, Dyserth (362.5)

Dean's Walk, St. Asaph (362.5)

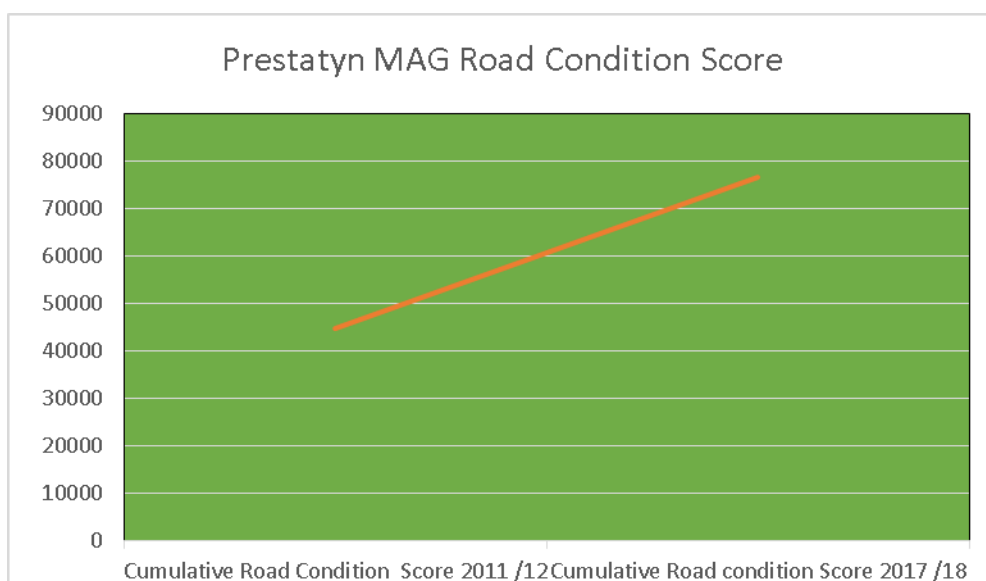
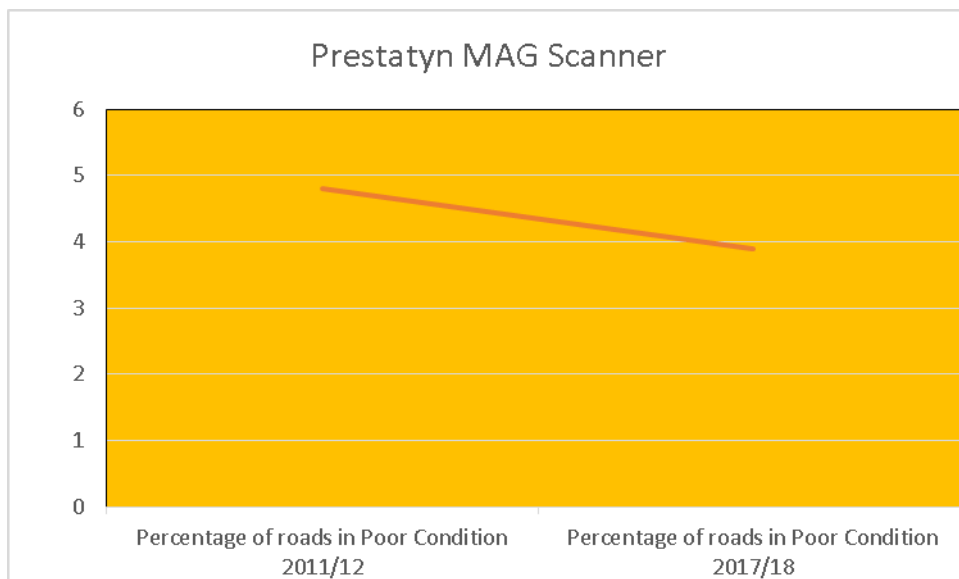
Terfyn, Bodelwyddan (350)

Clwyd Avenue, Rhuddlan (350)

Maes y Bryn, Rhuddlan (350)

**Please note that we are aware of many roads in the area that are in a generally poor condition such as those in Sodom but often this is just where the edge of the carriageway has deteriorated so that would mean that the overall score for that section of road would be higher than it would seem on first viewing.**

## Prestatyn MAG



At the beginning of the last Corporate Plan it was pleasing to note that Prestatyn had the best roads in the County but now, despite the improvements to the town centre; work in places like North and South Avenue; Microasphalt treatments in a number of locations, and other works in Meliden the position has altered somewhat.

The Scanner shows a slight decrease in the percentage in Poor Condition but in truth this is very minimal but the average Road Condition Score has increased markedly from 146 in 2011/12 to 251 now. As a headline figure this looks onerous but on the list there were originally 5 roads in the area scoring 350 and above whilst now there are only 3. The conclusion therefore is that the real change here is that a problem is building with many roads now getting worse and this will manifest itself more fully over time if we cannot address it.

In terms of the A and B Roads in the area there remains little to be concerned about (other than the known problems by Ffrith Beach) but elsewhere the list of roads giving cause for concern include:-

Bryn Court (Scores 375)

Highbury Avenue (350)

Ffordd Pantycelyn (350)

The Brae, Meliden (337.5)

Bishopswood Road (325)

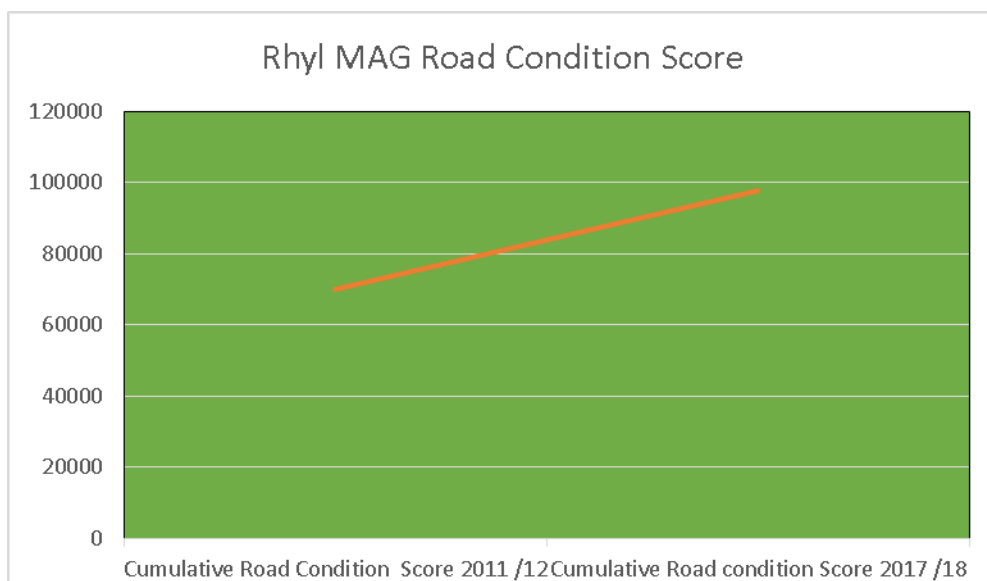
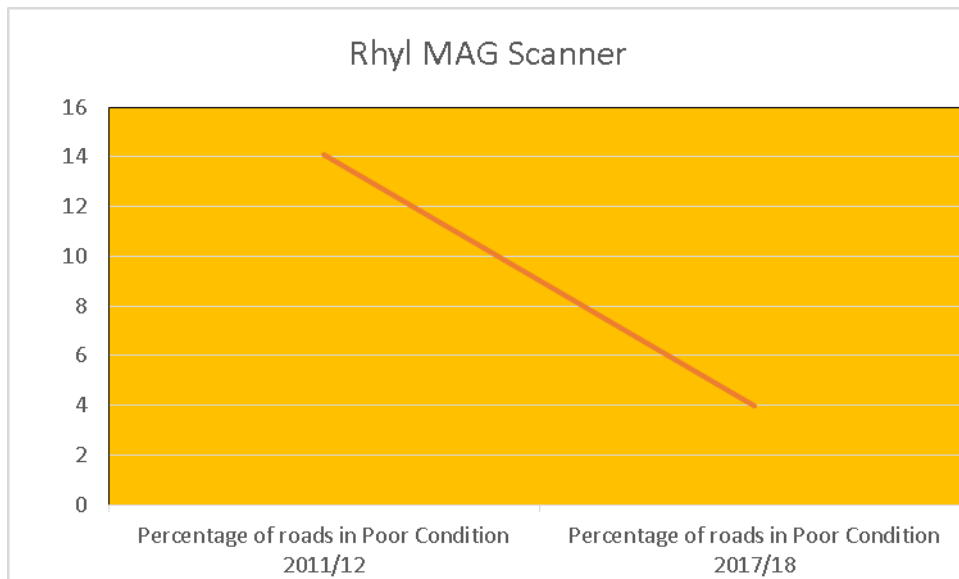
Brig y Don (325)

The Grove, Meliden (325)

The Avenue, Woodland Park (325)

Clayton Drive (312.5)

## Rhyl MAG



As the main A and B roads are Vale Road, Wellington Road / Russell Road and the Promenade it is easy to see that the work we have done on these in the last six years has positively affected the Scanner output with only 4% now being deemed to be Poor.

As with other MAG areas though the position with regards to the condition of the other roads is much less agreeable. In Rhyl in 2017 /18 the average score has risen to 254 from the starting point of 182 showing that there is a degradation despite the work that has gone on. In 2011/12 there were 30 individual roads scoring 350 points or more and this has now come down to 15 but with the average score rising markedly then it is clear that roads are getting worse.

We are obviously aware of problems on some of the A and B roads such as at the Vale Road / Marsh Road junction, parts of Kinmel Street, The Coast Road between Tynewydd Lights

and the Fire Station but here is the list of the other roads in Rhyl MAG that are scoring highly and therefore a cause for concern:-

Gamlin Street (Scores 425)

Gwalia Avenue (400)

Pendyffryn Road North (400)

H Bridge (400)

Hilton Road (375)

Maes Llewelyn (375)

Porth y Llys (375)

Pen y Llys (375)

Ascot Drive (375)

Bodfor Street (360)

Pendyffryn Road (350)

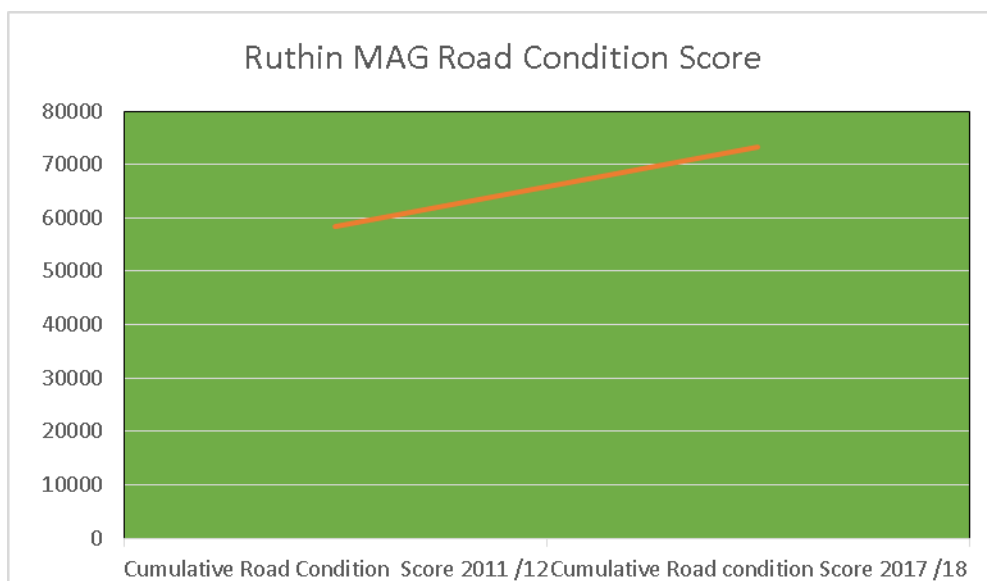
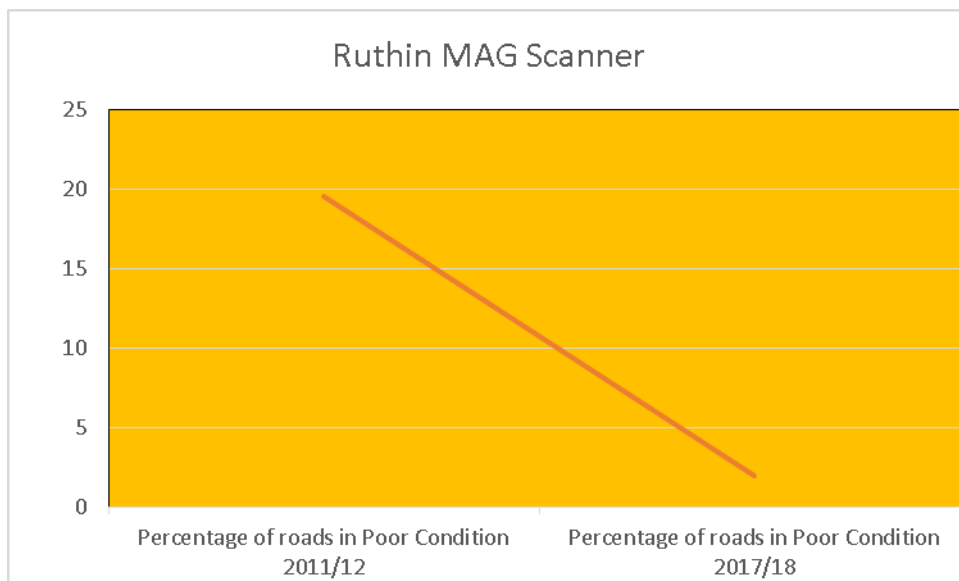
Westminster Avenue (350)

Owen Close (350)

Marsh Road (350)



## Ruthin MAG



Given its size and diversity Ruthin MAG is perhaps the most difficult of the areas to manage in terms of focussing the road improvement programme. The urban nature of Ruthin itself contrasts with many roads in the locality that serve just one or two isolated properties but nevertheless we measure and monitor the vast majority of them so these results accurately reflect the true condition of the network.

In the last few years we have invested a lot of money in the A and b roads and the dramatic improvement in the Scanner results is testament to this. There are still problems on roads such as the A5104, the B5430 and the B5429 but on the whole the strategic roads are in a satisfactory state – we now just need to keep them that way.

In terms of the more minor roads the situation in Ruthin MAG is similar to that of other MAGs in that the average Road condition Score is rising. Perhaps it could be said the situation in Ruthin is even more marked and therefore a cause for concern. The reason for saying this is that in 2011/12 there were 56 roads scoring 350 points or more but this has now been brought down to just 4 however, despite addressing this swathe of poor roads the average score has still risen from 188 to 236 so here again it is obvious that problems are building.

Whilst we are aware of localised issues right across the area it is the following roads that are scoring the highest and, as can be seen, many of these are highly used ones in Ruthin town centre.

Gwegil y Bryn, Llanelidan (Scores 375)

Ty Cerrig to Plas Norway (375)

Pencoed Junction to Garreg Llwyd, Gwyddelwern (362.5)

Castle Street, Ruthin (360)

Clwyd Street, Ruthin (345)

Prior Street, Ruthin (345)

St Peters Square, Ruthin (330)

Tai Isaf to Plas Efenechtyd (325)

Plas Efenechtyd to the B5105 (312.5)

Please note that due to the nature of some of the roads in the area that are known as Green Lanes then there are no recorded scores for these but we do continue to maintain them to the best of our ability.

|                             |                                                                                                                         |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------|
| <b>Report to:</b>           | <b>Performance Scrutiny Committee</b>                                                                                   |
| <b>Date of meeting:</b>     | <b>19 July 2018</b>                                                                                                     |
| <b>Lead Member/Officer:</b> | <b>Lead Member for Finance, Performance &amp; Strategic Assets<br/>Head of Business Improvement &amp; Modernisation</b> |
| <b>Report Author:</b>       | <b>Strategic Planning Team Manager</b>                                                                                  |
| <b>Title:</b>               | <b>Corporate Plan Performance Report<br/>Quarter 4 – 2017-18</b>                                                        |

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

- 1.1 This report presents an update on the delivery of the Corporate Plan 2017-2022 as at the end of quarter 4 of 2017-18.
- 1.2 Appendix 1 provides the Executive Summary, including achievements and key exceptions.
- 1.3 Appendix 2 contains the full quarterly report generated from the Verto Performance Management System.

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

- 2.1 To provide information regarding the Council's progress as at the end of quarter 4, 2017-18 in delivering the Corporate Plan outcomes.
- 2.2 Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the Council exercises its duty to improve.
- 2.3 We monitor our performance regularly, take quarterly reports to Scrutiny and Cabinet meetings and produce an Annual Performance Report to evaluate progress.

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

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

## **4. Report details**

- 4.1 This is the first full performance report produced for the Corporate Plan 2017-22, so a full narrative has been provided in the Executive Summary at Appendix 1 (as opposed to an exceptions-based one, which will be the process in future).

- 4.2 For each priority there are two pieces of commentary:  
- *Performance Status* provides narrative and an assessment of what the indicators tell us about our communities at present;  
- *Programme Progress* sections outline how projects identified in support of each priority are developing.
- 4.3 The *Performance Status* gives an indication about how things are in our communities at present. Having recognised these are areas in which we want to improve during the life of this Corporate Plan, we would not expect to be performing well in relation to these indicators at the present time.
- 4.4 The programme of work we have in place to address these indicators should have a positive impact over time, so progress in this area is important. The *Programme Progress* status for each priority reflects this. The status will inform readers of whether the projects are being delivered on time, to cost, and to quality. This is an important area for Scrutiny to consider.
- 4.5 It is possible to have a poor *Performance Status* but a strong *Programme Progress* status. As we progress towards the completion of this Plan, we would anticipate that both would match positively (i.e. both would be at least Good).
- 4.6 Quarter 4, 2017-18 Performance Report (Appendix 2) looks at the Corporate Plan 2017-22 and provides an evidence-based assessment of the current position.

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

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

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

- 6.1 The Corporate Plan 2017-22 sets out how much additional money the Council aims to invest in each corporate priority over the five years. It is anticipated the Corporate Plan will be delivered using this additional investment and within existing budgets.

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

- 7.1 A Well-being Impact Assessment was undertaken on the Corporate Plan and presented to Council on 17 October 2017. No further assessment is required because the recommendations in this report will not have a direct impact on staff or our communities.

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

- 8.1 The information necessary to produce this report comes from services, and this content has been discussed with the Senior Leadership Team (SLT) and Cabinet in order to produce the report for Performance Scrutiny Committee.

**9. Chief Finance Officer Statement**

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

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

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

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

**11. Power to make the Decision**

11.1. Performance management and monitoring is a key element of the Wales Programme for Improvement, which is underpinned by the statutory requirements of the Local Government Act 1999 and the Local Government "Wales" Measure 2009.

11.2 Section 7 of the Council's Constitution outlines Scrutiny's powers and duties with respect of scrutinising the Authority's performance.

**Contact Officer:**

Strategic Planning Team Manager

Tel: 01824 708079

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# Working together for the future of Denbighshire

Corporate Plan  
2017-2022

## Appendix 1 – Summary Corporate Performance Report

**QUARTER 4, 2017-18**

This document provides a SUMMARY of performance against the council's corporate priorities at the end of quarter 4, 2017-18

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## INTRODUCTION & SUMMARY

This performance report looks at the Corporate Plan 2017-22. It provides an evidence-based assessment of the current position. The report contains a summary of the key issues identified.

### OUTCOME & PERFORMANCE SUMMARY

This is the summary position for each priority in the Corporate Plan as at the end of Quarter 4 (March 31st, 2018).

For each priority there are two pieces of commentary:

- *Performance Status* provides narrative and an assessment of what the indicators tell us about our communities at present;
- *Programme Progress* sections outline how projects identified in support of each priority are developing.

The *Performance Status* gives an indication about how things are in our communities at present. Having recognised these are areas in which we want to improve during the life of this Corporate Plan, we wouldn't expect to be performing well in relation to these indicators at the present time.

The Programme of work we have in place to address these indicators should have a positive impact over time, so progress in this area is important. The *Programme Progress* status for each priority reflects this. The status will inform readers of whether the projects are being delivered on time, to cost, and to quality. This is an important area for Scrutiny to consider.

It's possible to have a poor *Performance Status* but a strong *Programme Progress* status. As we progress towards the completion of this Plan, we'd anticipate that both would match positively (i.e. both would be at least Good).

### CORPORATE PLAN 2017-2022

|                   |                                                                                                                                                | Performance Status       | Programme Progress Status |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------------------|
| <b>Priority :</b> | <b>Housing: Everyone is supported to live in homes that meet their needs</b>                                                                   | ACCEPTABLE               | GOOD                      |
| <b>Priority :</b> | <b>Connected Communities: Communities are connected and have access to goods and services locally, online and through good transport links</b> | ACCEPTABLE               | GOOD                      |
| <b>Priority :</b> | <b>Resilient Communities: The council works with people and communities to build independence and resilience</b>                               | PRIORITY FOR IMPROVEMENT | GOOD                      |

|                   |                                                                                                           |                                 |             |
|-------------------|-----------------------------------------------------------------------------------------------------------|---------------------------------|-------------|
| <u>Priority :</u> | <b>Environment: Attractive and protected, supporting well-being and economic prosperity</b>               | <b>ACCEPTABLE</b>               | <b>GOOD</b> |
| <u>Priority :</u> | <b>Young People: A place where younger people will want to live and work and have the skills to do so</b> | <b>PRIORITY FOR IMPROVEMENT</b> | <b>GOOD</b> |

## KEY

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

### THE COLOURS

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

### THE EVALUATION

- The default methodology for performance evaluation is where the upper quartile reflects the transition to Excellent, and the Wales median reflects the transition to a Priority for Improvement.
- The default position for activity reporting is documented in the project management methodology, summarised above (Action Status).

## **Housing: Everyone is supported to live in homes that meet their needs**

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It is recognised that there is a need to ensure housing is available to meet the needs of Denbighshire residents and that this is an important factor in retaining or attracting young people to live in the area. During the last Corporate Plan we made a commitment to develop housing availability, and we want to continue to expand on those successes over the course of this new Corporate Plan.

### **Performance Status: Acceptable**

Overall our performance is 'acceptable'.

An additional 196 homes were delivered in Denbighshire during 2017-18, 63 of which were affordable. This is on target with the Corporate Plan's aspiration of delivering an additional 1,000 homes over five years, 260 of which are to be affordable.

Responses to the Resident Survey 2018 will inform us of satisfaction with regard to the standard and availability of housing within the county. Results are anticipated to be reported on later this year.

The Additional Council Housing Developments project involves using the capacity within the Housing Revenue Account to support investment in the provision of 170 additional homes for social rent. The project is currently on target with an anticipated start for the first developments in Rhyl and Prestatyn to begin on the 30 September 2018. This will involve the construction of energy efficient homes, demonstrating integration between this and the Environment priority.

There were 1,289 people on the Single Access Route to Housing (SARTH) list at 31.03.2018. Work will be done to compare this performance and track trends in order to establish performance thresholds.

147 in total Disabled Facilities Grants (DFGs) and Major Adaptations were completed during 2017/18, enabling people to better maintain their independence and continue to live safely in their own homes, which is an increase of 23 on the previous year. These efforts have reduced the

specialist housing waiting list, however some long term complex cases will take more significant efforts to resolve.

A total of 1,088 people have been supported into homes that meet their needs during 2017/18. This can be a combination of people at risk of becoming homeless and adults needing placements to support community living.

### **Programme Progress: Good**

A total of seven projects are currently planned in support of this priority. Some are completely new, others are important projects that were already underway and will now be monitored by the Corporate Priority programme boards, with progress being shared via these quarterly performance reports.

Business cases have been brought to the board covering: Extra Care Housing; the creation of 170 council homes will begin (with the first 7 homes to start construction in September of this year); the provision of 260 affordable homes, and bringing 500 empty properties back into use. These are now live projects, with construction of the Extra Care complex of 71 units in Middle Lane being overseen by Grwp Cynefin (the tender process for the construction contract is currently underway). Ruthin's Awelon site will feature over 30 new extra care homes, with planning consent anticipated in September ahead of construction starting in June 2019.

Projects that are being scoped out during the next few months include one around the provision of specialist housing to support people with disabilities and low-level support needs, an additional supply of private sector homes, and also supporting young people to access suitable and affordable homes.

**Connected Communities: Communities are connected and have access to goods and services locally, online and through good transport links**

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Denbighshire understands that access to goods and services is key to maintaining people's independence, however, depending on where you live, this is not always easy. During the course of this new Corporate Plan, Denbighshire will make it a priority to ensure that communities throughout the county are connected and have

**Performance Status: Acceptable**

Overall our performance is 'acceptable'.

The percentage of transactions undertaken online has broadly stabilised lately (there was a spike in December 2017 due to electronic reporting of pot holes during adverse weather). A project to make more council services available and accessible online will be developed.

Four indicators are used to assess the condition of our roads: the percentage of principal (A), non-principal (B), and (C) roads that are in overall poor condition, plus a combination of all three. 2017/18.

The percentage of principal (A) and (C) roads that are in overall poor condition and the overall indicator for A, B and C are all anticipated to be 'excellent' against performance based on 2016/17 thresholds for our 'family group' of similar local authorities. This will be confirmed once National data is published in Oct/Nov 2018 and is reliant on the similar authorities not vastly improving.

5.1% of non-principal (B) roads 2017/18 in overall poor conditions (14 of 280 kilometres surveyed). Although an improvement on the previous year, performance status is anticipated to be 'priority for improvement' based on 2016/17 thresholds for our 'family group' of similar local authorities. This will be confirmed once National data is published in Oct/Nov 2018.

4G mobile network signal on our roads is still very poor but is improving slowly. As at December 2017, 14.72% of A and B roads in Denbighshire had mobile 4G signal, an increase of 11.16% since December 2016. We are agreeing our ambition for this indicator.

Current superfast coverage (> than 30mbps) in Denbighshire was at 90.5% on 24 April 2018. In terms of rank, out of all 650 constituencies in the UK, Vale of Clwyd was 395th, Clwyd West ranked as 557th and Clwyd South as 513rd. We have slipped further in terms of coverage when ranked against other UK constituencies since the last period and the pace of improvement in Denbighshire is slower (a 0.1% increase since January 2018). This is therefore an important topic of focus.

The overall likelihood of digital exclusion in Denbighshire is extremely high, measuring at 9 on a 9-point scale, with 9 indicating the highest likelihood. The score is based on a combination of the following digital and social indicators: infrastructure, the number of people who have never been online, Basic Digital Skills; Basic Digital Skills used; age; education; income and health.

8 of 58 of LSOAs in Denbighshire are among the 10% most deprived in Wales in terms of Access to Services (WIMD) (2014). Typically, the LSOAs that perform poorly in this category don't usually feature other deprivation factors. Llandrillo is the most deprived in Denbighshire in terms of access to services and the 7th most deprived in Wales overall. We are developing a business case to better enable people to travel to work, education and services, which should have a positive impact on this situation, though it will take time to put the corrective measures in place. The first step is to produce a Sustainable Travel Plan. This work is scheduled for completion in the next 12 months, and will involve significant work with partners and residents in order to ensure the plan is based around users' needs.

We are developing a business case to improve infrastructure to make it easier to stage events, recognising that organising and attending community events is beneficial both for individual well-being, community cohesion, and increasing local leisure spend. This project therefore also integrates with the Community Resilience and Environment priorities.

### **Programme Progress: Good**

The seven projects currently planned that will deliver against this priority are a combination of ongoing business as usual and new initiatives.

Investment in roads and bridges to maintain a viable and sustainable infrastructure is an example of business as usual, but discussions will take place to agree the minimum standards required

and prioritisation of routes. Any work will require capital investment, which will be passed before Cabinet for decision.

All other areas of work are new, which means there is much to do but also much to gain. Project Briefs have been brought to the boards for initiatives that will better enable people to travel to work, education and services; ensure council information is accessible online; reduce digital exclusion, improve infrastructure for staging events, and make superfast broadband and mobile networks available to everyone. The latter of these projects will focus on encouraging community-led projects, improving digital infrastructure of areas of social housing (both integrating with Community Resilience), and removing barriers that prevent network providers from using public sector assets to extend the reach of their infrastructure.

Despite work starting on these projects now, due to the level of complexity inherent in all they're likely to take two-three years to deliver. Progress at key stages ahead will be monitored and reported.



## Resilient Communities: The council works with people and communities to build independence and resilience

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In Denbighshire we aim to promote people's health and well-being and encourage them to remain as independent as possible. In order to do this, we need to work with everyone in the community, to ensure that there are strong support networks in place and ensure people have more involvement in decisions affecting their future well-being. At the same time, we will continue to make sure that people at risk of abuse or exploitation are safeguarded.

### Performance Status: Priority for Improvement

Although a proportion of the indicators for this priority are either counts or will not be known until the completion of the Residents' Survey 2018, there are some important indicators where there is much to achieve before performance will be deemed Acceptable. Therefore the status at present is a Priority for Improvement.

The average length of time adults (aged 65 or over) are supported in residential care homes for quarter 4 remained high at 1,195 days and is showing as 'red'. A trend line is also included to depict where we realistically expect to perform, acknowledging that it's highly unlikely that we will be able to reach the Acceptable Welsh median level of no more than 800 days in the next three years. Instead our ambition is to reduce to no more than 1,000 days on average, but agreeing that the Denbighshire average should not exceed 1,200 (this figure will be reviewed annually).

The percentage of people reporting they have received the right information or advice when they needed it is at an Acceptable level, slightly higher than the Welsh average at nearly 82%, based on the national survey.

Carers play a pivotal role in supporting vulnerable people to live at home. They often support people with complex and long term care needs, and this can be a challenging and demanding role. Carers contribute 96% of care in the community in Wales (Carers Wales), so looking after

their well-being is vital to deliver sustainable social services. A breakdown in the caring role due to a reduction in the carer's resilience is often a precursor to significant packages of care. In Denbighshire, the recent annual Have Your Say survey asked carers whether they felt supported in their caring role, and only 56% answered positively (compared to a national average of 68%). Furthermore, of 525 assessments of known carers needs, only 119 (23%) went on to have a support plan. This suggests there is much to do to better support carers and address the taboo of identifying as a carer and accepting the support that's on offer. A project to address this is in development at the moment (see details in section Status of programme of work below).

In order to improve performance there are a number of initiatives in place under this Corporate Plan: work to support carers, provision of extra care housing (integration with the Housing priority), and the enabling and early prevention projects that include greater access to information that supports people's independence and resilience (e.g. Dewis), and creating seamless health & social care services.

New questions have been developed in our Residents' Survey 2018 to inform us of the percentage of people who agree 'My local area is a place where people will pull together to improve the local area'. Driven by this aspiration, we have published Community Development web pages, offering communities advice and guidance on a plethora of subjects to support their planned activities.

Further questions inform us of the percentage of people who feel able to influence decisions affecting their local area. Coupled with a question on the use of the National Principles of Engagement within version 2 of our Well-being Impact Assessment (which is due for release shortly), there will be a mechanism in place to report which projects have considered these principles, reflecting the fact that we are committed to enabling and putting into practise earlier involvement of service users in service design. During 2017/18 our Engagement Portal has been developed and will soon be available to enable residents and partners to engage with policy and project design and delivery.

Domestic abuse is a community safety issue that has negative implications not just on its direct impact on victims, but also (and particularly) affected children, often triggering issues of poverty and adverse childhood experiences that have repercussions into adulthood. The number of recorded incidents of domestic abuse are much increased since last year. Her Majesty's Inspectorate visited all Police forces in England and Wales in 2016 and found that crime reporting could be improved, and this increase could be due to the new capturing crimes methods on the police system.

The number of repeat offenders of domestic abuse has ranged from 20 persons to a maximum of 28 persons. This figure counts repeat adult offenders of two or more domestic crimes in a rolling 12 month period.

It's important to note that many of the projects under this priority put in place preventative measures that should have a positive effect on the trends of these indicators. However, they are influencing and enabling in their nature (rather than delivering tangible outputs), and we must be

conscious that the assumptions we've made could pose a risk to our achieving our goals (e.g. we assume that if advice is made available online our residents and/or those supporting them will access and follow this advice). For these cases it will be important to follow-up post-project implementation to check the impact of our interventions.

### **Programme Progress: Good**

Of the six projects currently identified in support of this priority, two are already being delivered: Supporting people to plan and shape their communities, and People are involved in shaping and improving services (see section on Indicators above).

A business case has been developed for the project to support carers, and it is recognised that this topic is a particularly emotive one. We will therefore endeavour to ensure that we share our ideas early on in order to support involvement. The project will further develop support for carers (including young carers) living with - or caring for, a citizen in Denbighshire - in order to improve their well-being. The project will draw in support from the authority's key business areas in order to identify priority actions to broaden the range of support available to carers. The project will also identify actions in relation to current commissioning of carer's services and operational processes.

Project briefs for tackling domestic abuse (through awareness for staff and young people), and enabling information that supports resilience and independence to be accessed are being developed.

A significant project is that of designing seamless health & social care services in form of Community Resource Teams. Denbighshire is working in partnership with BCUHB to deliver this project, with BCUHB being the lead delivery partner. The aim of the Community Resource Teams is to deliver comprehensive, flexible and responsive multi-agency and multidisciplinary community health & social care services, which are easily and seamlessly accessible from the citizen's perspective. There are four priority areas for development: Rhyl, Prestatyn, Denbigh and Ruthin.

## Environment: Attractive and protected, supporting well-being and economic prosperity

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Denbighshire aims to ensure that the environment is both attractive and protected, but also supports community well-being and economic prosperity. To achieve this we will reduce our carbon impact and increase the use of renewables throughout the county. We also plan to increase the biodiversity value of the county by protecting vulnerable species and habitats for the benefit of both wildlife and people who live and visit Denbighshire. Alongside this, Denbighshire aims to raise the profile of the county as a place to hold outdoor events that capitalise on our unique environment.

### Performance Status: Acceptable

Overall our performance is 'acceptable'.

The total economic impact of tourism in the county is nearly £500 million, and performance here has grown steadily over the last five years.

At the end of quarter 4 a total of 957 (28%) existing council surveyed properties were recorded as achieving an energy efficiency rating of C or above. However, it is noted that not all stock condition surveys have been completed at this time and this figure is subject to change. As no new council homes have yet been built, none have an energy efficiency rating of A as of yet.

Thresholds have been set for reducing our carbon emissions at 3% reduction as acceptable, 4% reduction as good and a 5% reduction as excellent per annum in order to achieve our ambition of 15% reduction over the five years between 2017-2022. A Business Case is currently being developed to outline how this will be achieved in our own assets (including buildings that we occupy and emissions from our fleet).

At the end of quarter 4 we had planted over 3,000 trees to increase tree canopy cover in Rhyl, from an overall five-year ambition of 18,000. The Council will be working closely with the community throughout the project with a number of opportunities to get involved, including community planting days.

At the end of quarter 4, the numbers of black grouse, little terns, adders, sand lizards & bees is at an 'acceptable' level within the county. These species and groups of species are considered to be of particular importance due to a combination of their small or declining populations, and limited range. We have outlined plans to improve the populations of these species over the course of the five year plan. On 11th April, 2018 we gained Bee Friendly Status. We now need to progress the project by designating Bee Friendly sites within Denbighshire, and involving the community at every opportunity.

We will survey our residents to ask them about their satisfaction with open spaces in the area, and results will be ready later in the year.

We have an ambition to support all sectors to work together to increase the quantity of energy that is produced from renewable sources. A project will be brought forward later in 2018, so the draft indicator is subject to change as it becomes clearer what data can be reliably collected and reported upon to provide us with an informed position.

Based on a National Flood Risk Assessment in 2012, 16,750 properties in Denbighshire were in a flood zone, which is between 20% and 30% of all properties in the county. The 'Flooding in Wales' report identified 3,250 properties as being in severe risk of flooding, with a further, 13,200 at moderate or low risk. The East Rhyl Coastal Defence Scheme is ongoing and it is anticipated to be completed in 2020, with 500 properties of those properties at severe risk benefitting from a reduced risk of flooding. Further projects will be progressed throughout the period of the Corporate Plan to reduce the risk of flooding throughout Denbighshire, subject to funding.

### **Programme Progress: Good**

Of the seven projects currently identified here two are already underway: urban tree planting, and the East Rhyl coastal defence scheme.

A future project that will be brought to the board will propose an extension of the flood risk management work, but will require sizable capital investment. This will be considered later in 2018, and investment decisions will be put before the Strategic Investment Group and Cabinet.

Other projects under this priority focus very much on the 'green' agenda. The Biodiversity project will seek to create conditions under which biodiversity can flourish not just through management of our countryside sites but also by providing expert advice to partners in construction, planning, etc. to ensure opportunities to mitigate negative impacts and enhance positive impacts of developments are sought.

A new area of work for the Council is that of Increasing renewable energy capacity across the county. The work is to be scoped out (late 2018), but as well as having the potential to deliver

environmental benefits the work could deliver job opportunities in the energy sector (integrating with the Young People priority).

The two remaining projects focus on reducing carbon emissions from the buildings that we (as employees) occupy and the vehicles that are used, and improving the energy efficiency of council homes. As well as reducing carbon output, the latter project will also help to reduce households' expenditure on fuel. Project briefs for these will be delivered by summer 2018.



## Young People: A place where younger people will want to live and work and have the skills to do so



We want Denbighshire to be a place where young people can and want to flourish. To do this there must be excellent education provision working alongside a strong employment offer for all, focusing on skills for work and skills for life. We also know that physical and emotional well-being from an early age is important, preventing problems occurring later in life. We want to make sure that we give young people the best start in life, and will work with our partners, schools and businesses to make this happen.

### Performance Status: Priority for Improvement

Overall our performance is 'Priority for Improvement'.

Based on attainment in Summer 2017, 50% of Yr11 pupils achieved 5 GCSEs A\*-C (including English or Welsh (1st language) and Maths, against 83.5% of them achieving the commensurate grade at the end of primary school (Yr6). Our ambition for the Corporate Plan is to see this difference between primary and secondary attainment narrow over the next five years.

Recently published data for primary and secondary attendance (2016-17 academic year) has seen both fall 0.1%, primary attendance remaining in the third quartile (acceptable), and secondary remaining below the Wales median (priority for improvement). Closer examination reveals that authorised absences have fallen and unauthorised absences have increased. This is attributed to schools engaging more with the Council's fixed-penalty process, now ensuring the correct coding of any unauthorised holidays.

The percentage of 18-24 year olds claiming work related benefits has steadily increased in Denbighshire over the last year, now at 3.8%. With the new Corporate Plan, thresholds for this measure have been reviewed. Previously, following the financial crisis, a baseline for

improvement was set at 4.6%. This is no longer relevant, and we shall revert to our default methodology for setting performance thresholds, where the Wales average (currently 3.5%) is Red: Priority For Improvement. Our excellence threshold shall remain as the outturn for Great Britain (currently 3%). This measure is currently considered Red: Priority for Improvement therefore.

New data released in April from the Child Measurement Programme for Wales reveals that the percentage of Denbighshire's 4-5 year olds achieving a healthy weight is declining, placing us in the 3<sup>rd</sup> quartile (below the Wales median) and 8<sup>th</sup> worst in Wales.

Early data from the first Pupil Attitudes to Self and School (PASS) survey are encouraging, generally showing a positive response by our pupils to their feelings about school. However, it is still early days for our work in this area and more data is needed to better understand our performance. The next survey is due to be carried out at the end of the academic year.

Corporate data for the number of young volunteers is not robust at present, due to data protection limitations with the Kinetic website preventing us from being able to accurately capture volunteers under the age of 16. These issues are being considered.

Currently 22 schools are providing education in buildings that have the lowest suitability and condition categories (C & D). The 21st Century Schools Programme Band B programme will reduce this figure over time, though there will still be Denbighshire schools in these lower condition categories.

## **Performance Progress: Good**

There are 10 projects currently planned in support of this priority, some of which have been brought forward from the Economic & Community Ambition programme under Denbighshire's Corporate Plan 2012-2017. Some of the overarching aims have multiple projects in development to support them, namely:

Under 'Develop greater employment opportunities for young people' there are four strands of work: Develop technology based entrepreneur space close to transport interchange; Young Person Employment Support; TechZone - Growth Sector Move-on Accommodation, and Local Supplier Development. Work is already underway on the last two of these projects, with project briefs due at the Board before the end of summer. This work is set within the context of the North Wales Economic Ambition Board's work and the North Wales Growth Deal. the council remains committed to its [Economic Ambition Strategy 2013-2023](#), which seeks to help businesses go from strength to strength, offering good quality, well paid and rewarding jobs for our residents and providing them with a means to enjoy a good quality of life in our towns and communities.



The council is in the early stages of delivery for its pioneering Ready for Work project, which seeks to educate young people about jobs that are available through career events / job fairs and mentoring. Additionally work is progressing with The Denbighshire Working Start Scheme, which will provide young people with access to meaningful work experience.

Band A of the 21<sup>st</sup> Century Schools projects will be finished under this Corporate Plan, and Band B will commence, subject to confirmation from Cabinet. This is likely to cover school provision in Denbigh, Rhyl and Llangollen, but expenditure is unlikely to be required until at least 2020.

A project focussed on reviewing the needs of parents and the support available to them aims to ensure children of all ages have good physical and mental well-being, and are equipped to lead happy lives.

Delivery of the Corporate Plan will be via a programme management methodology. Programme management should be used where there is major change that brings complexity and risk, many interdependencies to manage, and conflicting priorities to resolve – all factors that apply to this corporate plan.

The Programme Board will work with County Council services, programmes and projects which contribute to the overall ambition of the Corporate Plan priorities, and principles of equality & diversity and support for the Welsh language will underpin the work of this Programme Board.

Projects within the scope of the Programme Board will be developed, managed and implemented by nominated project managers with support from the Programme Board.

The Programme Board will have synergy with other forums, for example the Conwy and Denbighshire Public Service Board (PSB), and it will align with key strategies such as the Carers' Strategy, the Homelessness Strategy, Digital Futures Programme and so forth.

### **Relationship with Corporate Executive Team**

The Programme Board will have programme level authority to implement the priorities for the Corporate Plan, and to take decisions derived from CET, handed down by Cabinet. The Programme Board Chair Person (Corporate Director) is empowered to make judgements as to which decisions can be made at the Programme Board and relayed directly to relevant Service Areas and/or public sector partners, and which decisions need to be referred back to CET and/or Cabinet. The latter are most likely to be decisions that will impact upon the wider organisation, those which may attract significant negative publicity or where the Programme Board view differs significantly from that of a Service Area and/or public sector partner.

### **Relationship with Council, Cabinet and Strategic Investment Group**

There will be clear and identified routes in relationship to working with the Council, Cabinet and Strategic Investment Group where resources are required, and political agreement is required for Programme Board activities. Cover reports for project briefs, business cases and highlight reports will outline key recommendations and the power to make a decision.

### **Relationship with Scrutiny Committees**

The Programme Board's work will be reported to Performance Scrutiny at quarterly intervals as part of current performance management arrangements. At any other time the Programme Board may be asked to present its programme to Scrutiny Committees, which will play a key role in providing assurance to the Council that the Programme and its Board are delivering in line with the Corporate Plan.

Reports on Programme Board activities may be requested by Scrutiny at any time. The Programme Board Chair Person (Corporate Director) will provide these reports.



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# **Appendix 2 – Corporate Performance Report**

**QUARTER 4, 2017-18**

This document provides an update on performance against the council's corporate priorities at the end of quarter 4, 2017-18

## Corporate Plan 2017-2022

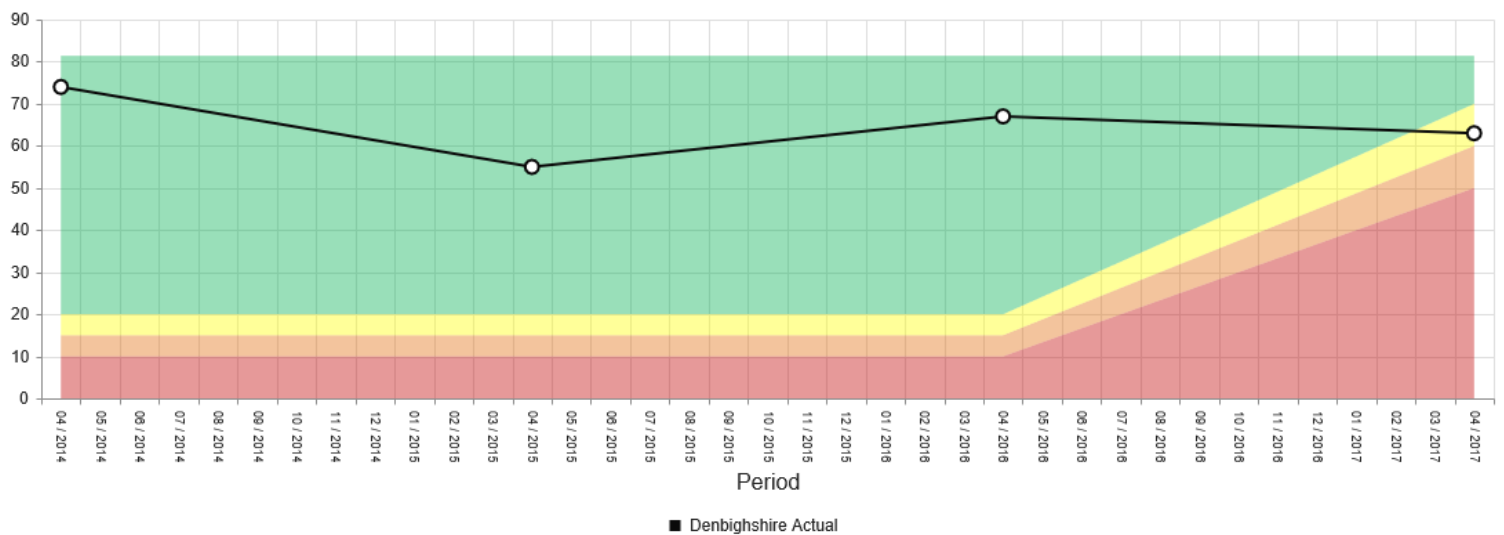
### Priority 1 - Housing: Everyone is supported to live in homes that meet their needs

#### General Information

|                  |                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>    | <b>Acceptable</b>                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Rationale</b> | It is recognised that there is a need to ensure housing is available to meet the needs of Denbighshire residents and that this is an important factor in retaining or attracting young people to live in the area. During the last Corporate Plan, we made a commitment to develop housing availability and we want to continue to expand on those successes over the course of this new Corporate Plan |

#### Indicators

|                |                                                                                                 |
|----------------|-------------------------------------------------------------------------------------------------|
| PPPAH001Annual | The additional supply of affordable housing, including social housing, provided during the year |
|----------------|-------------------------------------------------------------------------------------------------|



#### Latest Data Comment

**Annual** Data for 2017/18 = 63  
 The RSL who provided the most affordable units during the year was Pennaf (20 units), which was the culmination of the demolition & rebuild works which have been going on in the West End of Rhyl. Grwp Cynefin provided 16 units - they have the most flexibility on affordable housing schemes, they operate the Homebuy scheme, Mortgage Rescue, when money is available they also are able to get a few units through Welsh Housing Partnership funding. Cartrefi Conwy brought forward 3 – all of which are Empty Homes. There were also 16 homelessness leases during the year and 8 other units from various sources.

|           |                                                                                                                |
|-----------|----------------------------------------------------------------------------------------------------------------|
| CPBIM101i | % of residents reporting they felt satisfied with the availability of housing in their area (Residents Survey) |
|-----------|----------------------------------------------------------------------------------------------------------------|

|           |                                                                                                           |
|-----------|-----------------------------------------------------------------------------------------------------------|
| CPBIM102i | % of residents reporting they are satisfied with the standard of housing in their area (Residents Survey) |
|-----------|-----------------------------------------------------------------------------------------------------------|

|           |                                                     |
|-----------|-----------------------------------------------------|
| CPPPP103i | Number of additional homes provided in Denbighshire |
|-----------|-----------------------------------------------------|

**Latest Data Comment**

|        |                                                                                              |
|--------|----------------------------------------------------------------------------------------------|
| Annual | 2017/18 = 196 additional homes provided in the year. (this is higher than in previous years) |
|--------|----------------------------------------------------------------------------------------------|

|           |                                                  |
|-----------|--------------------------------------------------|
| CPFAH104i | The additional supply of Council Houses provided |
|-----------|--------------------------------------------------|

**Latest Data Comment**

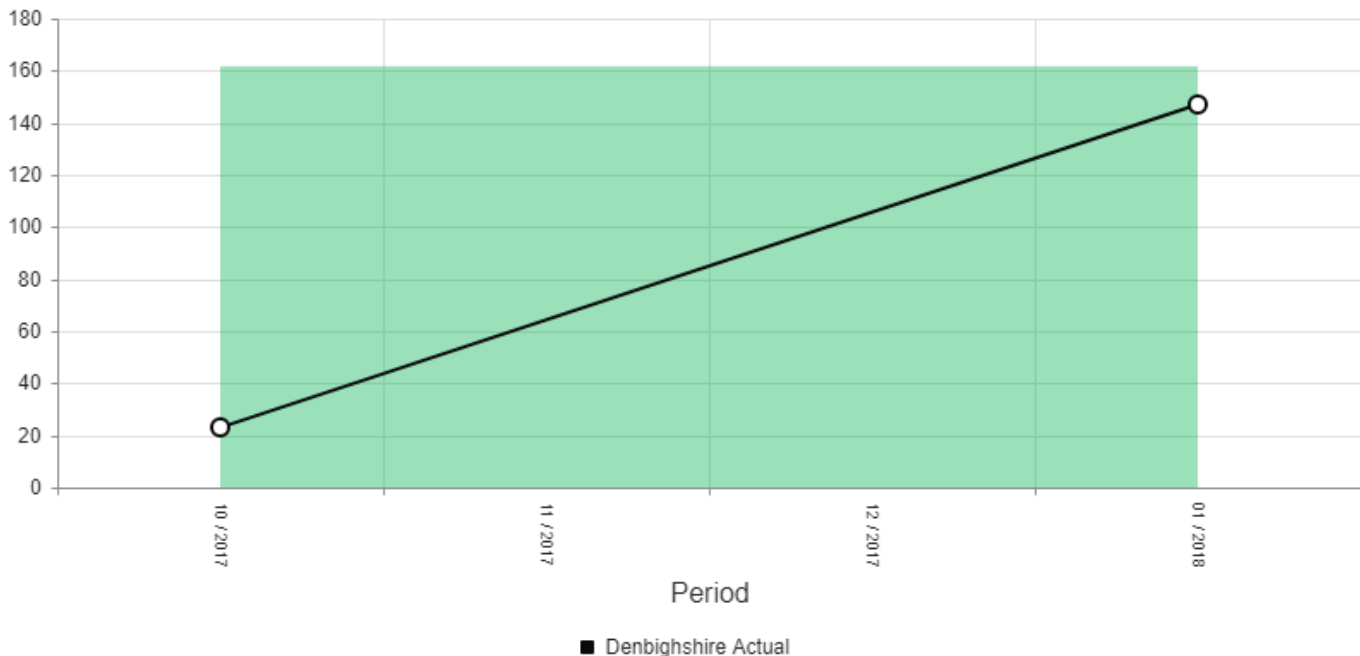
|           |                                                                                               |
|-----------|-----------------------------------------------------------------------------------------------|
| Quarter 4 | No additional council homes provided as at the end of quarter 4. Project currently on target. |
|-----------|-----------------------------------------------------------------------------------------------|

|           |                                                        |
|-----------|--------------------------------------------------------|
| CPCSS105i | Number of additional Extra Care Homes supported by DCC |
|-----------|--------------------------------------------------------|

**Latest Data Comment**

|        |                                                                                                             |
|--------|-------------------------------------------------------------------------------------------------------------|
| Annual | No additional Extra Care Homes provided as at the end of quarter 4. New sites are currently in development. |
|--------|-------------------------------------------------------------------------------------------------------------|

|           |                                                                                                |
|-----------|------------------------------------------------------------------------------------------------|
| CPCSS106i | Number of additional specialised homes supported by DCC (including DFGs and Major Adaptations) |
|-----------|------------------------------------------------------------------------------------------------|



**Latest Data Comment**

|        |                                                                                                       |
|--------|-------------------------------------------------------------------------------------------------------|
| Annual | Total figures and breakdown of DFG & Major Adaptations completed April 17 to March 18 (147) in total: |
|--------|-------------------------------------------------------------------------------------------------------|

ADULTS  
 DFG Privately Owned - 56  
 DFG Privatley Rented - 20  
 DCC Housing In-House - 36  
 PAG Scheme Clwyd Alyn - 7

PAG Scheme Grwp Cynefin - 4  
 SHG/New Build Grwp Cynefin - 1  
 PAG Scheme Wales & West - 5  
 SHG/New Build Wales & West - 1  
 PAG Scheme North Wales Housing - 1  
 Enable Grant Privately Owned - 12

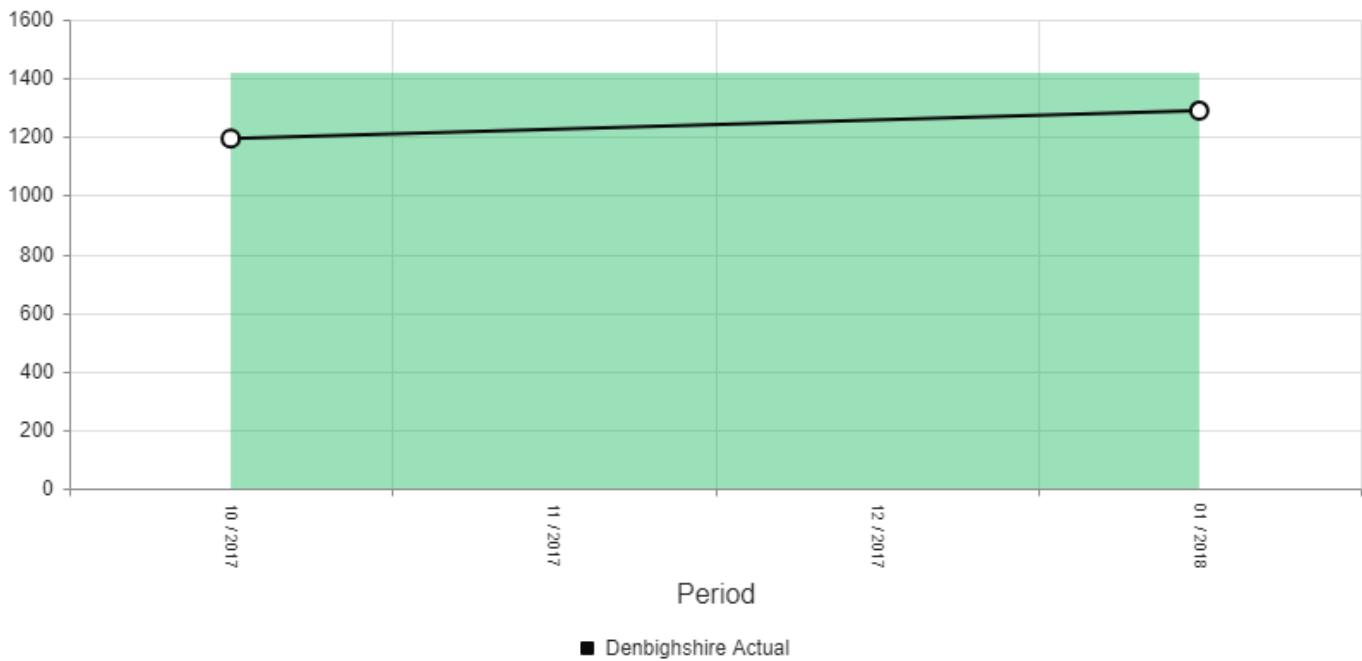
CHILDREN  
 DFG Privately Owned - 4

|           |                                                  |
|-----------|--------------------------------------------------|
| CPPPP107i | Number of empty properties brought back into use |
|-----------|--------------------------------------------------|

**Latest Data Comment**

|        |                                                                        |
|--------|------------------------------------------------------------------------|
| Annual | 2017/18 = 151 empty properties brought back in to use within the year. |
|--------|------------------------------------------------------------------------|

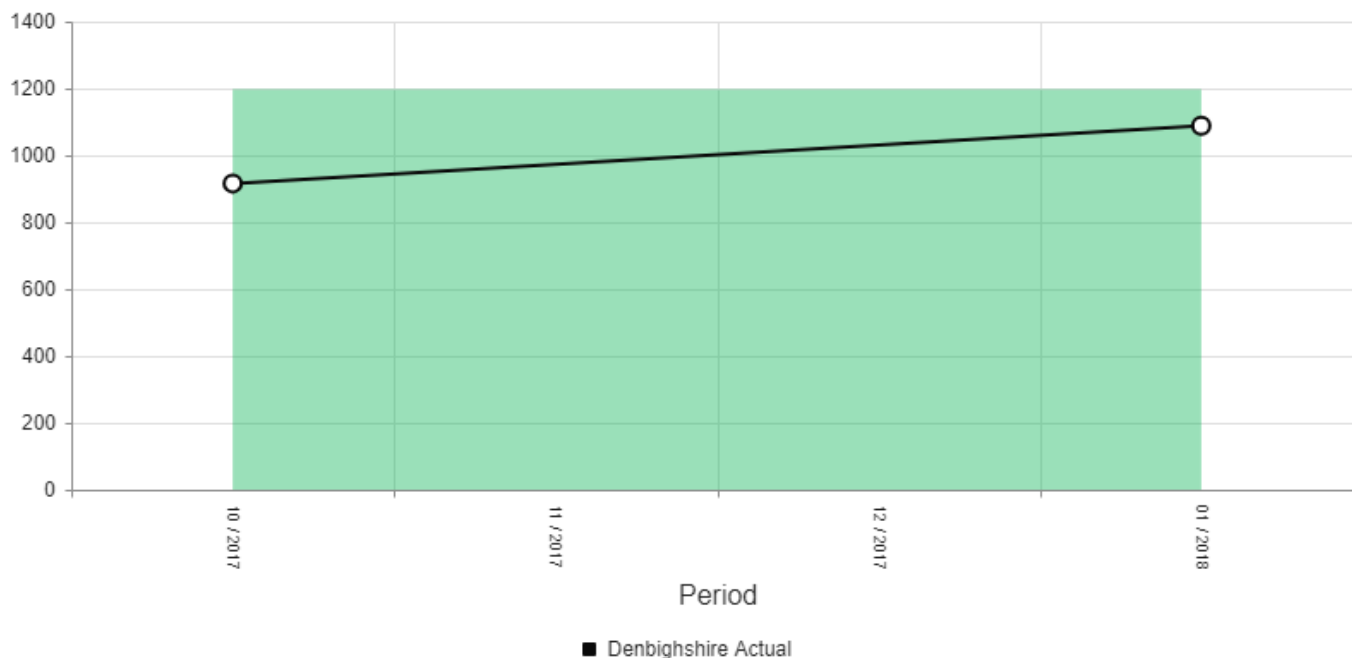
|           |                                        |
|-----------|----------------------------------------|
| CPFAH108i | Number of people on SARTH waiting list |
|-----------|----------------------------------------|



**Latest Data Comment**

|            |                                                                                            |
|------------|--------------------------------------------------------------------------------------------|
| 31.03.2018 | 1,289.<br>The SARTH waiting list changes on a daily basis so this figure is as at 31/03/18 |
|------------|--------------------------------------------------------------------------------------------|





### Latest Data Comment

Annual

April 2017 - March 2018 a total of 1,088 people have been supported into homes that meet their needs:

- Supporting People / Young Peoples Positive Pathway - 1048 out of 1456 referrals
- Internal / External Community Living –
- Extra Care Housing - 27
- Adult Placements - 5

PPP121iAnnual

The number of private sector homes improved in standard and quality due to intervention from the Council

### Latest Data Comment

Annual

This is a new local indicator collected by Planning & Public Protection. Data for 2017/18 is not available. The service will start recording from April 2018 onwards

### Activities

|          |                                                                             |          |          |
|----------|-----------------------------------------------------------------------------|----------|----------|
| PR003628 | Denbigh Extra Care Housing                                                  | 14/03/16 | 31/10/18 |
| PR004023 | Ruthin Extra Care Housing (Phase 2)                                         | 14/02/17 | 14/02/22 |
| PR004433 | Additional Council Housing Developments                                     | 01/04/16 | 31/03/22 |
| PR004447 | Work with RSLs and the private sector to deliver additional affordable home | 01/04/17 | 31/03/22 |
| PR004448 | Bring 500 Empty Homes back into use                                         | 01/04/17 | 31/03/22 |

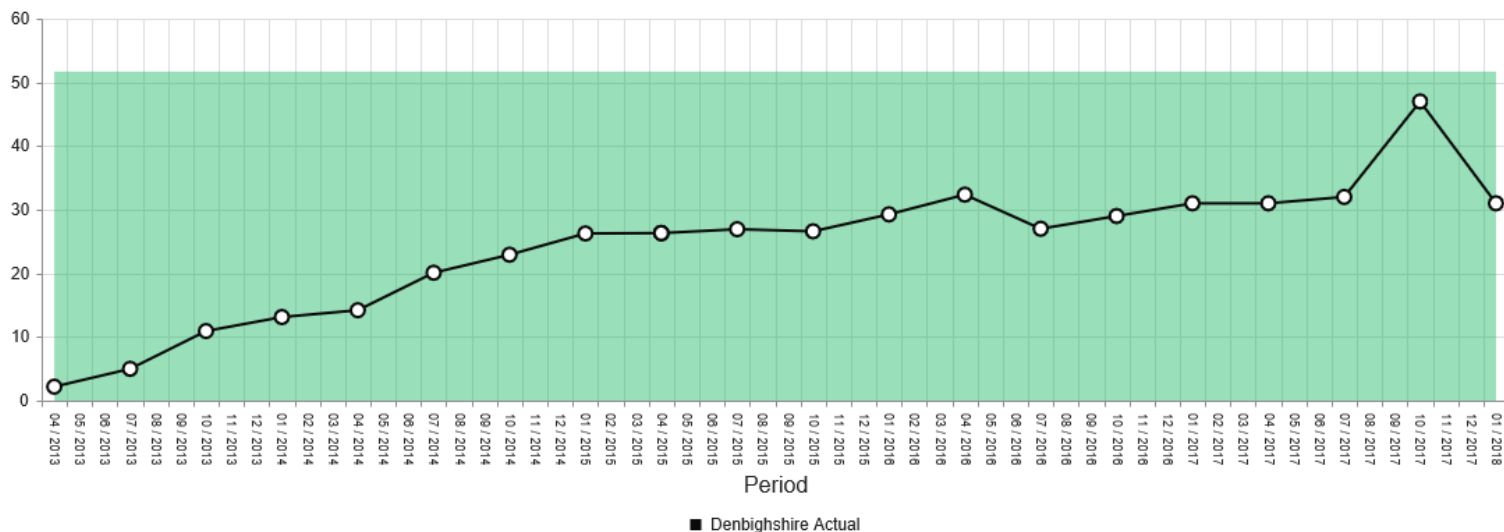
**Priority 2 - Connected Communities: Communities are connected and have access to goods and services locally, online and through good transport links**

**General Information**

|                    |                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>      | <b>Acceptable</b>                                                                                                                                                                                                                                                                                                                                                            |
| <b>Description</b> | Denbighshire understands that access to goods and services is key to maintaining people’s independence. However, depending on where you live, this is not always easy. During the course of this new Corporate Plan Denbighshire will make it a priority to ensure that communities throughout the county are connected and have access to the goods and services they need. |

**Indicators**

|               |                                                                                                                                          |
|---------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CES301</b> | The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels |
|---------------|------------------------------------------------------------------------------------------------------------------------------------------|

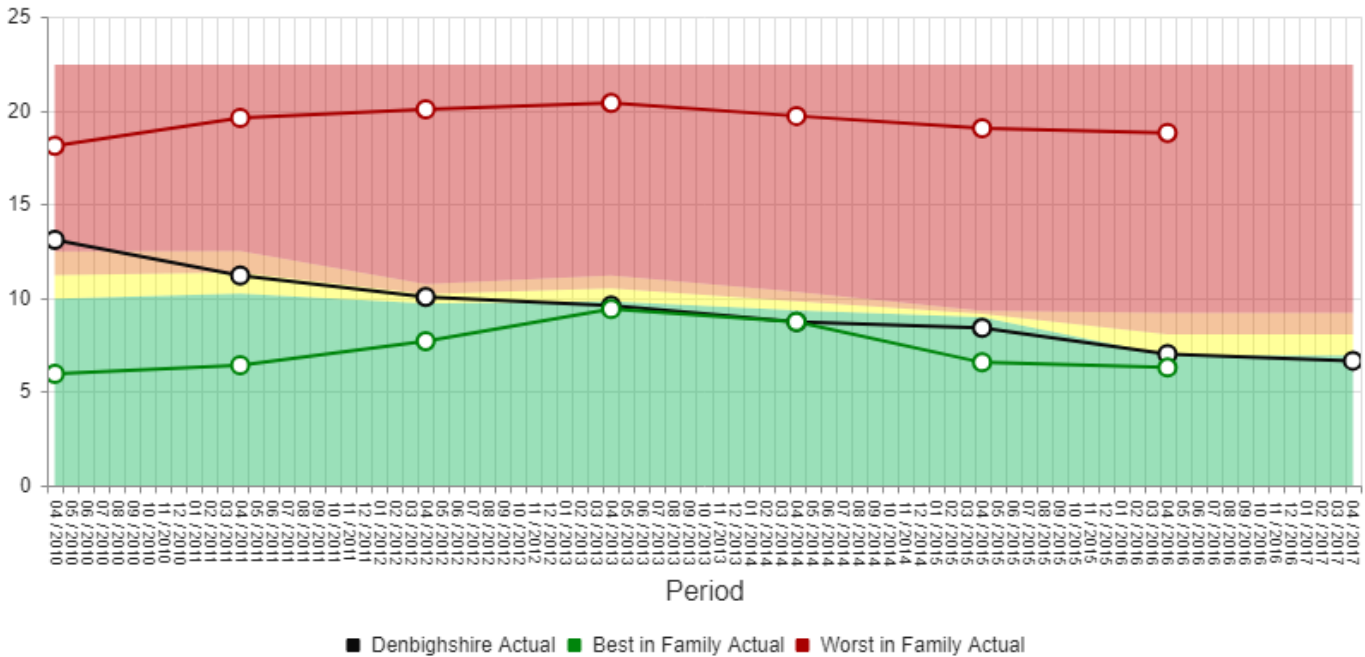


**Latest Data Comment**

|                  |                                                                                                                                                                                                    |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Quarter 4</b> | From a total of 5240 transactions undertaken (using only 9 identified common transactions that are available) 1633 of these transactions were undertaken via forms available on the website. (31%) |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

THS012

The percentage of principal (A) and non-principal (B) and (C) roads that are in overall poor condition



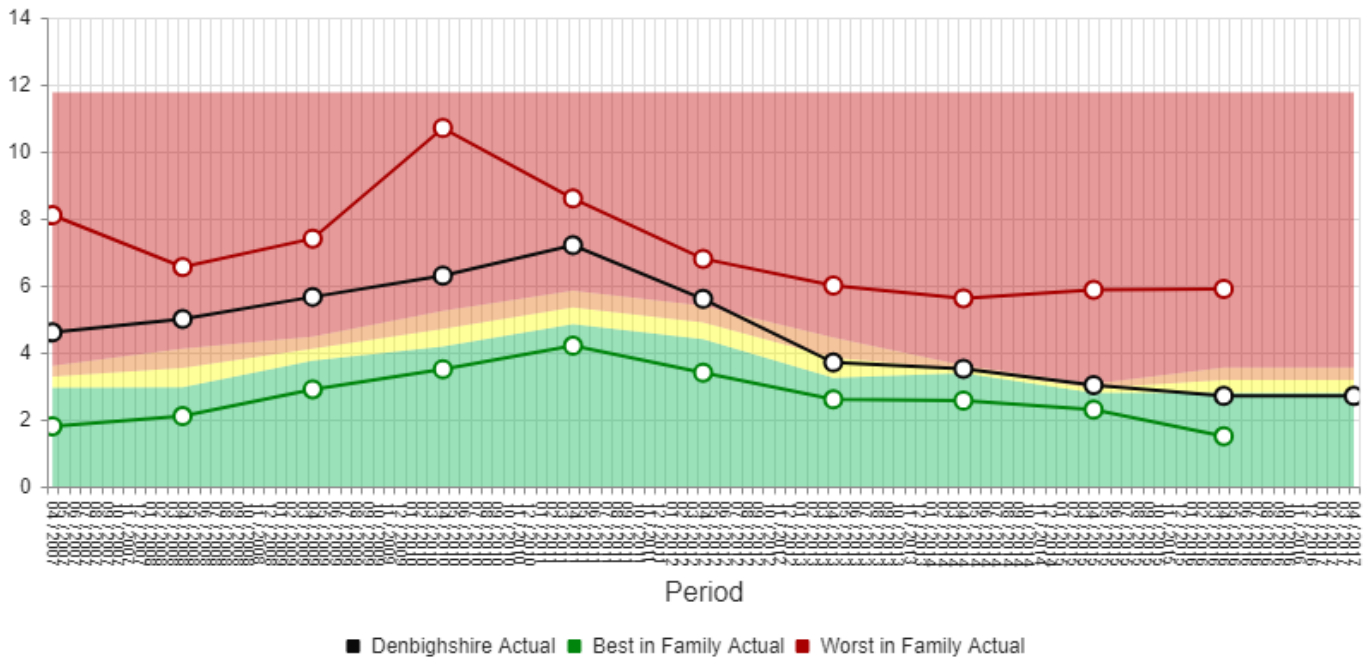
**Latest Data Comment**

Annual

2017/18 = 6.7% (963 kilometres surveyed with 64 kilometres identified in overall poor condition). Performance status is anticipated to be 'excellent' against performance based on 2016/17 thresholds for our 'family group' of similar local authorities. This will be confirmed once National data is published in Oct/Nov 2018 and is reliant on the similar authorities not vastly improving.

PAM020

The percentage of principle A roads that are in overall poor condition

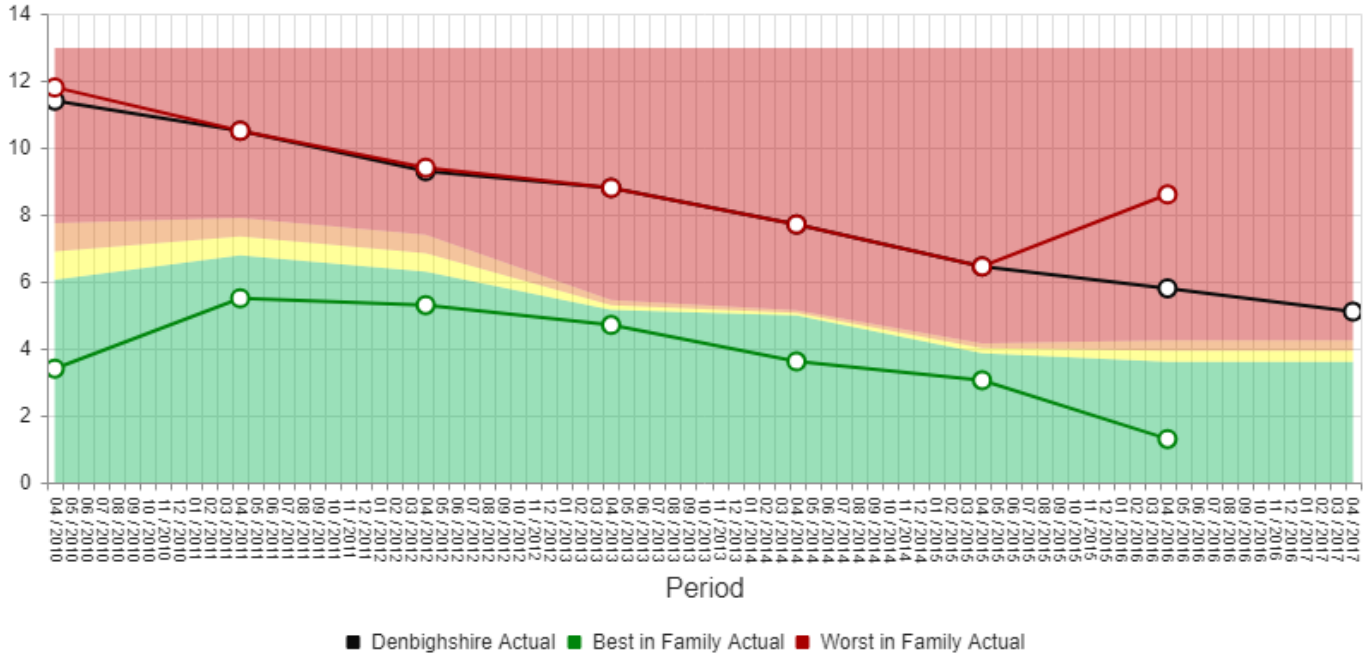


### Latest Data Comment

Annual 2017/18 = 2.7%. (264 kilometres surveyed with 7 kilometres identified in overall poor condition). Performance status is anticipated to be `excellent' against performance based on 2016/17 thresholds for our `family group' of similar local authorities. This will be confirmed once National data is published in Oct/Nov 2018 and is reliant on the similar authorities not vastly improving.

### PAM021

The percentage of non-principal/classified B roads that are in overall poor condition

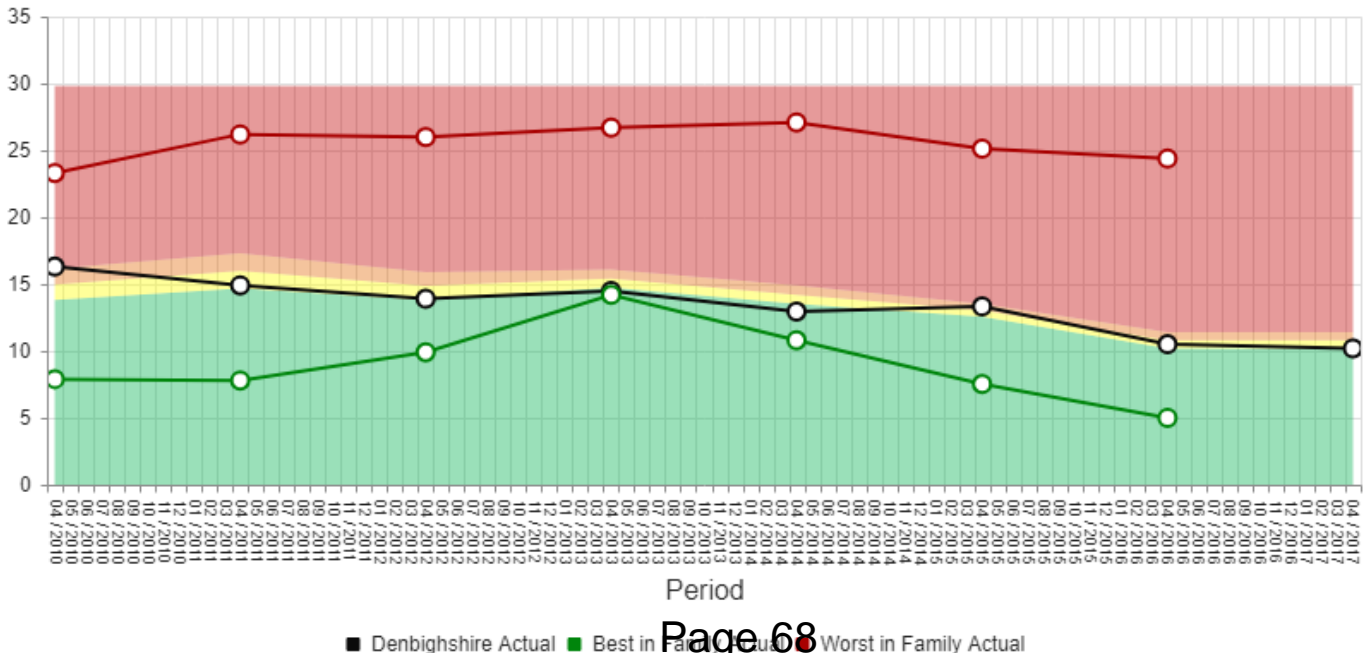


### Latest Data Comment

Annual 2017/18 = 5.1% (280 kilometres surveyed with 14 identified in overall poor condition). The percentage of non-principal (B) roads 2017/18 = 5.1% (280 kilometres surveyed with 14 identified in overall poor condition). Performance status is anticipated to be `priority for improvement' against performance based on 2016/17 thresholds for our `family group' of similar local authorities. This will be confirmed once National data is published in Oct/Nov 2018.

### PAM022

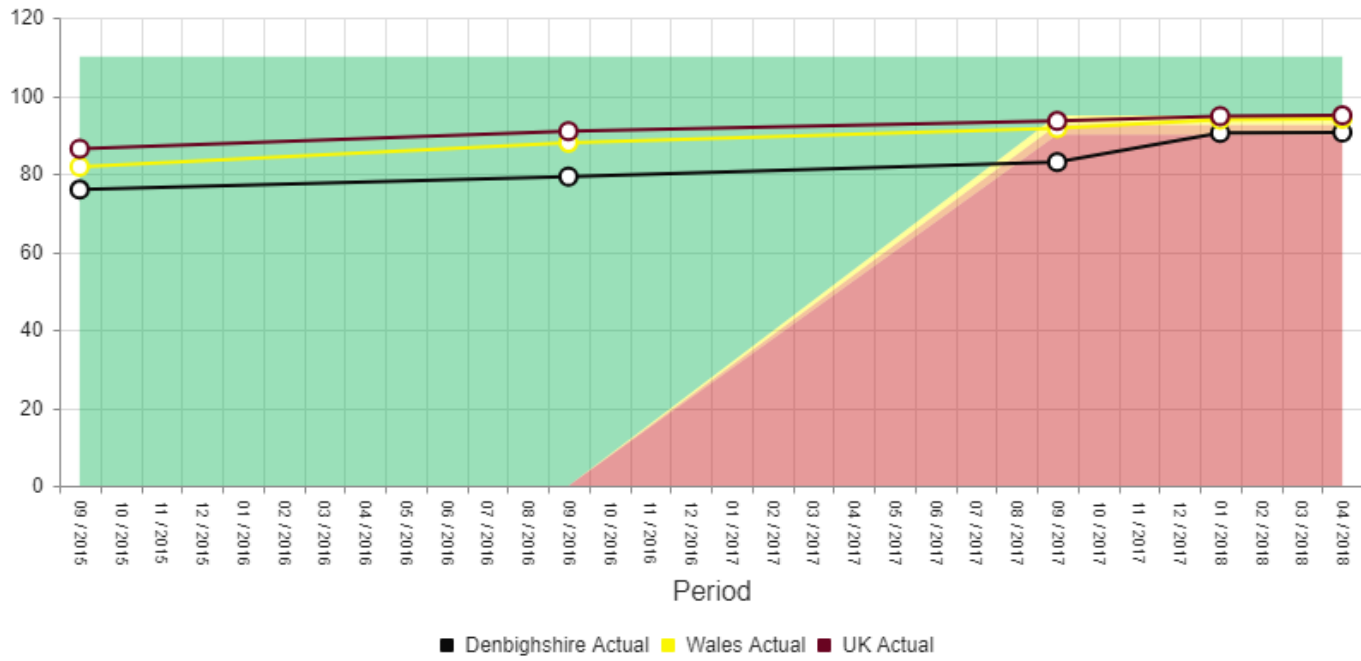
The percentage of non-principal/classified C roads that are in overall poor condition



## Latest Data Comment

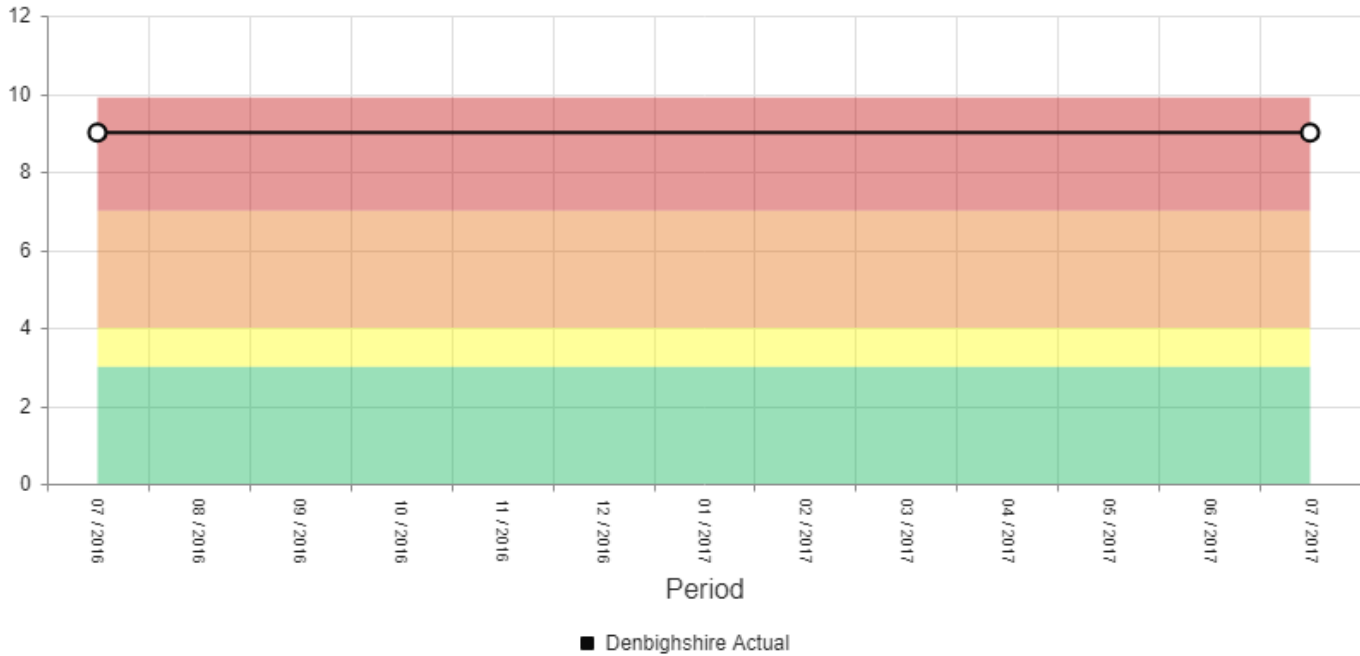
Annual 2017/18 = 10.2% (419 kilometres surveyed with 43 kilometres identified in overall poor condition). Performance status is anticipated to be 'excellent' against performance based on 2016/17 thresholds for our 'family group' of similar local authorities. This will be confirmed once National data is published in Oct/Nov 2018 and is reliant on the similar authorities not vastly improving.

## CPCCM201i % Superfast Coverage in Denbighshire (>30 Mbps)



## Latest Data Comment

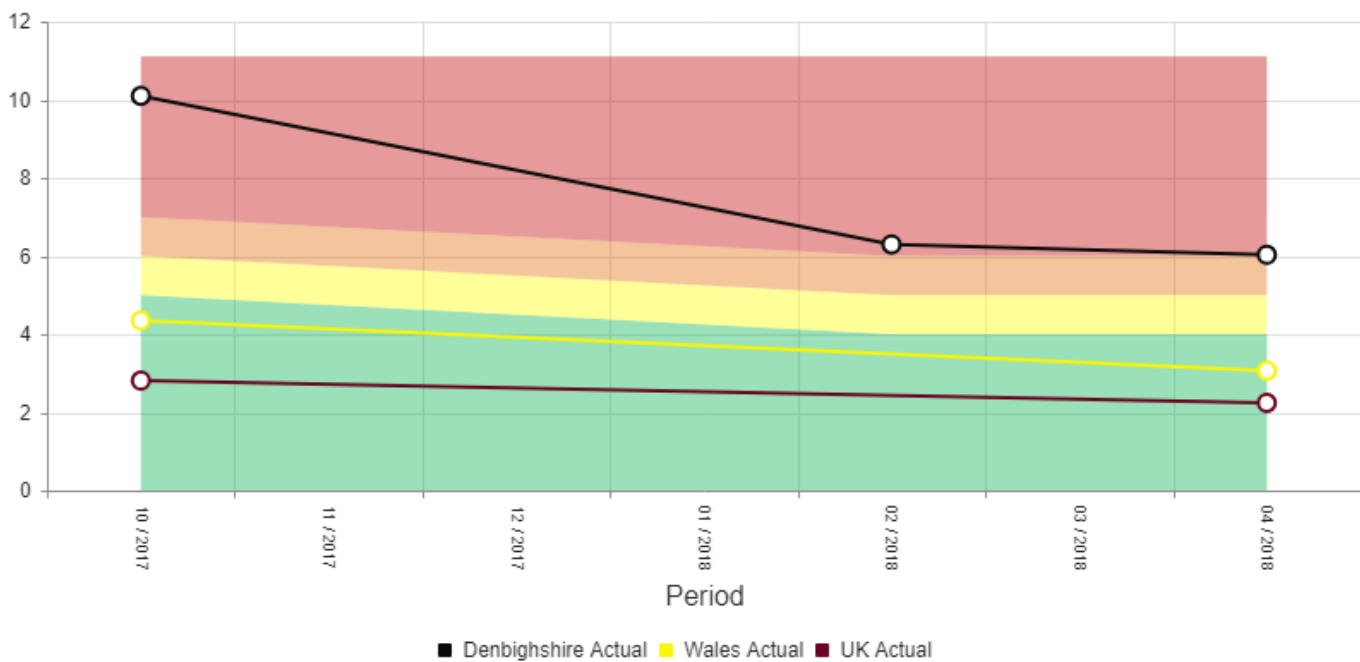
90.5% superfast coverage (> than 30mbps) in Denbighshire as at 24 April 2018. In terms of rank, out of all 650 constituencies in the UK, Vale of Clwyd was 395th, Clwyd West ranked as 557 and Clwyd South as 513. We have slipped further in terms of coverage when ranked against other UK constituencies since the last period and the pace of improvement in Denbighshire is slower (a 0.1% increase since January 2018).



**Latest Data Comment**

Annual

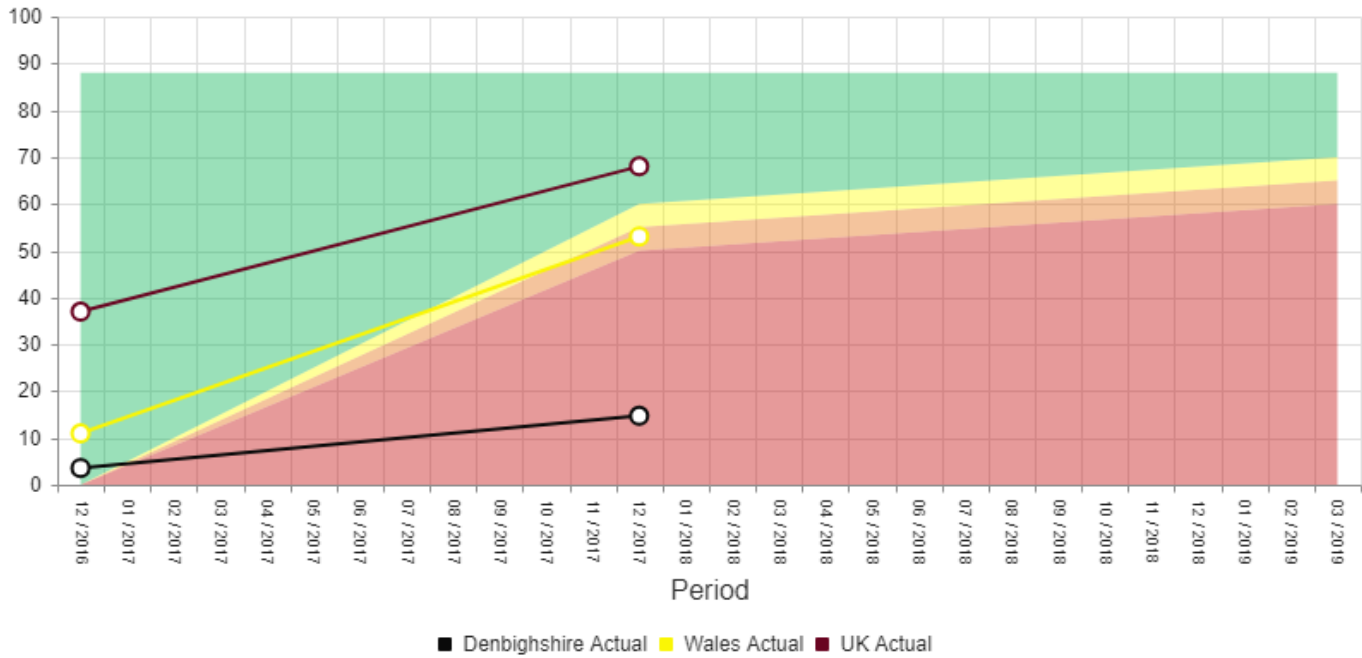
July 2017 – Rank 9. The likelihood of exclusion is ranked on a 9-point scale, with 9 indicating the highest likelihood. The score is based on a combination of digital indicators and social indicators.



**Latest Data Comment**

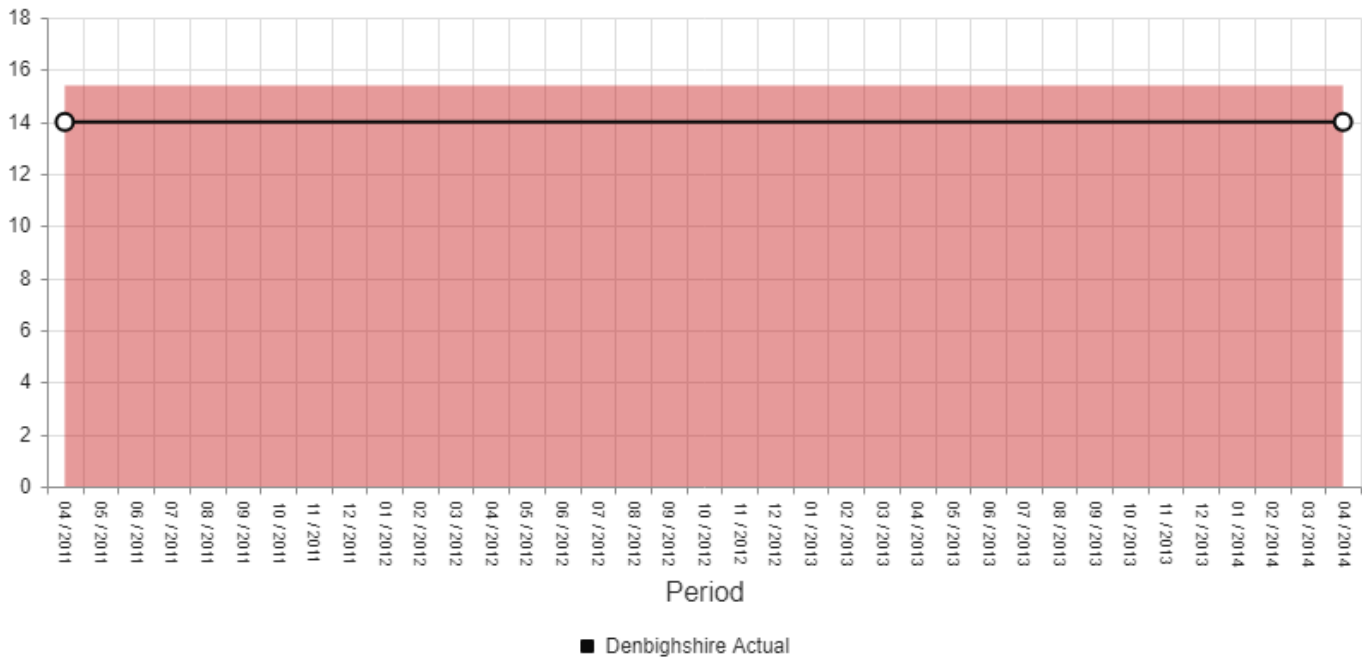
Annual

6.03% of premises in Denbighshire have Broadband of 10 Mbps or below. Our ambition is to have, by 2022, zero premises with broadband of 10 Mbps or below.



**Latest Data Comment**

As at December 2017, 14.72% of A and B roads in Denbighshire had mobile 4G signal. Our ambition is to have 80% coverage by 2022 but the thresholds will need to be kept under review should the pace of change quicken.

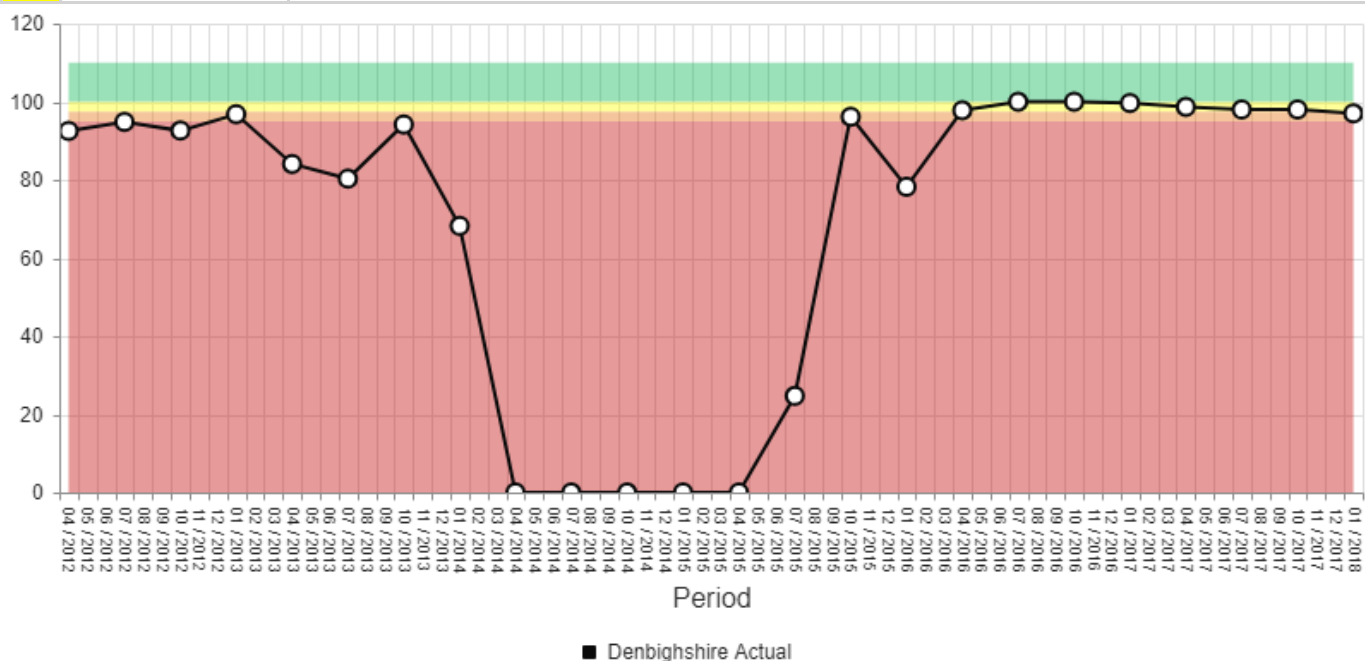


**Latest Data Comment**

2014 8 of 58 (14%) of LSOAs in Denbighshire are among the 10% most deprived in Wales (2014). Llandrillo is the 7th most deprived in Wales

## Measures

CPQHESCAT1 Percentage of damaged roads and pavements made safe within target time (CAT1 - Category 1 defects dealt within timescale)



### Latest Data Comment

Quarter 4 Target time based on seven calendar days. 398 CAT 1 defects, 374 completed within target time = 93.97%

## Activities

|          |                                                                                                                                                                                                                                                |          |          |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
| CSS006a  | To undertake a scoping exercise to identify resources within the community to support those citizens who are digitally excluded across the county and encourage and support those organisations to register their projects/services onto DEWIS | 01/04/18 | 31/03/19 |
| CSS007a  | To get to a state of readiness for digitalisation, develop a project with interested staff members working with teams to agree a delivery plan                                                                                                 | 01/04/18 | 31/03/19 |
| PR004434 | Digital Access Points                                                                                                                                                                                                                          | 14/09/17 | 31/03/22 |
| PR004436 | Target those most likely to be digitally excluded so they have the skills and means to use digital services                                                                                                                                    | 01/01/18 |          |
| PR004444 | Invest in roads and bridges to maintain a viable, sustainable infrastructure                                                                                                                                                                   |          |          |
| PR004484 | Make superfast broadband and mobile networks available to everyone                                                                                                                                                                             | 22/02/18 | 31/03/22 |
| PR004487 | Better enable people to travel to work, education and services                                                                                                                                                                                 | 01/03/18 | 31/03/22 |
| PR004632 | Improve infrastructure to make it easier to stage events                                                                                                                                                                                       | 01/04/18 | 31/03/22 |



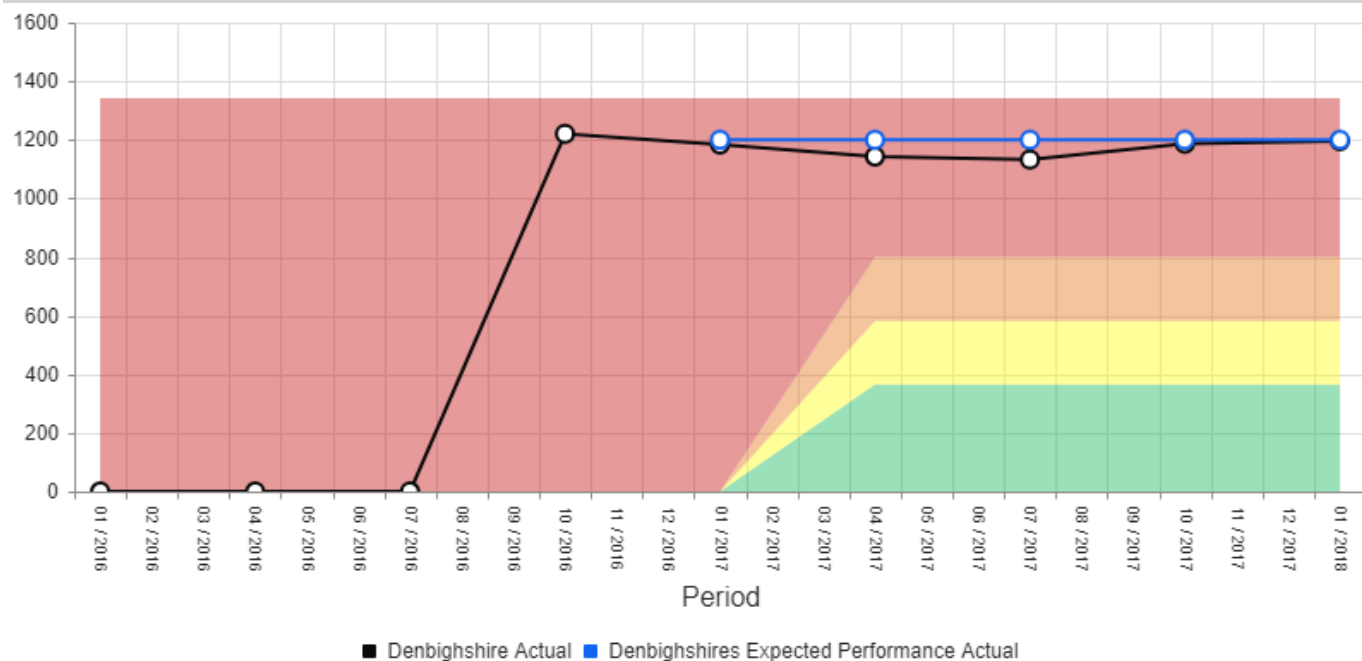
**Priority 3 - Resilient Communities: The council works with people and communities to build independence and resilience**

**General Information**

|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>    | <b>Priority for Improvement</b>                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Rationale</b> | In Denbighshire we aim to promote people’s health & well-being and encourage them to remain as independent as possible. In order to do this, we need to work with everyone in the community, to ensure that there are strong support networks in place and ensure people have more involvement in decisions affecting their future well-being. At the same time, we will continue to make sure that people at risk of abuse or exploitation are safeguarded. |

**Indicators**

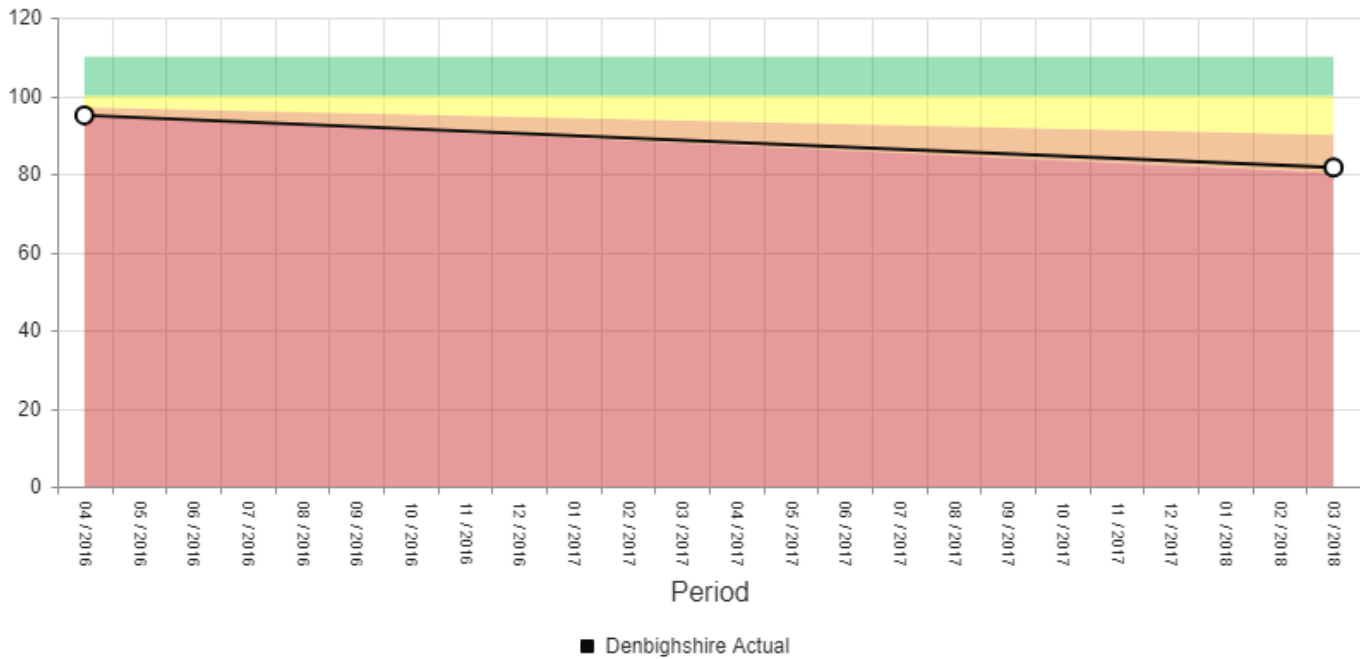
|                 |                                                                                             |
|-----------------|---------------------------------------------------------------------------------------------|
| <b>QCSS005m</b> | The average length of time adults (aged 65 or over) are supported in residential care homes |
|-----------------|---------------------------------------------------------------------------------------------|



**Latest Data Comment**

|                  |                                    |
|------------------|------------------------------------|
| <b>Quarter 4</b> | The average number of days = 1,195 |
|------------------|------------------------------------|

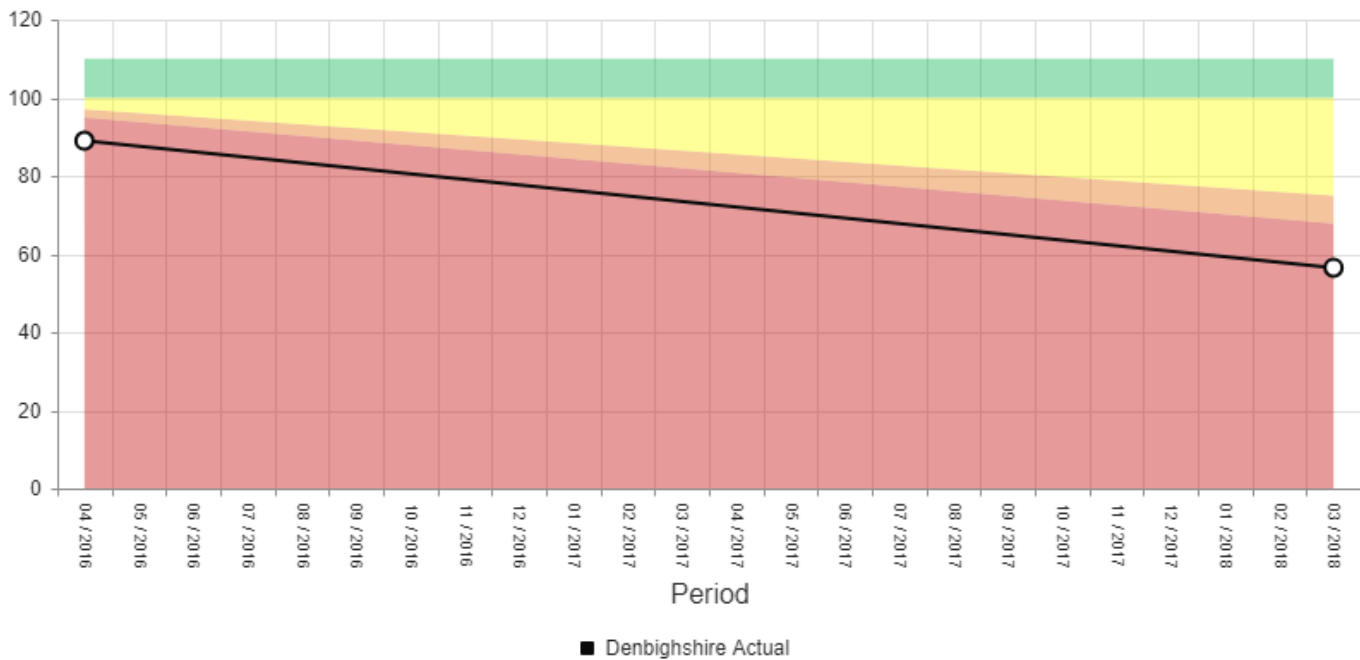
AnnualCSS002m The percentage of people reporting they have received the right information or advice when they needed it



**Latest Data Comment**

Annual 2017/18 = 81.70% (2016 All Wales Average for Adults Receiving Care = 80.2%, this has been set as the acceptable limit)

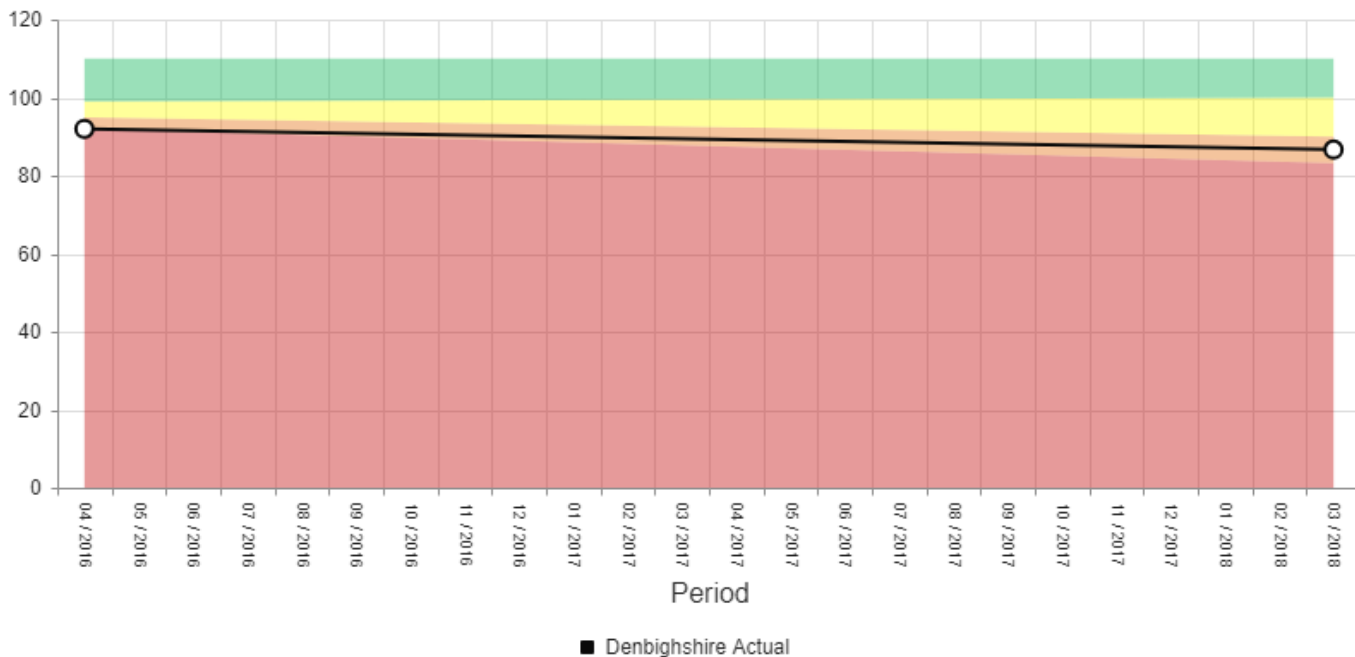
AnnualCSS004m The percentage of carers reporting they feel supported to continue in their caring role



**Latest Data Comment**

Annual Only 65 carers out of 115 who responded said they felt supported to continue in their caring role (56.5%)  
The 2016 All Wales Average response was 67.8% and this has been set as the acceptable threshold.

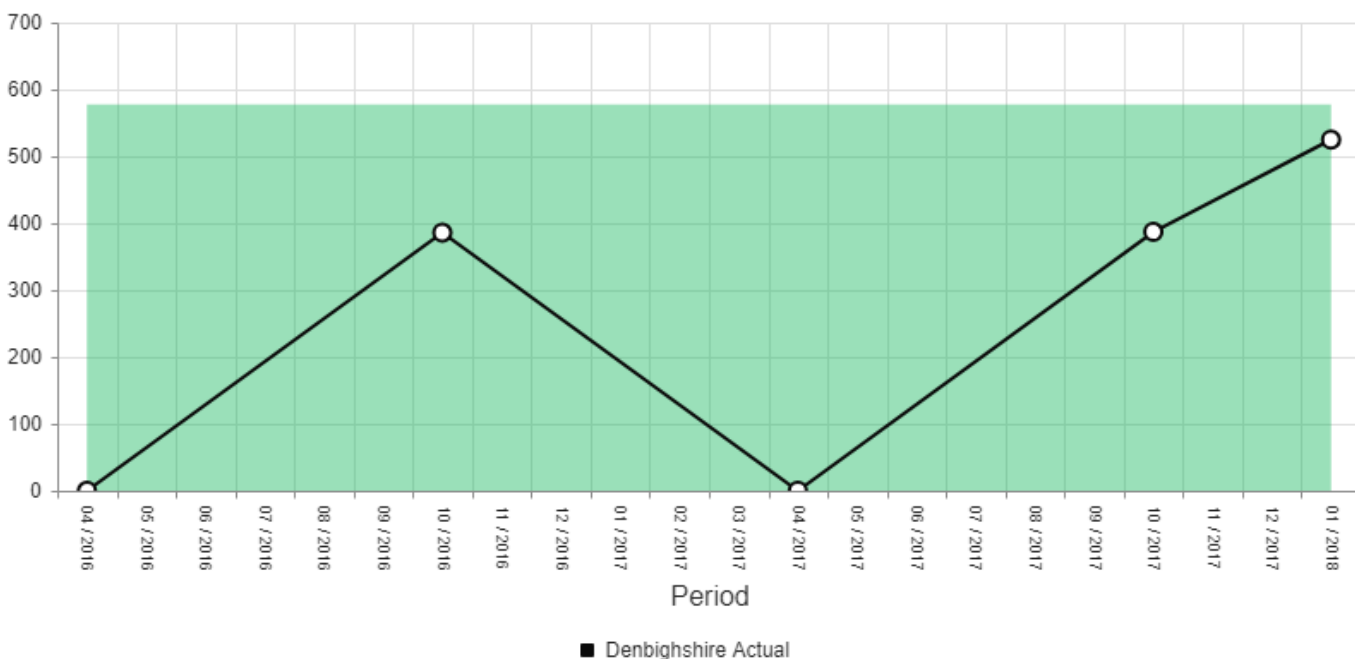
AnnualCSS014m The percentage of people reporting that they know who to contact about their care and support



Latest Data Comment

Annual Out of 278 Adults receiving care who responded, 241 said they know who to contact about their care and support (86.7%)  
 2016 All Wales Average response from Adults receiving care = 83.2%. This has been set as the Acceptable threshold.

CSSAGGR03 Number of assessments of need for support for carers undertaken during the year



Latest Data Comment

525 assessment carried out 2017/18, of which 119 led to a support plan for carers.

|           |                                                                                                                         |
|-----------|-------------------------------------------------------------------------------------------------------------------------|
| CPBIM301i | The percentage of people who agree "my local area is a place where people will pull together to improve the local area" |
|-----------|-------------------------------------------------------------------------------------------------------------------------|

|           |                                                    |
|-----------|----------------------------------------------------|
| CPCCM302i | The number of sessions on the Dewis Cymru Platform |
|-----------|----------------------------------------------------|

**Latest Data Comment**

|        |                                                                                             |
|--------|---------------------------------------------------------------------------------------------|
| Annual | 453 sessions recorded – count only. Ambition for 2018 / 2019 will be to reach 600 sessions. |
|--------|---------------------------------------------------------------------------------------------|

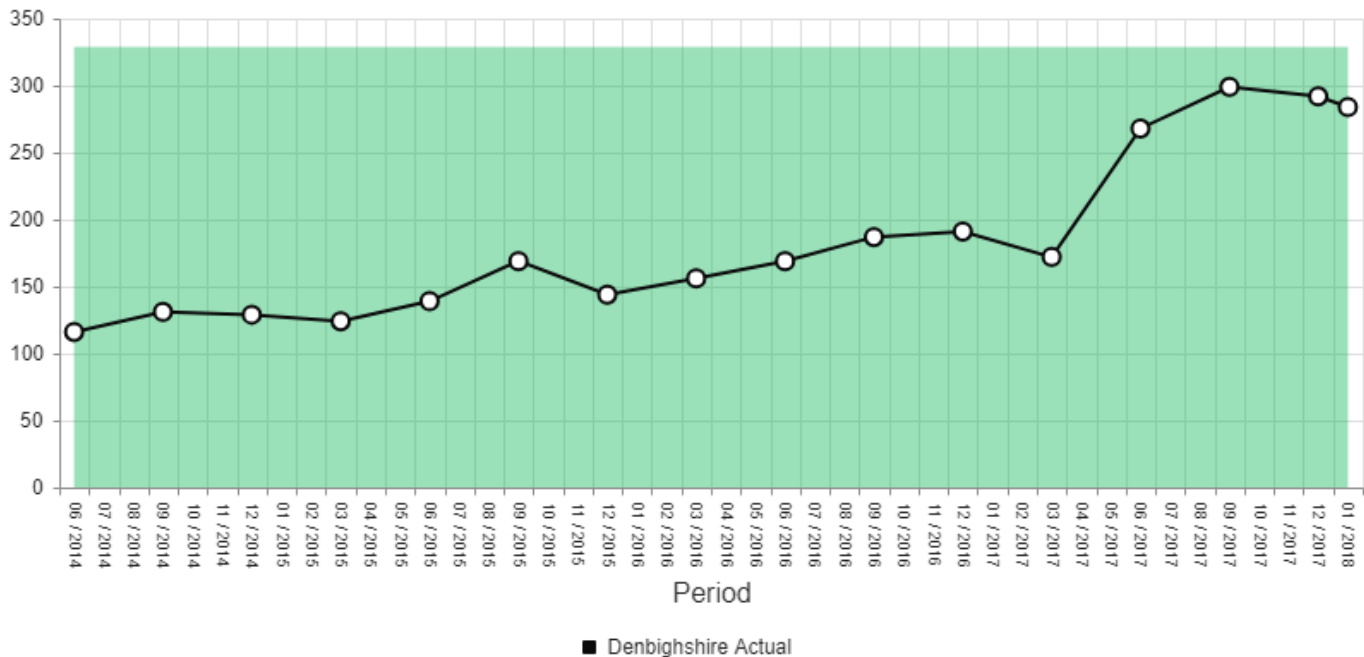
|           |                                                                                          |
|-----------|------------------------------------------------------------------------------------------|
| CPBIM303i | The percentage of people who feel able to influence decisions affecting their local area |
|-----------|------------------------------------------------------------------------------------------|

|           |                                                                                                                                     |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------|
| CPCCM304i | The percentage of projects which have considered the 10 National Principles of engagement within their Wellbeing Impact Assessments |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------|

**Latest Data Comment**

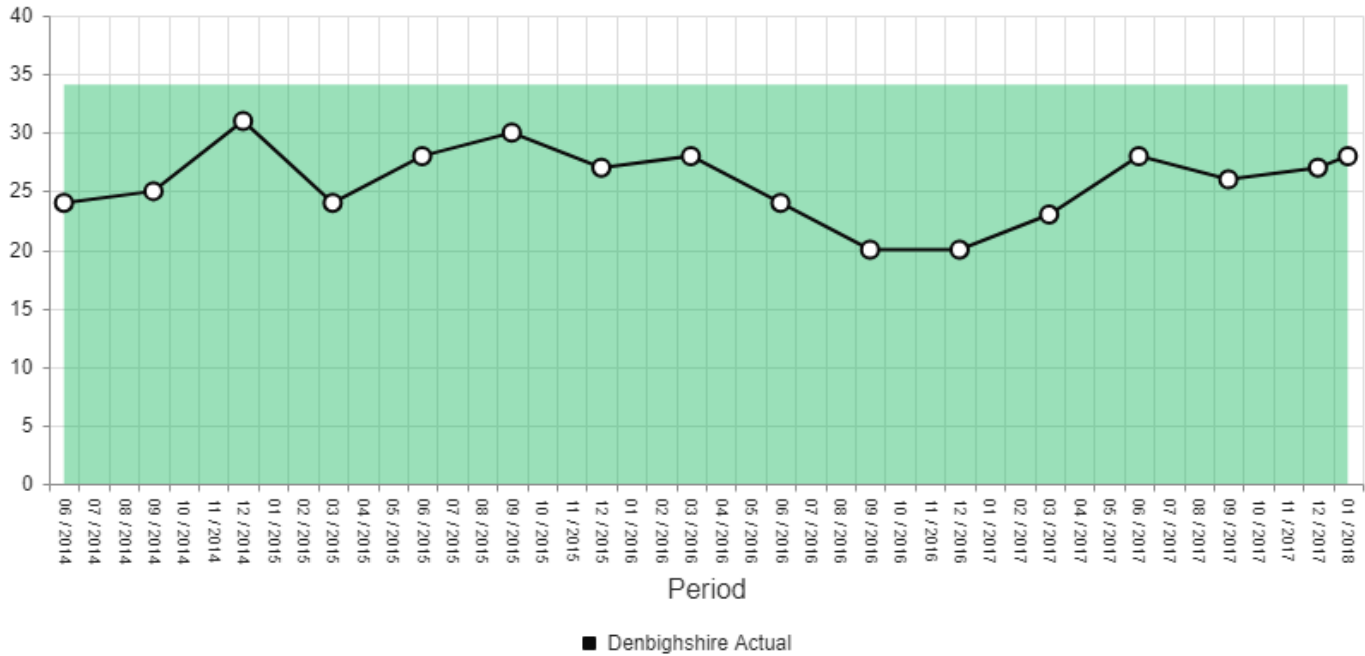
|           |                                                                                                                                                                                                        |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Quarter 4 | The National Principles of Engagement will be used within WIA Version 2 which is due for release shortly. There will be a mechanism in place to report which projects have considered these principles |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|           |                                                    |
|-----------|----------------------------------------------------|
| CPBIM305i | The number of recorded incidents of domestic abuse |
|-----------|----------------------------------------------------|



**Latest Data Comment**

Quarter 4 – 284 recorded incidents



### Latest Data Comment

Quarter 4 – 28 recorded

### Activities

|           |                                                               |          |          |
|-----------|---------------------------------------------------------------|----------|----------|
| PR004413  | Community Planning & Development Resource                     | 16/11/17 | 31/03/19 |
| PR004716  | Act to Reduce Domestic Violence                               | 01/07/18 | 31/03/19 |
| PR004458  | Supporting Carers in Denbighshire                             | 01/04/18 | 31/03/22 |
| PR004707  | Ensure Council Information and Services are Accessible Online | 24/04/18 | 31/12/21 |
| PR004440  | People are involved in shaping and improving services         | 03/04/18 | 31/03/22 |
| BCUHB/DCC | Seamless Services / Community Resource Teams, Denbighshire    | 01/04/18 | 31/03/20 |

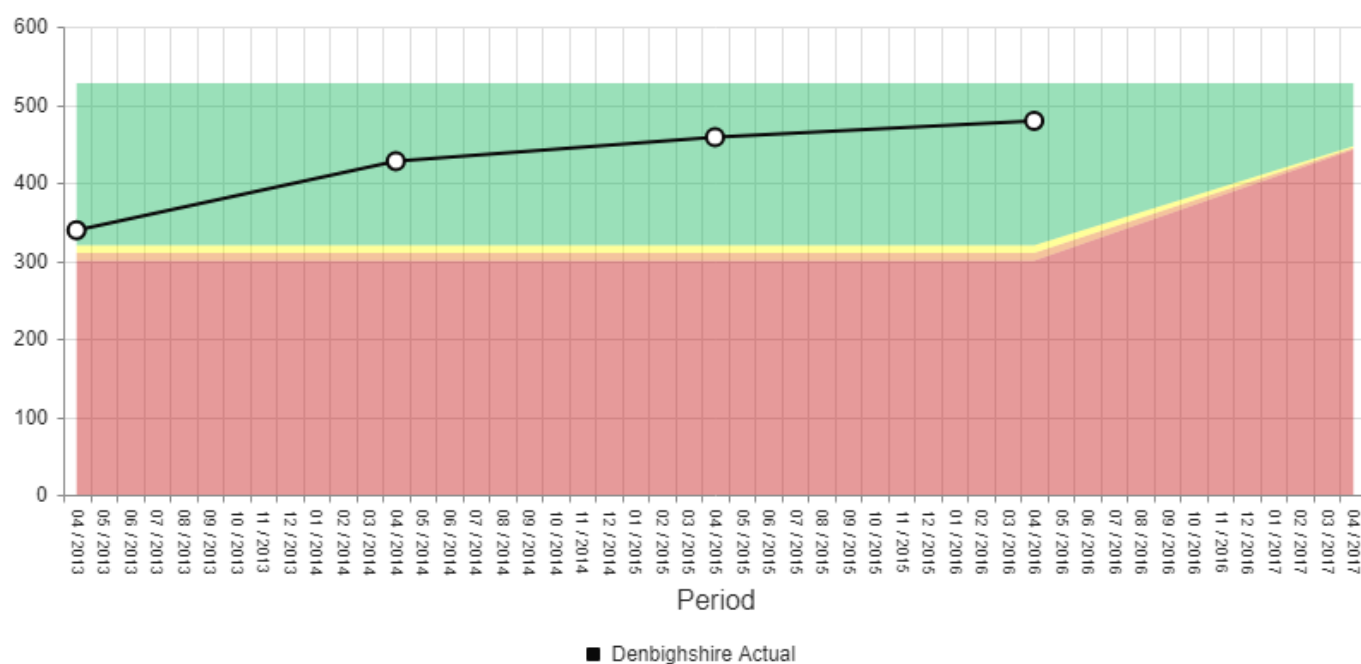
## Priority 4 - Environment: Attractive and protected, supporting well-being and economic prosperity

### General Information

|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>    | <b>Acceptable</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Rationale</b> | Denbighshire aims to ensure that the environment is both attractive and protected, but also supports community well-being and economic prosperity. To achieve this we will reduce our carbon impact and increase the use of renewables throughout the county. We also plan to increase the biodiversity value of the county by protecting vulnerable species and habitats for the benefit of both wildlife and people who live and visit Denbighshire. Alongside this, Denbighshire aims to raise the profile of the county as a place to hold outdoor events that capitalise on our unique environment. |

### Indicators

|                    |                                                             |
|--------------------|-------------------------------------------------------------|
| <b>CPCCMSTEAMi</b> | <b>STEAM - Total Economic Impact of Tourism (£ million)</b> |
|--------------------|-------------------------------------------------------------|



#### Latest Data Comment

|        |                                                                                                                                   |
|--------|-----------------------------------------------------------------------------------------------------------------------------------|
| Annual | The 2016 economic impact of tourism has increased 3.2% on the 2015 figure (£millions). Data is published annually in July/August. |
|--------|-----------------------------------------------------------------------------------------------------------------------------------|

|                  |                                                                                                                                  |
|------------------|----------------------------------------------------------------------------------------------------------------------------------|
| <b>CPFAH401i</b> | <b>% of existing and acquired Council housing stock (1st April 2017 baseline) achieving an EPC (Energy) rating of C or above</b> |
|------------------|----------------------------------------------------------------------------------------------------------------------------------|

#### Latest Data Comment

|                    |                                                                                                                                                                                                                                                                                                                                                               |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual / Quarter 4 | Total existing stock as Welsh Housing Quality Standard return 2017 = 3,385 properties.<br>As at the end of quarter 4, a total of 957 (28%) council surveyed properties were recorded as achieving a rating of C or above.<br>However, it is noted that not all stock condition surveys have been completed at this time and this figure is subject to change. |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|           |                                                                          |
|-----------|--------------------------------------------------------------------------|
| CPFAH402i | % of all new build council housing achieving an EPC (Energy) rating of A |
|-----------|--------------------------------------------------------------------------|

**Latest Data Comment**

|        |                                                                                             |
|--------|---------------------------------------------------------------------------------------------|
| Annual | At present we haven't built any new council housing to achieve an EPC (Energy) rating of A. |
|--------|---------------------------------------------------------------------------------------------|

|           |                                                                                                    |
|-----------|----------------------------------------------------------------------------------------------------|
| CPBIM403i | Percentage reduction - from a 31/03/17 baseline – in carbon emissions (tonnes) from Council assets |
|-----------|----------------------------------------------------------------------------------------------------|

**Latest Data Comment**

|        |                                                                                                                                                                                                                                                                                           |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual | 31st March 2017 baseline = 12,727.50. 10,907 (buildings where we pay the bills) and 1,820.5 (fleet). The thresholds have been set at 3% reduction as acceptable, 4% reduction as good and a 5% reduction as excellent per annum in order to achieve our ambition of 15% reduction by 2022 |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|           |                                                                   |
|-----------|-------------------------------------------------------------------|
| CPHES404i | No. of trees planted to increase canopy cover in Rhyl and Denbigh |
|-----------|-------------------------------------------------------------------|

**Latest Data Comment**

|        |                                      |
|--------|--------------------------------------|
| Annual | We have planted 3,000 trees in Rhyl. |
|--------|--------------------------------------|

|           |                                                                            |
|-----------|----------------------------------------------------------------------------|
| CPHES405i | Growing numbers of black grouse, little terns, adders, sand lizards & bees |
|-----------|----------------------------------------------------------------------------|

|           |                                                          |
|-----------|----------------------------------------------------------|
| CPHES406i | No. of properties with reduced risk of flooding (1,000s) |
|-----------|----------------------------------------------------------|

**Latest Data Comment**

|        |                                                                                                                          |
|--------|--------------------------------------------------------------------------------------------------------------------------|
| Annual | 0.50 (500) properties are anticipated to have a reduced risk of flooding when the East Rhyl scheme is completed in 2020. |
|--------|--------------------------------------------------------------------------------------------------------------------------|

|           |                                                                                                                                              |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------|
| CPBIM407i | Please tell us how satisfied or dissatisfied you are with your local open spaces? Countryside, Beaches, Parks Resident Survey response Qs 3: |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------|

**Latest Data Comment**

|  |                                                                                                                                                     |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------|
|  | We will use the results of the Resident's Survey 2018 to inform us as to whether people are satisfied or dissatisfied with their local open spaces. |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------|

|           |                                                                                                            |
|-----------|------------------------------------------------------------------------------------------------------------|
| CPPPP407i | Total Operational Capacity (MW) of Renewable Electricity and Renewable Heat Technologies within the County |
|-----------|------------------------------------------------------------------------------------------------------------|

**Latest Data Comment**

|        |                                                                                                                                                                                  |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual | This is the baseline for this indicator. 56.958 Electricity Generation Technologies (MWe) and 0.595 Heat Generation Technologies (MWh). Baseline 57.553 in total for the County. |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| Activities |          |                                                                              |          |          |
|------------|----------|------------------------------------------------------------------------------|----------|----------|
|            | PR003864 | East Rhyl Coastal Defence Scheme                                             | 01/01/14 | 31/12/20 |
|            | PR004410 | PLANT Project : Urban Tree Planting                                          | 02/01/18 | 02/01/22 |
|            | PR004418 | Increasing capacity and resources for improving biodiversity in Denbighshire | 01/04/17 | 31/03/22 |



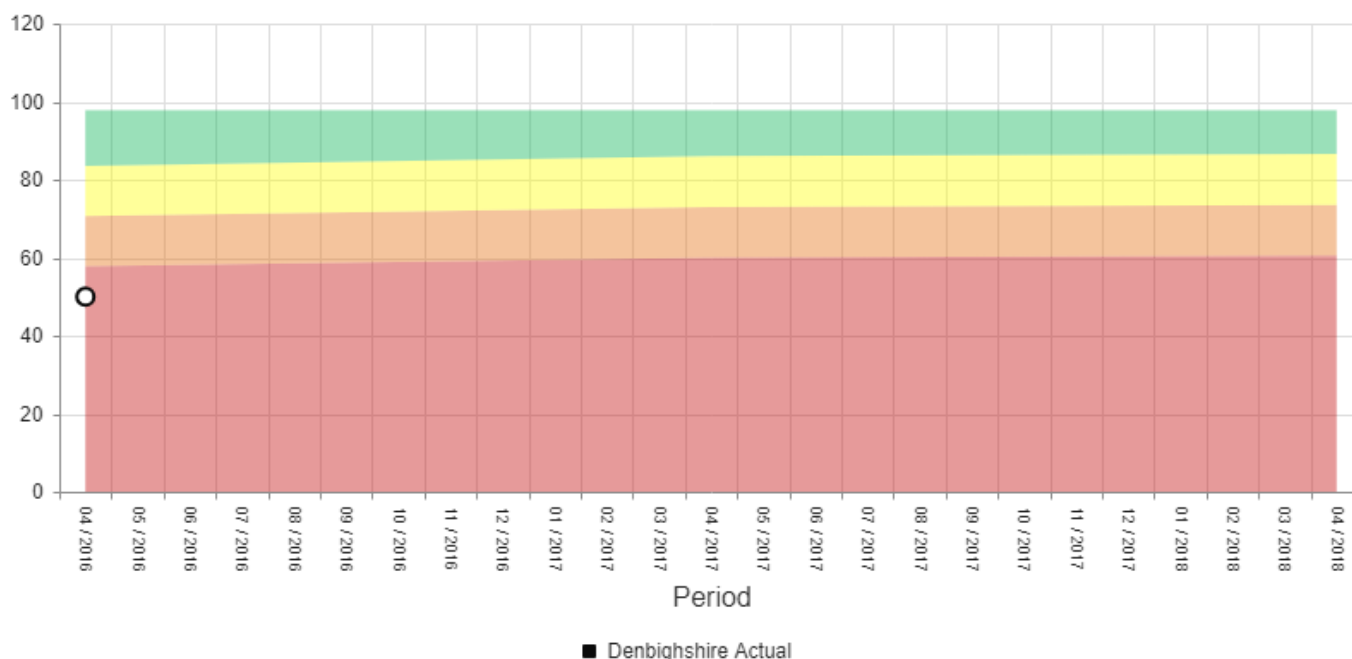
## Priority 5 - Young People: A place where younger people will want to live and work and have the skills to do so

### General Information

|                  |                                                                                                                                                                                                                                                                         |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Status</b>    | <b>Priority For Improvement</b>                                                                                                                                                                                                                                         |
| <b>Rationale</b> | We want Denbighshire to be a place where young people can and want to flourish. To do this there must be excellent education provision working alongside a strong employment offer for all. We will work with our partners, schools and businesses to make this happen. |

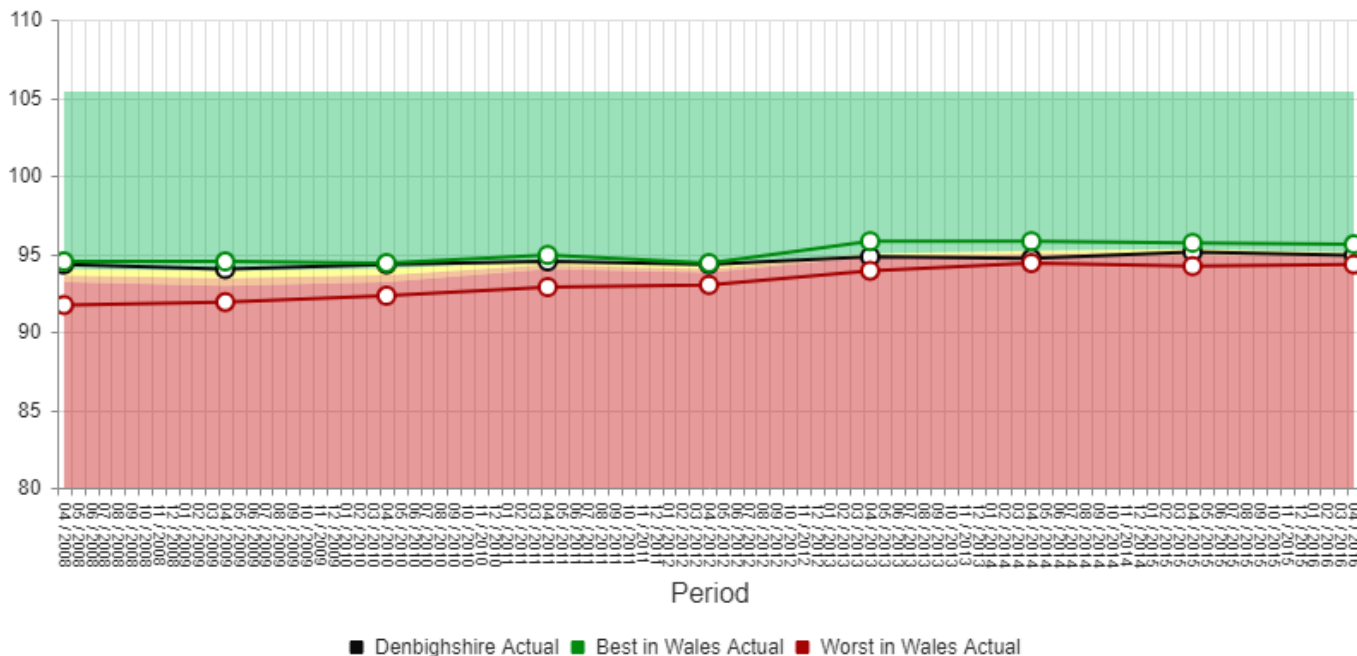
### Indicators

|                        |                                                                                                                                                                                                                                                                               |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CPEDU003/PAM006</b> | The percentage of children achieving 5 GCSEs A*-C (Level 2, Key Stage 4), including English or Welsh (1st language) and Maths, by the end of secondary school, against the percentage that achieved the expected standard at the end of primary school (Level 4, Key Stage 2) |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



### Latest Data Comment

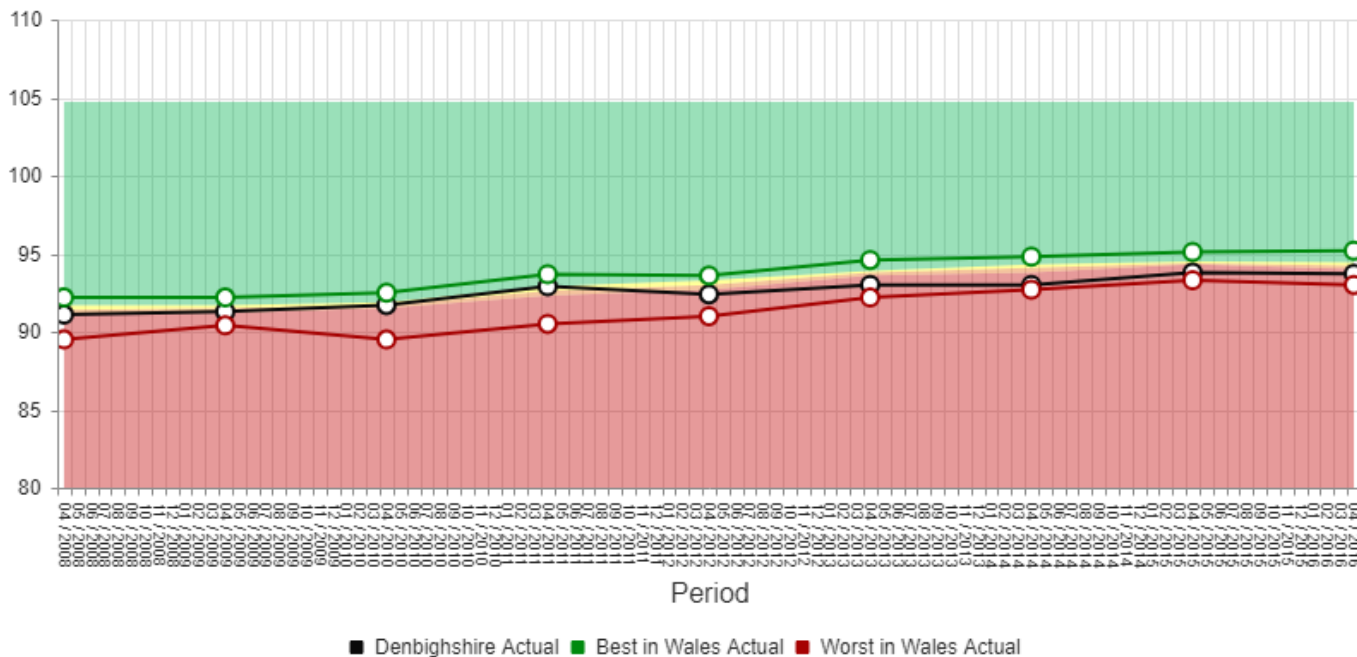
This measure is under development. It seeks to plot recent Yr 11 performance against their achievements 5 years ago. Therefore, in this example, 50% of Yr11 pupils achieved 5 GCSEs A\*-C (including English or Welsh (1st language) and Maths, against 83.5% of them achieving the commensurate grade at the end of Yr6. The threshold for Red: Priority for Improvement uses Welsh Government modelled outcome figures for what Denbighshire should be achieving for L2+ KS4 (not yet published beyond 2018/19).



**Latest Data Comment**

Annual

During 2016-17 = 94.90% (academic year), there were 97,054 authorised absences (down from 97,403 for 2015-16), against 33,927 unauthorised (up from 27,804). This represents a 4.6% increase in absence from the previous year (130,981, up from 122,207). The increase in unauthorised absence is attributed to schools engaging more with the Council's fixed-penalty process, ensuring the appropriate coding of any unauthorised holidays.



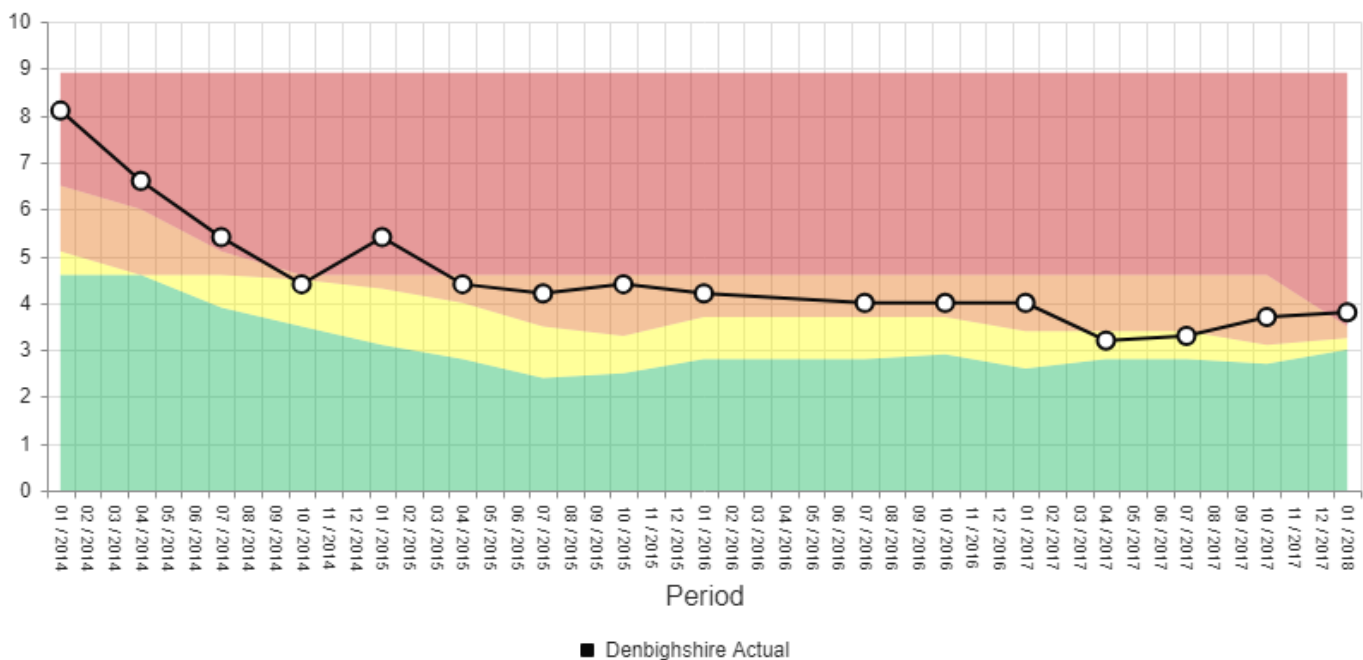
**Latest Data Comment**

Annual

During 2016-17 = 93.70% (academic year), there were 85,777 authorised absences (down from 86,173 for 2015-16), against 26,848 unauthorised (up from 26,078). This represents a 4.6% increase in absence from the previous year (112,251, up from 112,251).

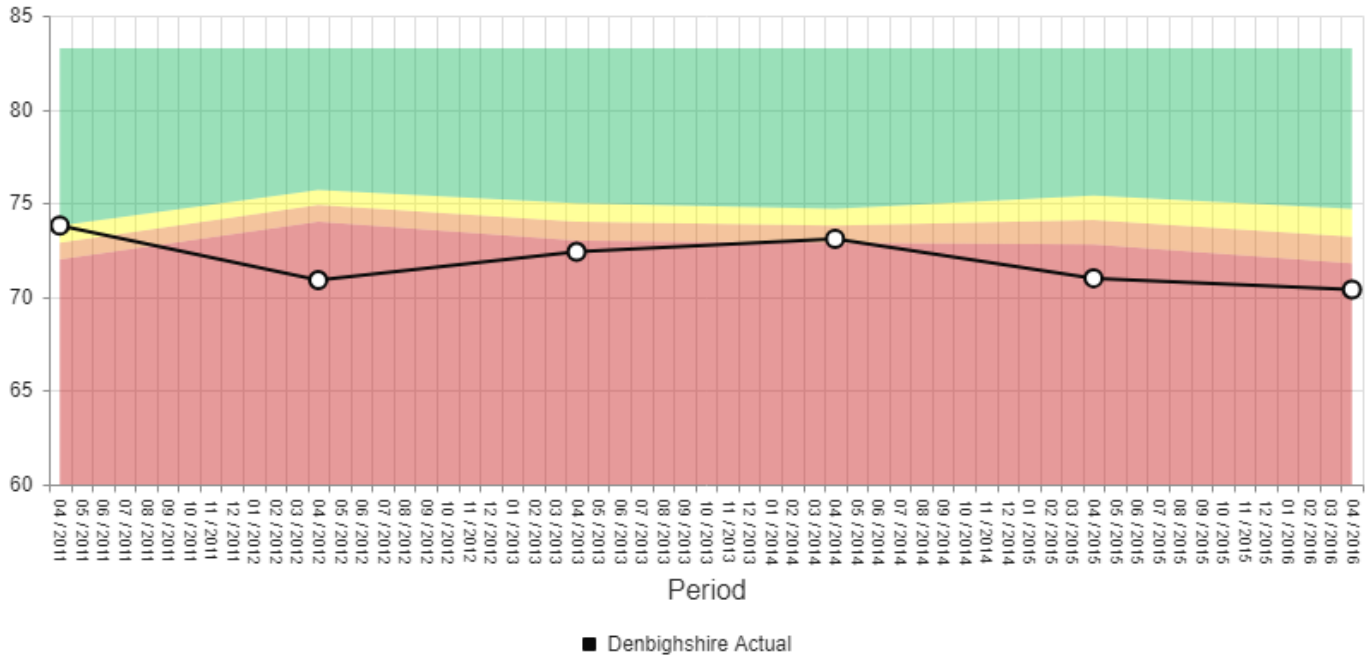
represents a 0.3% increase in absence from the previous year (112,625, up from 112,251). The increase in unauthorised absence is attributed to schools engaging more with the Council's fixed-penalty process, ensuring the appropriate coding of any unauthorised holidays. The Service has also put interventions in place where it has found school procedures around absence are not robust.

**QECA4.6i**      % of the population aged 18 to 24 claiming JSA



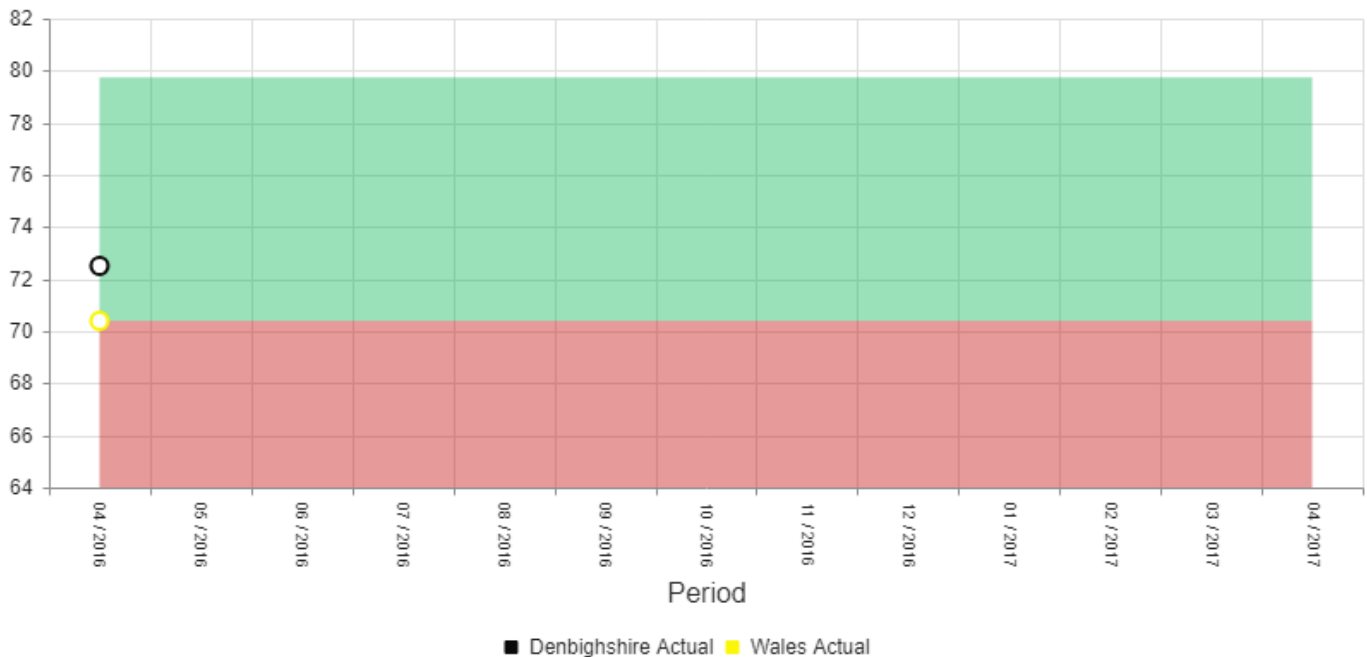
**Latest Data Comment**

Quarter 4      3.80%. With the new Corporate Plan, thresholds for this measure have been reviewed. Previously, following the financial crisis, a baseline for improvement was set at 4.6%. This is no longer relevant, and we shall revert to our default methodology for setting performance thresholds, where the Wales average is Red: Priority For Improvement. Our excellence threshold shall remain as the outturn for Great Britain.



**Latest Data Comment**

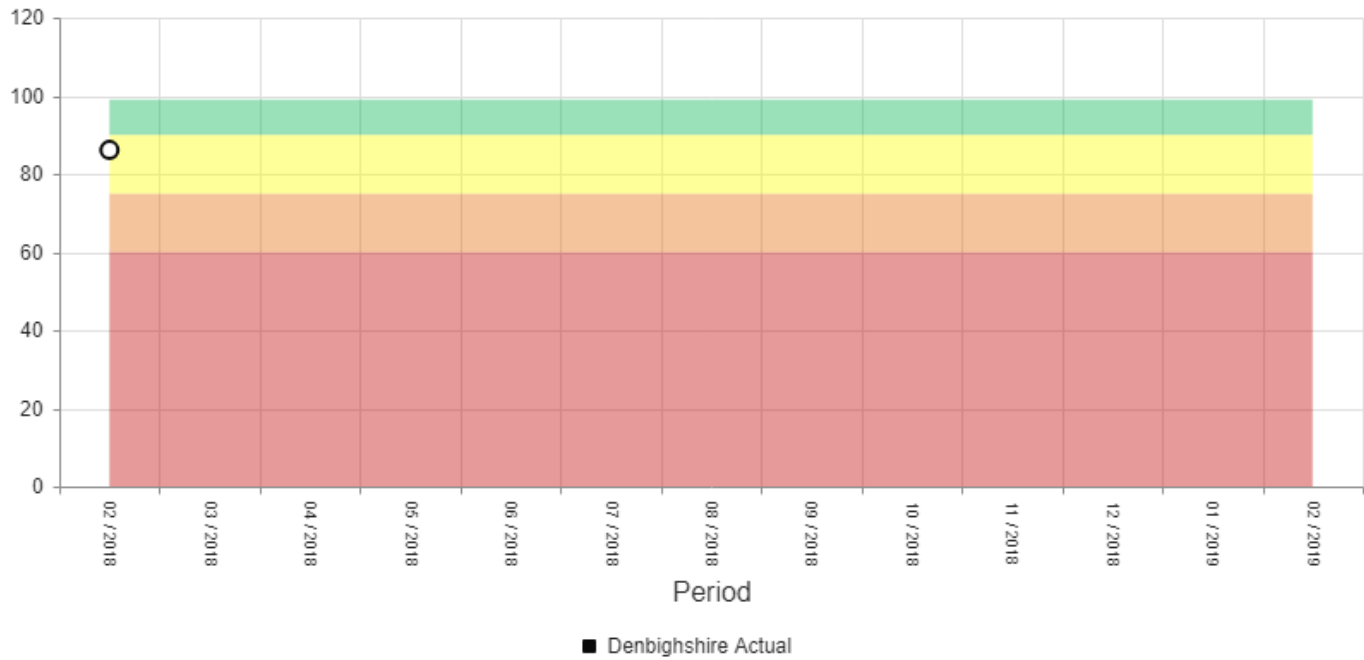
2016/17 = 70.40%. New data released in April from the Child Measurement Programme for Wales reveals a continuing decline in the healthy weight of Denbighshire’s 4-5 year olds, placing us in the 3<sup>rd</sup> quartile (below the Wales median) and 8<sup>th</sup> worst in Wales.



**Latest Data Comment**

72.50%. 2016-17 (academic year) is the first year for which this data is available, and it may be a number of years before data is published for all local authorities. This presents difficulties for benchmarking our performance. However, Denbighshire is currently performing 2.1% above the Wales average, which is positive. Work is underway to establish a North Wales average, which may serve as our Green: Excellent threshold, at least until all Wales data is made available. We are also anticipating imminent changes to KS4 measures, to be announced in May, which may provide more guidance for benchmarking this measure.

|           |                                                                                                                                         |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------|
| CPECS503i | The percentage of pupils (using Pupil Attitudes to Self and School - PASS) who respond positively against pupils' feelings about school |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------|



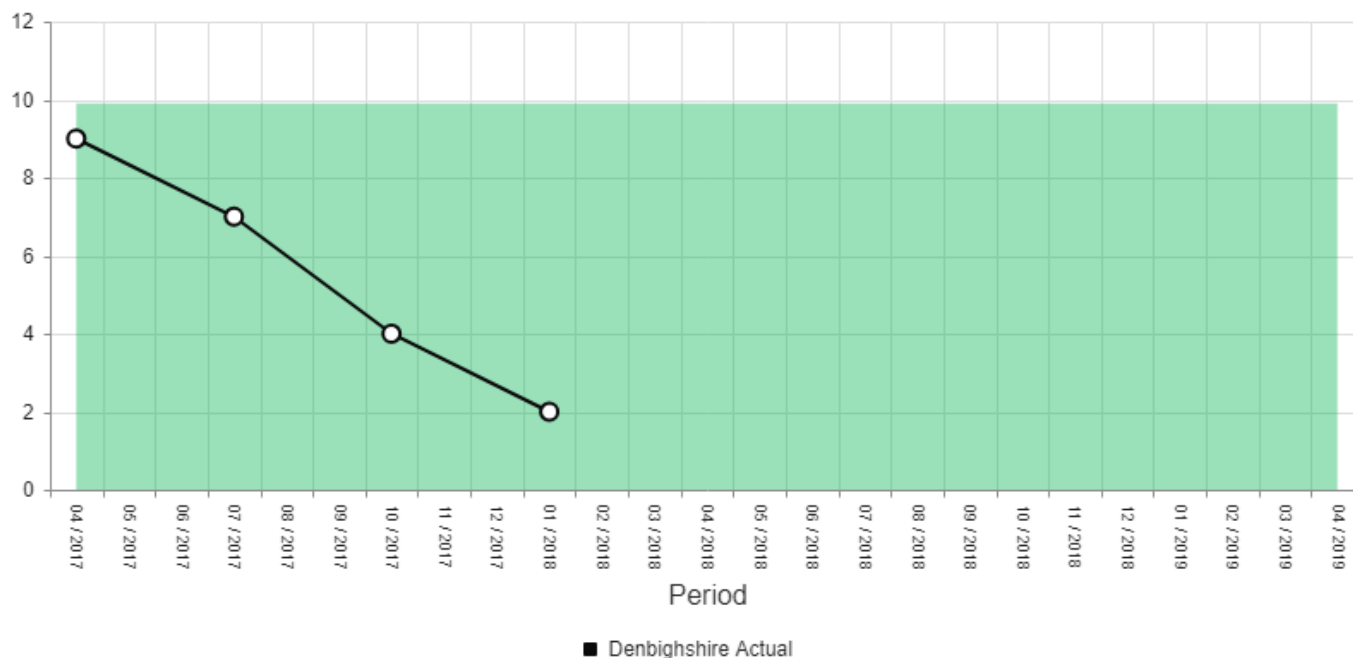
#### Latest Data Comment

86.10%. Mean percentage across Foundation Phase (95.1%), KS2 (90%) and KS3/4 (73.3%).

|           |                                                                          |
|-----------|--------------------------------------------------------------------------|
| CPECS504i | The number of pupils involved with businesses on the Business Register   |
| CPECS505i | The number of pupils benefiting from the Public Service Mentoring Scheme |

#### Latest Data Comment

These measures, connected to the Ready for Work project, are new and the first set of data is not anticipated until July.



### Latest Data Comment

This measure is a count only and has no thresholds. There are only two young people currently recorded as active volunteers through the Kinetic website. We know that this is not an accurate reflection of volunteering by young people, but current data protection limitations with the website prevent us from being able to accurately capture volunteers under the age of 16. These issues are being considered. In the meantime, services, such as Youth Services, for example, maintain their own records for young people.

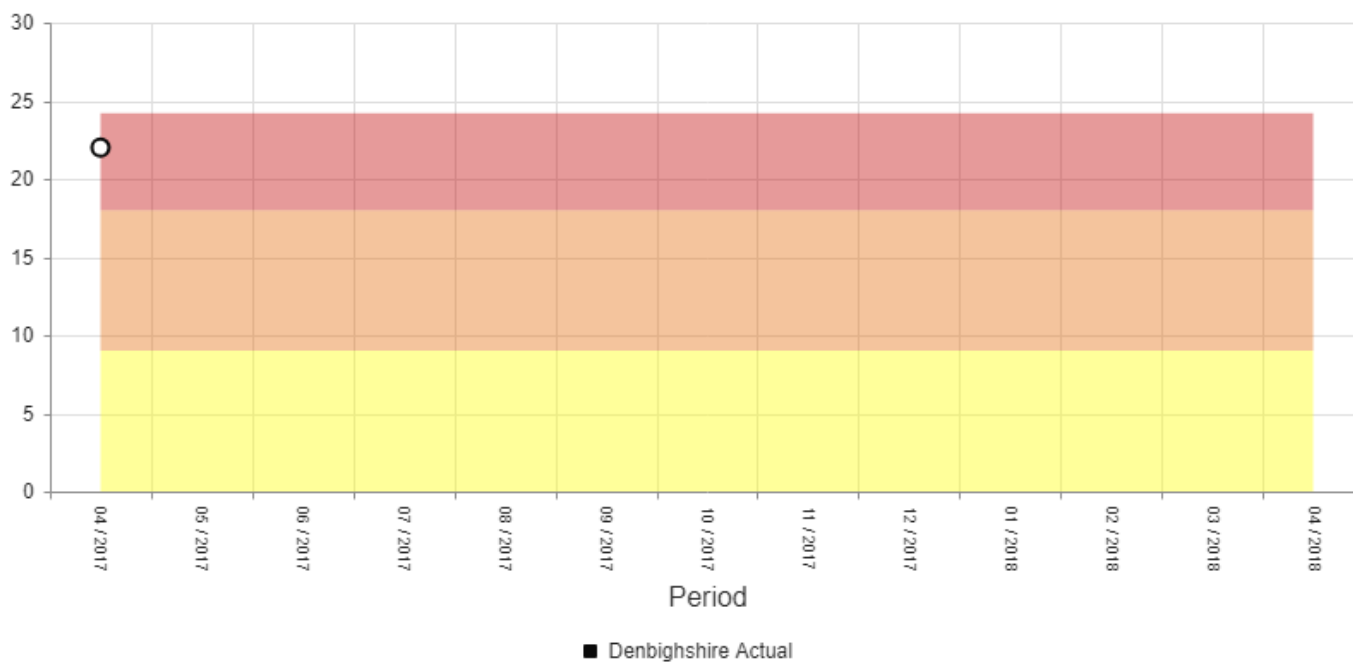
### Latest Data Comment

Pending the outcome of national work being undertaken (by Public Health Wales, and Police), there is currently no clarity on measures for Adverse Childhood Experiences. Currently we have no way of demonstrating what the local picture may look like. However, it is an important strand within our commitment to Young People and we will continue to monitor any developments with this agenda.

## Measures

CPECS502m

The number of schools providing education through suitability and condition categories C & D



### Latest Data Comment

Currently 22 schools are providing education in buildings that have the lowest suitability and condition categories (C & D). The 21st Century Schools Programme of course will reduce this figure, and the Service has set ambitious local thresholds where 0 schools represents Green: Excellent performance.

## Activities

|                      |                                                                                                                                              |            |            |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|
| ECA 1.3b - 09        | TechZone - Growth Sector Move-on Accommodation                                                                                               | 02/09/18   | 31/03/20   |
| ECA 2.3b             | PROCUREMENT: Local Supplier Development                                                                                                      | 01/06/15   | 31/05/18   |
| ECA 3.2a             | New Growth Sectors / St. Asaph Business Park Development                                                                                     | 01/01/15   | 31/03/19   |
| ECA 4.1b,4.2a-c,4.3a | Ready for Work                                                                                                                               | 01/09/17   | 31/03/20   |
| ECA 4.2c             | The Denbighshire Working Start Scheme                                                                                                        | 01/09/17   | 01/04/22   |
| MOD.ED               | Modernising Education                                                                                                                        |            |            |
| PR004407             | Develop technology based entrepreneur space close to transport interchange                                                                   |            |            |
| PR004431             | Monitoring and supporting positive pupil attitudes to self and school/well-being                                                             | 03/07/17   | 31/08/21   |
| PR004438             | Supporting Parents in Denbighshire                                                                                                           | 01/04/18   | 31/03/22   |
| PR004589             | Develop closer working practices to remove barriers for children and young people to successfully engage in learning, training or employment |            |            |
| PR004702             | Young Person Employment Support                                                                                                              | 01/10/2018 | 31/03/2022 |

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|                             |                                                                                                                                    |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| <b>Report to:</b>           | <b>Performance Scrutiny Committee</b>                                                                                              |
| <b>Date of Meeting:</b>     | <b>19<sup>th</sup> July 2018</b>                                                                                                   |
| <b>Lead Member/Officer:</b> | <b>Lead Member for Well-being and Independence and Lead Member for Children and Young People / Corporate Director: Communities</b> |
| <b>Report Author:</b>       | <b>Principal Manager: Support Services</b>                                                                                         |
| <b>Title:</b>               | <b>Director of Social Services' Annual Report 2017-2018</b>                                                                        |

---

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

- 1.1 Every Statutory Director of Social Services in Wales is required to produce an annual report which summarises their view of the effectiveness of the authority's social care services and priorities for improvement.
- 1.2 A draft annual report for 2017-2018 is attached at Appendix I. The report is intended to provide the public with an honest picture of services in Denbighshire and to demonstrate a clear understanding of the strengths and challenges faced

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

- 2.1 To enable Members to scrutinise the draft annual report prior to it being submitted to the Care Inspectorate Wales (CIW).

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

That Members consider whether the report:

- 3.1 provides a clear account of performance in 2017-2018;
- 3.2 raises any performance issues/concerns that require further scrutiny.

## **4. Report details**

- 4.1 Overall, the report shows that Denbighshire County Council continues to provide good quality social services for children, adults and carers, and that we achieved some excellent performance in areas that are important to our communities. We also continue our transformation of social services in response to the challenges posed by reducing public sector funding at a time of increasing cost pressures, and the demands of the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016.

### **4.1.1 Highlights of Key Achievements included in the report**

- During the last 12 months we have grown our Talking Points facilities to 9 across the county, enabling more individuals to have the opportunity for a face to face conversation about what matters to them, to improve their health and well-being.
- In February 2018 Estyn inspectors highlighted the recent merger of Education and Children's Services as having a positive impact on services for children, young people

and their families. Estyn inspectors also noted that “A very strong feature of the authority is the way it consults with children and young people when making decisions that affect them and when evaluating the wide range of services it offers”.

- Our Reablement service and Step Down cluster working together with BCUHB have seen delayed transfers of care reduced from 23 in 2016-17 to 5 in 2017/18.
- Last year as part of our drive to improve information, advice and assistance for children with additional needs and their parents we developed the role of Disability Wellbeing Navigator. The Navigator’s approach is empowering, working with parents to enable them to meet their own well-being outcomes by providing access to high quality information, advice and assistance.
- During 2017-18 we made significant changes to the framework within which the Adult Services Safeguarding Team works following an internal restructure and the implementation of the Social Services and Wellbeing (Wales) Act 2014. The Safeguarding Team in Denbighshire has been strengthened considerably during the last 18 months.
- As part of our Restructure of services to improve pathways to support, we now have a dedicated Duty Social Work Intake team and two Child Protection Intervention teams, each strengthened by the addition of senior practitioner social worker.
- The multi-agency Child Sexual Exploitation (CSE) Panel is a positive development and colleagues value the processes developed through the introduction of the panel, in terms of reviewing children and young people who are at risk of or have suffered from child sexual exploitation. The Panel ensures that cases of suspected or actual child sexual exploitation are well-managed and co-ordinated and that all possible action has been taken to protect victims.
- In April 2017 the Reassessment project was established to ensure that all citizens currently accessing services, were reviewed and reassessed in line with the Social Services and Well-Being Act to achieve the outcomes that matter to them.
- During their first 8 months the Community Navigators service helped over 2000 citizens and professionals across Denbighshire to navigate their way through the complicated maze of support & opportunities available within their local community.
- Since April 2017 the Young People’s Positive Pathway has reduced the numbers of young people accessing B&B accommodation by 83%, through a planned and managed approach.

4.2 However, the report does identify a number of areas where we aim to further improve performance and the plans we have in place to address these issues.

#### 4.2.1 **Highlights of Areas for Further Work included in the report**

- Support our citizens to have more choice and control over the packages of care and support to help them achieve the outcomes that matter to them, by rolling out our Support budget model to citizens receiving a new package of care and support.
- Engage both adults and carers who currently receive services, through a peer forum to help shape services and focussing on those areas within our annual Have Your Say

survey where we have not scored as well as we would have liked e.g. I can do the things that are important to me.

- We will fully implement the new regionally agreed templates for assessments and care and support plans and embed new service pathways within our existing case management systems in Children's services.
- Children's services will become fully compliant with guidance and the spirit of the Social Services and Wellbeing (Wales) Act establishing a shared understanding across all partner agencies.
- Having developed a co-located community resource team in Rhyl during 2017-18, we will be working towards a further 3 integrated community resource teams across Denbighshire with our colleagues from Betsi Cadwaladr University Health Board (BCUHB) in order to deliver seamless health and social care support to the adults of Denbighshire.
- We will continue with the planned development of extra care housing in Denbigh and Ruthin and the externalisation of our in-house provision, including Dolwen Residential Home.
- In response to the Additional Learning Needs Transformation Programme we are currently reviewing our structure for supporting children with complex needs due to disability or ill health and will be developing a new team made up of staff from social care, early intervention, transition and independence support and the statutory Education Service for Additional Learning Needs (ALNs) to provide an integrated response to supporting families throughout the full year and across their home, social and school life.
- Ensuring Safeguarding is everyone's business.
- Complex Disability Services are looking to build upon and develop the work of self-advocacy with the independent sector.
- We will work with the 'Working Denbighshire' project to implement career pathways and apprenticeships for looked after children and care leavers.
- Refresh the Carer's Strategy and agree new actions; to achieve this we will undertake engagement and consultation with carers, Third Sector Providers and advocates.
- Continue working with communities and partners to increase the number of Dementia Friendly Communities and Organisations in Denbighshire in line with the Corporate Plan, led by our Ageing Well Denbighshire Partnership.

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

5.1 The report specifically relates to our contribution to delivery on the following -two corporate priorities:

- Everyone is supported to live in homes that meet their needs; and
- The Council works with people and communities to build independence and resilience.

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

- 6.1 The production and publication of the report itself does not cost anything (except for officer time), and does not impact on other services. The future plans and actions identified for social services within the report will be delivered within existing budgets. However, some of the themes covered by the report, e.g. supporting independence and enhancing wellbeing, are corporate agendas rather than the responsibility of social services alone. For the council as a whole, this will mean ensuring that all our services, for example housing, highways, planning, environmental services and leisure, are designed to optimise independence.

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

- 7.1 The annual report itself does not require a Well-being Impact Assessment because it provides a retrospective evaluation of performance during 2017-2018, and the publication of the report has no potential impact on future generations. However, Well-being Impact Assessments will be undertaken in relation to any future plans or development of services which have been mentioned within this annual report, as and when required.

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

- 8.1 Feedback from service users and carers about our services forms part of our existing quality assurance system and as such has contributed considerably to the development of this report.
- 8.2 As with usual practice, the draft report will be circulated to partners (e.g. health, 3rd sector) for comment, prior to publication.

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

- 9.1 The cost implications of any emerging issues in the annual report must be considered within the context of the council's wider budget position.

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

- 10.1 There is a detailed risk register for both Community Support Services and for Education & Children's Services. As this is a report about Social Services in Denbighshire, any risks associated with the issues covered by this report (and actions to mitigate and manage them) are captured in the service risk registers.

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

- 11.1 Statutory Guidance (including the requirement to publish an annual report) is issued within the Code of Practice on the Role of the Director of Social Services under Part 8 of the Social Services and Well-being (Wales) Act 2014.
- 11.2 Section 7.4.2(b) of the Council's Constitution sets out scrutiny's powers with respect to performance monitoring and policy objectives.

### **Contact:**

Principal Manager: Support Services

Tel: 01824 706368

**Denbighshire County  
Council**

**Director of  
Social Services**

**Annual Report  
2017 –2018**

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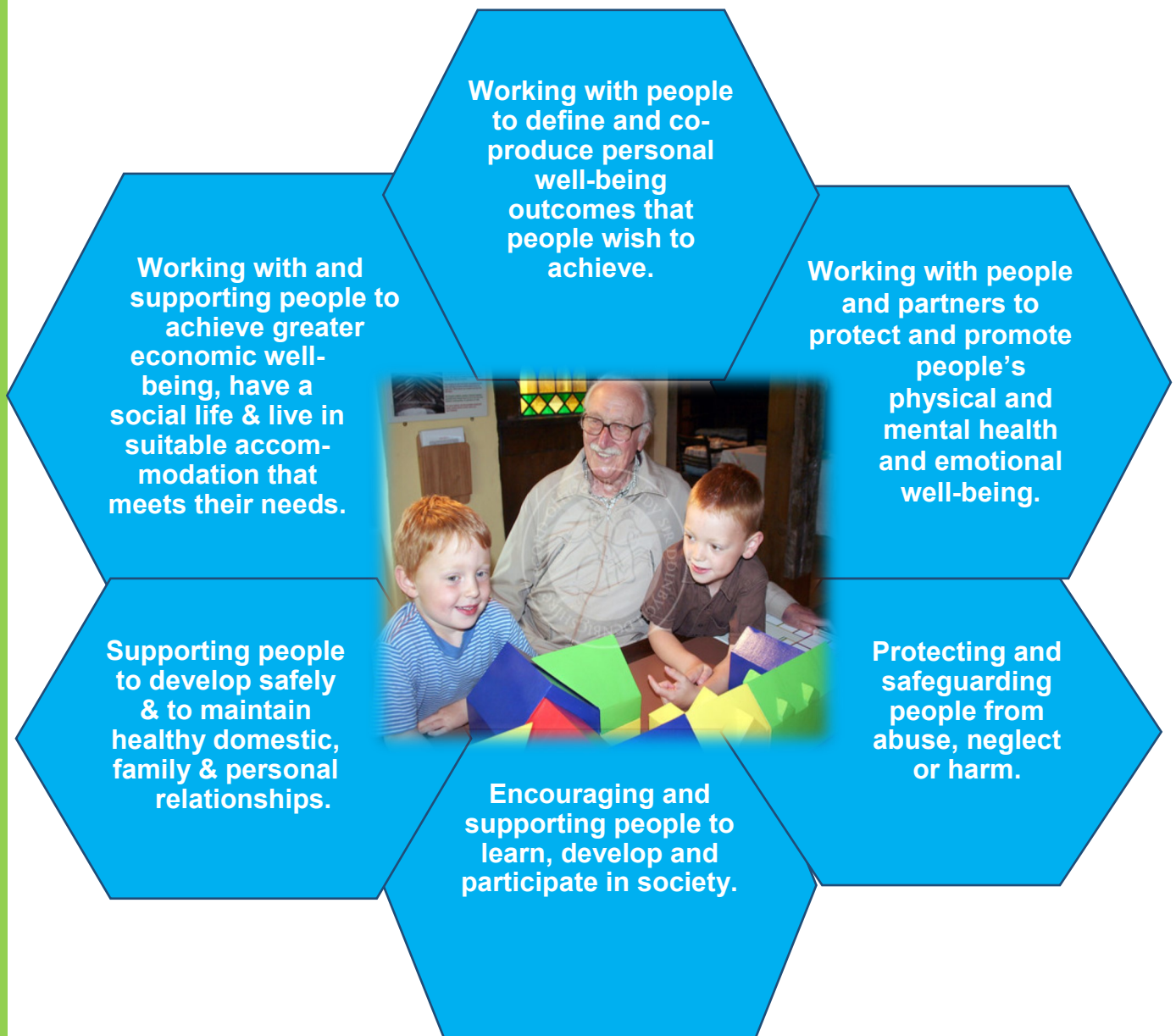
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# Section 1. Introduction

Denbighshire County Council's Director of Social Services Annual Report demonstrates how we have promoted well-being and accounted for the delivery of well-being standards under the requirements of the Social Services and Well-being Act 2014 and Regulation and Inspection of Social Care (Wales) Act 2016. Within the report we will clearly lay out the improvement journey we have taken in providing services to those citizens who have accessed information, advice and assistance and those individuals and carers who receive care and support across Denbighshire.

Within the report we will provide an evaluation of Denbighshire County Council's performance in delivering social services functions over the last year.

We will explain how we have achieved the Welsh Government's 6 quality standards for well-being outcomes:-





## Section 2. Director's Summary of Performance

Denbighshire's Social Services Annual Report 2017-18 is a fair assessment of what we set out to do this year, what we did actually have done and achieved and what we still have to do.

Across Social Services we have built on the new ways of working introduced with the Social Services and Well-Being Act 2014, ensuring we have conversations with our citizens and working with them to achieve the outcomes that matter to them which will help them live independent and fulfilled lives.

This has been achieved against fewer resources and higher demand for services, we have worked closely with a wide range of partners and looked at different ways of working.

In the coming year we will focus on the things we still have to do which include:-

- Ensuring that Safeguarding is Everybody's business within Social Services
- Implementing Community Resource Teams across Denbighshire to provide seamless health and social care services.
- Reviewing our Adult Day Services within the Mental Health Service
- Continuing with the planned development of Extra Care Housing in Ruthin and Denbigh
- Continuing to deliver a coordinated offer for children with complex needs due to disability or ill health, whilst building on and developing the work of self-advocacy within our Adults Complex Disability Service
- Refreshing and agreeing new actions to support Carers in Denbighshire
- Continuing our work to increase the number of Dementia Friendly Communities within Denbighshire
- Continuing our work to deliver more preventative services to those people and families at risk of homelessness as well as vulnerable children and their families to avoid escalation of need.
- Continuing to maintain a focus on recruitment and retention of high quality staff in an environment of increasing complexity and decreasing resources.
- Continue to support care leavers to engage with appropriate career pathways and opportunity for education, employment and training in developing their readiness for work.



Nicola Stubbins

Corporate Director for Communities and Statutory Director for Social Services



# Section 3. How Are People Shaping our Services?

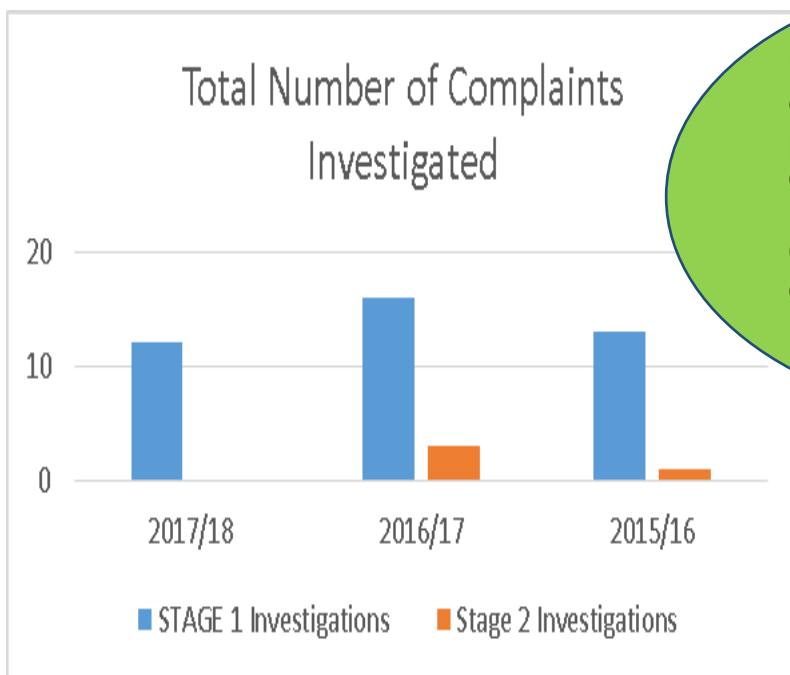
Feedback about our services is essential to ensure we are continuously improving what we do. We also need to understand where we are doing a good job and where we need to make changes or improve to provide the best service to our citizens. We gather feedback in a number of ways.

In order to ensure that our care and support services are working as effectively and efficiently as possible, we seek the views of our citizens each year on specific areas of the service and support they receive from the Council. A random sample of citizens were invited to complete a 'Have Your Say' questionnaire during October and November 2017.

**1219 CITIZENS WERE INVITED TO TAKE PART IN THE HAVE YOUR SAY SURVEY FOR ADULTS AND 440 PEOPLE COMPLETED THE QUESTIONNAIRE GIVING US A 36% RESPONSE RATE – SLIGHTLY LOWER THAN LAST YEAR**

As a result of the Have Your Say feedback we are inviting interested Denbighshire carers and adults receiving care and support to participate in a forum to help shape future activities within Denbighshire County Council in relation to the key findings within the survey. We will also be agreeing improvement targets which we will ask the forum to monitor with us.

Through our Customer Connections team we manage compliments and complaints and channel these into our continuous improvement processes. During the 2017/2018 year we have received 47 complaints and 222 compliments.



**“Thank you from the bottom of my heart for all the care provided for D. It gave me great peace of mind knowing he was receiving such care in Cysgod Y Gaer, which was good natured and warm.”**

**“Telecare has saved my life and without it I would be dead. The response team were amazing and quick when dealing with my fall”**

## Section 3. continued

Citizens and our partners such as Third Sector Organisations are consulted with and are involved in shaping our services through a variety of ways:-

**CESI (Community Equipment Service)** – a questionnaire is sent to all service users who have had equipment from us. Feedback is discussed in team meetings, any practice issues addressed and compliments are shared with the team.

**Homelessness Prevention Team** - held a very successful planning day in August 2017, attended by around 100 key stakeholders (including citizens). The workshop was to share information from a variety of partners & stakeholders, but also formed part of the consultation for our Homelessness Prevention Strategy.

**Learning disabilities** - we completed a consultation exercise as part of the development of a service specification for self-advocacy. A visual questionnaire was presented to the self-advocacy groups and to individuals who don't use the self-advocacy service. The completed responses were used to inform the specification, and quotes stating what individuals said were important to them in a self-advocacy service were included, giving potential providers a clear understanding of what users wanted the service to look like.

**Carers** - "Getting it right for Carers" was an all Wales event for Local Authorities, Health Professionals and the Third Sector, which one of our Commissioning Officers helped facilitate. It focussed on statutory duties in regard to Carers under the Social Services & Well-Being Act, looking at good practice, barriers, and partnership working. The report from the event is being shared with Welsh Government and The Wales Carers Alliance.

**Older People** – Material was produced & a series of events arranged to engage with older people for Older People's Day on 1<sup>st</sup> October 2017. Our Contract & Reviewing Team undertakes monitoring visits in local care homes, engaging with residents to gather feedback on the service they are receiving.

**Mental Health** – Both service user and carer representatives are invited to the Mental Health Planning Group. Service users play an active part in Day Services meetings. Our integrated mental health team also have regular 'Bringing Agencies Together' Forums with multi-agency representatives and the team.

**Talking Points** - A wide range of partners and key stakeholders, including Third Sector Organisations operating in Denbighshire, were invited to attend Pause & Review events, to identify best practice and areas for development from learning over the last 18 months.

**The Kids in Care (KIC) forum** has been set up for Denbighshire's Looked After Young People (aged 8 to 15) to meet each other, share their experiences, say what is going well and what they would like to change. We regularly consult with this key engagement group to shape our services. They have influenced a range of our processes, the structure and content of key documentation and contributed to the training given to our Foster Carers. The young people came up with their own logo and the club's name and on an annual basis publish a newsletter of their activities.

**Recruitment** – wherever possible service users are involved in the interviewing process for front line roles, contributing to the decision making process of who is appointed. Within our Homelessness Prevention team, citizens were involved in the recruitment of the Senior Practitioner for Supporting People. The citizens found it interesting and enjoyed meeting the applicants. They also fed back that it helped them to develop their understanding of what is required for interviews and were pleased to have their views heard. During a recent recruitment exercise for a social worker in our South Locality team, the successful candidate stated –

"I feel that it is a positive step having citizen involvement on panel for interviews as it reflects Community-based participation, where all partners are equal and contribute expertise, share decision making and ownership."

## Section 4. Promoting and Improving the Well-being of Those We Help

### a) Working with people to define and co-produce personal well-being outcomes that people wish to achieve.

#### This is what we said we would do

- Embed practice to achieve the well-being and social care outcomes that matter and are important to the citizens we serve.
- Restructure front-line Children's services to ensure integrated operational delivery of the intervention and prevention strategy is in line with the principles of the Social Services and Wellbeing Act.
- Ensure we are completely aligned with the principles of the Social Care and Well-Being Act, the Housing Act, our Service Plan Priorities and working towards our strategic vision.
- Review SPOA and Talking Points and further develop them with existing and new partners so they are effective, efficient and fit for purpose in a modernized world
- Continue to improve the quality of and range of Information, Advice and Assistance by working in conjunction with the Family Information Service, Community Support Service and Corporate Customer Services to gain accreditation with the National Advice Network for Denbighshire County Council.
- Design and implement a project to ensure the consideration of Support Budgets is integral to the assessment and support planning process which in turn promotes the well-being of the people we aim to help.
- Integrate the new Regional assessment templates and guidance within our existing case management systems for children and young people. This will help embed the New Approaches of Practice culture and ensure that assessments are proportional, strongly informed by the child or young person's views and reflect the personal wellbeing outcomes of those assessed.
- Continue to take advantage of opportunities to develop the scope of our project capturing the voices of children, young people and families through the innovative use of digital and social media.

#### This is what we have done and achieved

Having What Matters conversations with our citizens, giving people voice and control over the planning and delivery of their care is now truly embedded in our practice. We can clearly see that working together and co-production is integral in our approach to helping our citizens achieve the outcomes that are important to them. In the Have Your Say survey, 84.9% stated they had been actively involved in decisions about how their care and support was provided and 87.3% saying they were satisfied with the care and support they received.

95% of children who responded to the citizen survey said that they knew who to speak to about their care and support. 81% said they were happy with the care and support they had received and 77% said they had the right information and advice when they needed it.

## Section 4.a) continued

A positive example of meeting requirements of the Social Services and Well-Being Act, but, more importantly, the outcomes of one of our citizens is demonstrated within our Complex Disabilities Team.



Ensuring citizens of Denbighshire have access to timely information, advice and assistance in relation to their health and well-being is of paramount importance. In the 'Have your Say' survey 81.7 % of all respondents stated they had the right information or advice when they needed it.

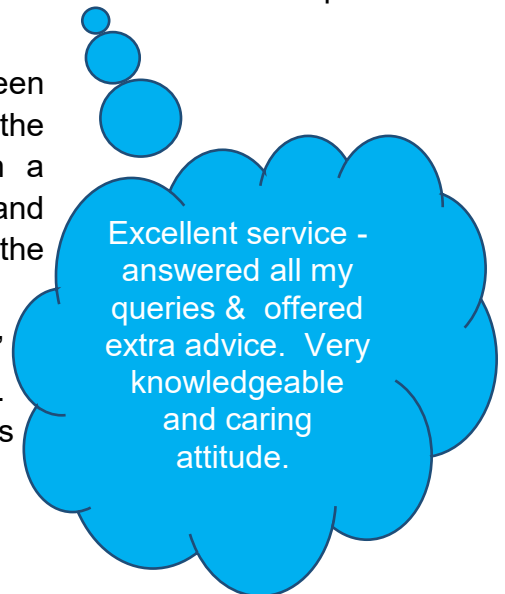
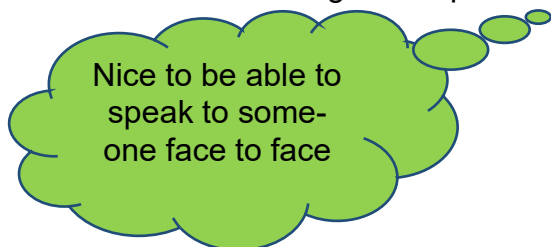
**See more of our results in Appendix 1.**

**A parent was concerned about her son's mental health, he was experiencing suicidal thoughts, had anxiety issues and anger management difficulties. Instead of using our traditional holistic approach the member of staff engaged 'What Matters' techniques, discussing his strengths and passions rather than focussing on the issues. During the conversation he really opened up and came up with lots of ideas and suggestions as to how he could address what actually mattered to him. He said he actually surprised himself and we know the outcome had a very positive impact on the citizen and his family.**

During the last 12 months we have grown our Talking Points facilities to 9 across the county. The main purpose of a Talking Point is to enable individuals who either have difficulties themselves or who are caring for, or are concerned about somebody else to have an opportunity to have a person centred conversation about what matters to them to improve their health and well-being with someone face to face.

Talking Points has changed the adult social care pathway between the services that the Single Point of Access offers over the telephone and the more formal social care assessment in a citizen's own home. It further develops the Information Advice and Assistance service expected of Social Services as required by the Social Services and Wellbeing (Wales) Act 2016.

Talking Points aim to encourage people already 'in the system' to come out of their homes for their formal and informal reviews. The social interaction and peer support the service offers is valuable to the citizen and it encourages Independence.



Talking Points provides a multi-agency / co-ordinated point of access to Health and Social Care within the community. During the recent Talking Points review the statistical evidence demonstrated that Talking Points are achieving their aims:

**90% Received Information & Advice immediately**

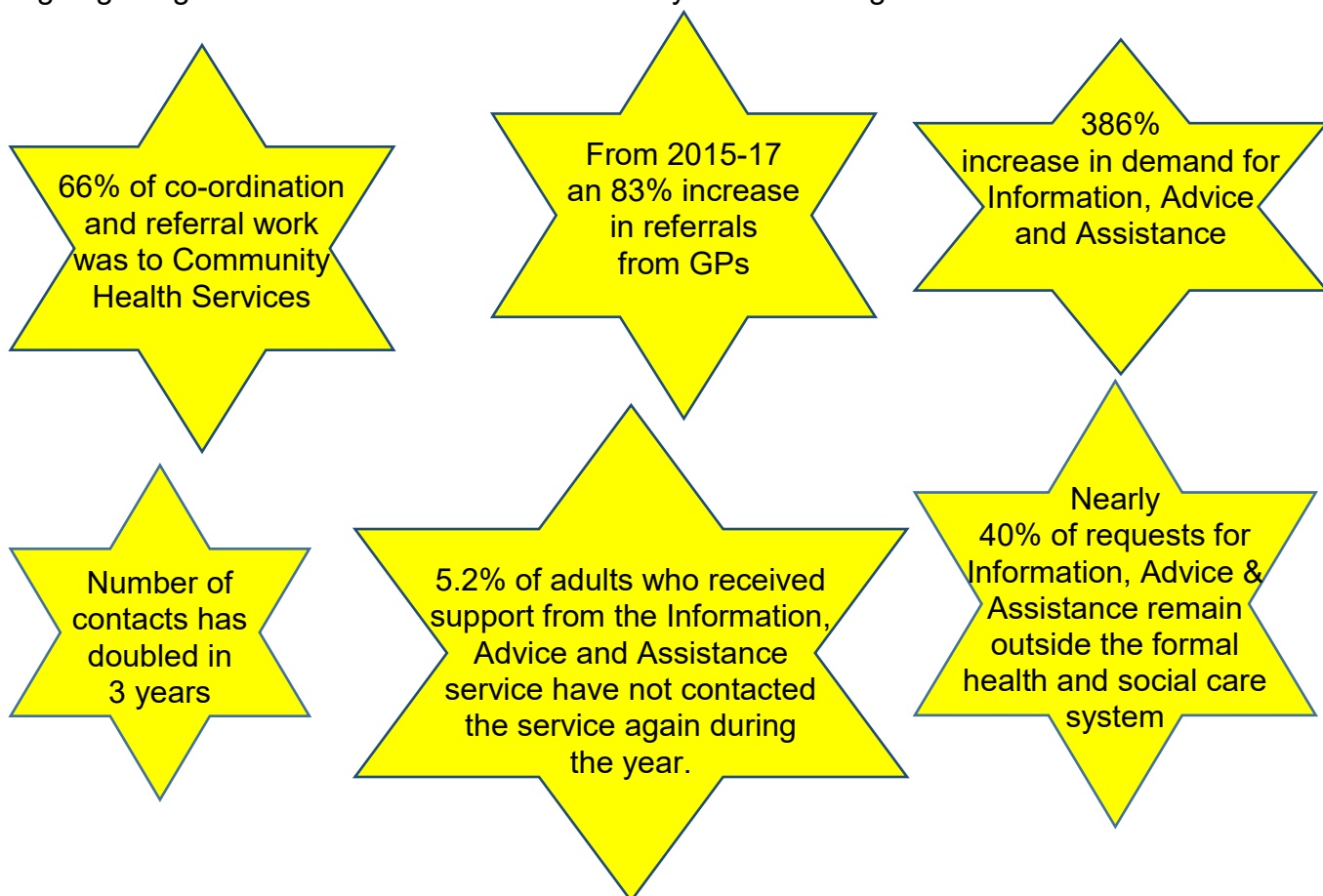
**We prevented 76% being referred into Social Services**

**8% Received Assistance**

In November 2017 we undertook a review of our Single Point of Access (SPoA) which involved:-

- Making an assessment of need, based on demand activity to date
- Assessing how effectively and efficiently SPoA is delivering on its agreed purpose and outcomes
- Establishing if the delivery model is fit for purpose in 2017 and going forward.
- Recommending any changes to SPoA’s approach and delivery that will deliver on what customers and stakeholders want and make savings.

The review has found that fundamentally the concept of SPoA is fit for purpose and valued by all stakeholders. However there is recognition that the model of delivery may need to adapt and evolve to fit with plans for the development of Community Resource Teams as part of the ongoing integration of health and social care. Key review findings are summarised below.



Whilst we started developing a Support Budget model in 2017 and much has been done to progress this, the roll out of the new approach will be one of our priorities in 2018/19. Over the last year we have slowly developed our model by looking at what is working in other areas. We have also involved a wide range of staff to ensure that we get it right. 82 new citizens have taken up a support budget since September 2017 and we want to offer this to every citizen who is receiving care and support from Social Services.

In February 2018 the Education & Children’s Service was inspected by Estyn. One of the main findings highlighted the recent merger of education and children’s services in the county as having a “positive impact” on services for children, young people and their families and under Estyn’s new inspection framework it was awarded an excellent rating for leadership. It was also noted that -

**“A very strong feature of the authority is the way it consults with children and young people when making decisions that affect them and when evaluating the wide range of services it offers”.**



**Restructure of Children’s Services to improve pathways to support** - During 2017-18 we implemented a number of new structural arrangements to ensure families receive the most appropriate support and we maximise the opportunity to engage and involve children and families in the co-production of solutions. Some of the changes we have made include:-

- The restructure of the Children and Families Support Gateway and the Intake and Intervention Service has resulted in a better understanding of work coming through the service.
- The restructure of the Families First and Flying Start programmes under a single Early Help Prevention Service has removed barriers and improved communication between teams.
- The new Principal Manager for ‘Early Intervention, Prevention and Health and Wellbeing’ was recruited to manage the delivery of early intervention & prevention services,

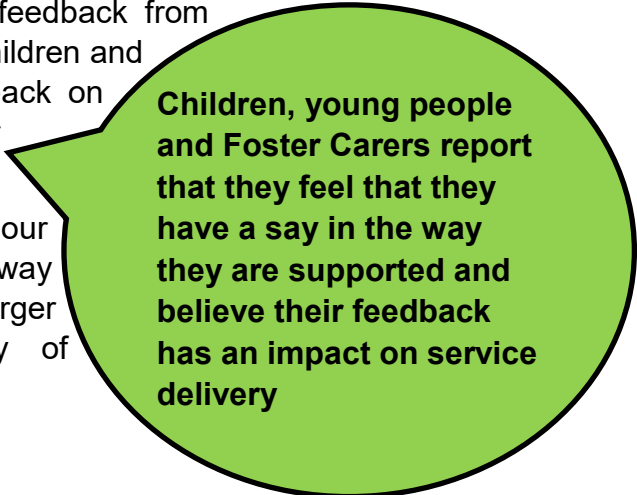
**Implementing New Approaches to Practice** - as part of the Regional New Approaches to Practice work-stream we have developed a suite of key guidance and templates for referrals, assessments and care and support plans to ensure that assessment and care planning processes promote engagement and empowerment of the child and family and are focused on an individual’s personal wellbeing outcomes. Towards the end of 2017 we initiated a project to build these new referral, assessment and care and support plan templates into our current case management database, reinforcing the culture of working with people to co-produce solutions to their problems.

**Capturing the Voice of the Child** through engagement has been a priority theme for the last few years. Our Business Development Officer continues to work closely with our Looked After Children consultation forum, the Kids in Care (KIC) club, to develop easy read versions of process documents including; information leaflets explaining core groups and ‘*What makes a good Foster Carer*’ input into our Foster Care training programme.

Young people from this forum have had an input in to the development of our New Approaches to Practice templates, their views, about what information to include, the wording and the format they felt would be most user friendly, were fed into the Regional working group for consideration.

Involvement and consultation with children and families is embedded in our approach and as a result we have seen a significant increase in feedback from people who access our service. Involvement of children and young people in reviewing and providing feedback on our tools and processes has strengthened our relationships with them.

Additional communication channels, for example our Facebook page / groups have provided another way to get feedback and share information to a larger geographical area and improve accessibility of information.



**Children, young people and Foster Carers report that they feel that they have a say in the way they are supported and believe their feedback has an impact on service delivery**

## Section 4.a) continued

### This is what we still have to do

- Support our citizens to have more choice and control over the packages of care and support to help them achieve the outcomes that matter to them, by rolling out our Support budget model to citizens receiving a new package of care and support.
- Engage both adults and carers who currently receive services, through a peer forum to help shape services and focussing on those areas within our annual Have Your Say survey where we have not scored as well as we would have liked e.g. I can do the things that are important to me
- Continue with the development of our Single Point of Access focussing on:
  - Establishing a robust quality assurance framework
  - Improving joint working with the hospital and community based health and social care services
  - Making SPoA more accessible to support GP practices and promote public health messages.
- We will fully implement the new regionally agreed templates for assessments and care and support plans and embed and new service pathways within our existing case management systems in Children's services.
- Towards the end 2017 we initiated a project to build new referral, assessment and care and support plan templates into our current case management database to further reinforce the shared culture of working with people to co-produce solutions to their problems. We will build on this during the next 12 months.
- Children's services will become fully compliant with guidance and the spirit of the Social Services and Wellbeing (Wales) Act establishing a shared understanding across all partner agencies.

b) Working with people and partners to protect and promote people's physical and mental health and emotional well-being

### This is what we said we would do

- Continue with the integration of working practices within the Community Resource Team in Rhyl, by considering the best ways to work together and establish one team identity. In other parts of the County, where co-location is not immediately possible, we will look to improve integrated working practices.

## Section 4.b) continued

- We will continue with the externalisation of our in-house provision and progress the formal tendering processes in the respect of services to be provided at Hafan Deg, Awelon, and Dolwen sites.
- Create a service-wide Intervention and Prevention Strategy to cover primary school low-level mental health agenda, working in partnership with BCUHB, Third Sector & Police.
- Further integrate service provision for children and young people with complex needs to deliver services that are co-ordinated and working together throughout the year.
- Develop our processes and services to better support the emotional wellbeing needs of looked after children.
- Build on our offer to ensure children with complex additional needs are provided with a range of opportunities to maximise their potential and meet their social needs.

## This is what we have done and achieved

The **North Locality Team** went through significant change when they had to relocate from Brighton Road Office in Rhyl, to become a co-located team with health colleagues in the Community Resource Team based in Royal Alexandra Hospital, Rhyl. The team now have a 'Happy Board' within the office to demonstrate the culture within the team. Not only has this team worked through these challenges internally they have also embraced partnership working providing a much more seamless service to the citizens in North Denbighshire with their community nurse colleagues

**Social Services staff were working with a citizen who had come home from hospital having suffered a stroke, the staff were finding the situation at home at risk of escalating and the care package failing. A case review was held with both health and social care staff and a risk management plan was put in place. This involved joint visits, a support budget being put in place so the family had control of the care purchased. As a result both the family and staff involved felt supported and motivated to achieve the outcomes for the citizen.**

Our **Reablement service and Step Down cluster** working together with BCUHB have seen delayed transfers of care reduced from 23 in 2016-17 to 5 in 2017/18. Within these teams we have health and social care workers providing seamless support to our citizens which has helped us achieve 78% of adults completing a period of Reablement and having no package of care and support 6 months later.

During the last year we have nurtured a culture of **positive risk taking**, for which collaboration is essential. All involved in management / delivery of care & support are developing understanding of the nature of risks, effective risk evaluation and deploying proportionate responses to risks that do not limit opportunities for people to develop and flourish. Success is achieved through a partnership approach empowering stakeholders to learn to live with and share risk. Community Support Services has produced a guidance document about positive risk-which we hope will enable people to achieve their potential and lead independent, fulfilled lives.



## Section 4.b) continued

Through our **What Matters Conversation** and supporting citizens to achieve the outcomes that are important to them, we have seen the average length of time adults aged 65+ are supported in a residential care home drop to 1187 days. This is still significantly higher than the Wales average. However the average age of someone entering residential care is now 82 and this is in line with the Wales average. More of our citizens are being supported to live longer in their own homes and wherever possible engage with their local community.

Our **Elderly Mental Health (EMH)** Support Workers support citizens to engage with activities and interests within their community to promote positive well-being and independence. Working across the county they support citizens to join groups, take part in community activities and have even supported people to set up their own interest groups.

My mother has been supported by the EMH support workers for 5 years since moving into Extra Care Housing. She loves attending all the groups that are arranged. She has continued to be a very active lady despite her age and continues to enjoy a quality of life thanks to the activities and social contact from the groups.

**A Day Opportunities Model and Vision** is being developed which maximises the use of groups and opportunities within local communities instead of 'pulling' people in to services. It has 4 tiers and local opportunities have been mapped against each of these 4 tiers, which we believe will help focus existing services, whilst helping us with the identification in gaps in provision / opportunities. The model was used when developing the tender for Hafan Deg Day Centre which will be moving out of Denbighshire County Council's management by September 2018.

**Low-level Mental Health Intervention and Prevention Strategy for Primary Schools** - Our Health and Wellbeing in Schools strategy for supporting school settings 3-19yrs aims to work with partners to provide a coordinated and consistent approach across Denbighshire schools to improving the health and well-being outcomes of children and young people.

- 83% of children and young people supported by the service who responded to the citizen survey said that they felt safe
- 85% said that they were happy with their family, friends and neighbours
- 77% felt that they belonged in the area that they lived.

**The Health and Wellbeing in Schools group** is a useful platform to update partner organisations;

- By sharing information about the Mental Health Act and research projects (such as School Health Research Network (SHRN))
- It has opened up opportunities for joint working; the delivery of the Friends Programme, Self-harm Pathway development, the School Holiday Enrichment Programme (SHEP) and Design to Smile.

## Section 4.b) continued

- The Child and Adolescent Mental Health Services (CAMHS) say that involvement has helped them to be proactive and fulfil their early intervention role. It is now a key forum for CAMHS to share the mental health measure, operational issues and other initiatives and support they can offer to schools
- This group has fed in to development of initiatives working to improve low level mental health of young people through '*pupil voice*' engagement and partner workshops regarding development of the Personal and Social Education curriculum.
- The group has developed a model policy for Managing Healthcare Needs in schools for partners and school governing bodies to adopt. The policy ensures schools operate in accordance with the Welsh Government Statutory Guidance for Supporting Learners with Healthcare Needs and ensures that pupils with healthcare needs are properly supported so that they have full access to education, including trips and physical education.

**Supporting the Emotional Wellbeing of Looked After Children** – Denbighshire's Therapeutic Service incorporates the Intensive Family Support Team duties as part of the Social Services and Well-being (Wales) Act 2014. The aim of the service is to work with parents, carers, children and families to build resilience and improve and sustain positive long-term outcomes for children, young people and their families. The staff are skilled in a range of therapeutic interventions and complete assessments and interventions for Betsi Cadwaladr University Health Board (BCUHB) as part of providing Denbighshire CAMHS. This includes interventions such as:-

- Adolescent programmes (e.g. Consequential thinking, Emotional Resilience, Keep Safe, Conflict Resolution, Healthy Relationships, Prevent and Deter programmes),
- Bespoke Individual Parenting support, Behaviour Management Intervention, Psychotherapy, Counselling, Cognitive Behavioural Therapy, Therapeutic Play, Systemic Family Work, Neurodevelopmental Formulations and Education, Family Communications Building and Developmental Trauma Interventions

Our relationship with our colleagues in CAMHS continues to be strong, with a management and practitioner group meeting monthly to discuss specific cases and concerns, to share information on general themes and to ensure close working relationships and speedy consultations. Whilst waiting lists remain high we are able to fast track some complex cases where both agencies have significant concerns.

**Integrating Support for Children with Complex Needs** – Last year as part of our drive to improve information, advice and assistance for children with additional needs and their parents we developed the role of Disability Wellbeing Navigator. The Navigator's approach is empowering, working with parents to enable them to meet their own well-being outcomes by providing access to high quality information, advice and assistance. They complete assessments, coordinate and broker support across local authority departments to ensure that children are supported throughout the full year and through transitions. The post holder has proved popular with families & professionals and has received excellent feedback from parents she has supported to date.

## Section 4. b) continued

### This is what we still have to do

- Having developed a co-located community resource team in Rhyl during 2017-18, we will be working towards a further 3 integrated community resource teams across Denbighshire with our colleagues from BCUHB in order to deliver seamless health and social care support to the adults of Denbighshire.
- We will be completing a review of the Adult Day Services within the Mental Health Service to ensure they are fit for purpose and are modernised in line with new legislation.
- We will continue with the planned development of extra care housing in Denbigh and Ruthin and the externalisation of our in-house provision, including Dolwen Residential Home.
- In response to the Additional Learning Needs Transformation Programme we are currently reviewing our structure for supporting children with complex needs due to disability of ill health and will be developing a new team made up of staff from social care, early intervention, transition and independence support and the statutory Education Service for Additional Learning Needs to provide an integrated response to supporting families throughout the full year and across their home, social and school life.
- Review our structure for supporting children with complex needs due to disability of ill health to deliver a more integrated response for families and ensure that we are compliant with both the Social Service and Wellbeing (Wales) Act and Additional Learning Needs and Education Tribunal (Wales) Act

### c) Protecting and safeguarding people from abuse, neglect or harm

#### This is what we said we would do

- Implement revised processes and structures to support the safeguarding arrangements for adults at risk of, or experiencing harm - additional Social Work post & new audit form.
- We will further develop confident and competent practitioners in safeguarding practice by undertaking a training needs analysis and implementing a coaching and mentoring development plan for safeguarding practices.
- Undertake a further test of change in relation to safeguarding process and structure. We will do this in order to co-ordinate and facilitate the process of safeguarding adults at risk, as described by the Social Services and Wellbeing (Wales) Act 2014 and in achieving this aim to promote the wellbeing of adults in Denbighshire through multi-agency working.
- Focus care, support and protection for those children and young people who are vulnerable and are identified as having adverse childhood experiences
- Restructure the Intake and Intervention Service to strengthen the interface between early intervention and statutory social services
- Ensure that all Child Protection Plans are child focussed and have achievable outcomes through conducting an audit of all Child Protection Plans across the Service
- Ensure that Looked After Children's Care and Support Plans are appropriate to meet their individual needs and continue to be reviewed in a timely manner.
- Manager of Safeguarding Unit to continue to Chair monthly Child Sexual Exploitation (CSE) Panel and contribute towards the CSE Action Plan as set out by NWSCB

## Section 4.c) continued

### This is what we have done and achieved

During 2017-18 we made significant changes to the framework within which the Adult Services Safeguarding Team works following an internal restructure and the implementation of the Social Services and Wellbeing (Wales) Act 2014. The Safeguarding Team in Denbighshire has been strengthened considerably during the last 18 months. The team now consists of the following -

- Team Manager
- 2 Deputy Team Managers
- 2 Full time Safeguarding Administrators
- Part time Deprivation of Liberty Administrator
- 2 Social Workers

71% of carers & 74% of all adult respondents to the 'Have Your Say' survey said they felt safe

The current model of delivery has been adapted to deliver the safeguarding process determined by the Social Services and Well-being (Wales) Act 2014. Part 7 of the Act relates to Safeguarding and requires local authorities to investigate where they suspect that an adult with care and support needs is at risk of abuse or neglect. This is referred to as an enquiry.

The screening is undertaken as a priority by Single Point of Access, who check the general factual accuracy of the information on the referral. The initial evaluation and determination are processes undertaken by the Safeguarding team. If the decision (determination) is to proceed to a Strategy Meeting (we currently follow the Wales Interim Policy and Procedure for the Protection of Vulnerable Adults) See details of a safeguarding case in Appendix 2

Since strengthening the Safeguarding Team's capacity, a great deal of work has been carried out to streamline processes and ensure safeguarding referrals are dealt with and completed in a timely manner. During this year we are achieving 67% of all adult protection enquiries being completed within the statutory timescale of 7 days.

As part of our **Restructure of services to improve pathways to support** we now have a dedicated Duty Social Work Intake team and two Child Protection Intervention teams, each strengthened by the addition of senior practitioner social worker. This was put in place to improve our accountability for decision-making and response to child protection cases referred to the service. This structure now provides clear responsibilities for staff and operational teams which have resulted in a reduction in caseloads and a stronger integration with Early Help Prevention Services.

**Safeguarding Vulnerable Children** - Merging Education and Children's Services has been a positive transition and this has assisted us in identifying those most vulnerable children and families causing concern and developing awareness across the blended service around adverse childhood experiences.

**Awareness Raising** - Much work has been done to raise awareness of professionals and community members of the role they play in the protection of safeguarding of children. The Child Sexual Exploitation (CSE) Regional Action Plan highlights the work that has been done over the past year.

## Section 4c) continued

**The North Wales Safeguarding Board** worked with the Police to produce and circulate information posters regarding CSE for the general public. Schools have also received training regarding the monitoring of vulnerable groups of children and specific training for school staff relating to “Missing Children” which requires prompt action and recording to identify the location of the child. Training has been provided to key elements of the community, for example; local hotel staff and taxi drivers.

**Barnardo’s** has also led on a CSE drama production which to date has been performed to over 4,200 children. Our Therapeutic Service is currently taking part in a National pilot led by Barnardo’s, the Gwella Project, which aims to test interventions to reduce the likelihood of vulnerable teenagers developing harmful sexual behaviours.

Training has also been commissioned from NSPCC to deliver ‘*prevent and prepare*’ work with Denbighshire High School pupils. This has been taken up by four of the High Schools with some groups already in place. The ‘*Protecting Children from Harm Conference*’ in July 2017 successfully engaged and raised the awareness of local authority staff, school staff, Elected Members and Governors about safeguarding issues, receiving very positive feedback.

Learning identified from Child Practice Reviews has been implemented across the Service through presentations delivered by the Principal Manager outlining how the recommendations had been progressed.

**Quality Assurance for casework** - Our Quality Assurance Framework has been implemented and matured over the past year. Quality assurance and audit activity is reported on quarterly and the findings presented to the Education and Children’s Service Joint Management Team. The report is wide-ranging and provides a selection of evidential activity across all the standards. It covers the themes of complaints and praise, case file audit findings, quality of Social Work intervention, analysis of feedback from end of placement reports and an assessment of the range and availability of Services.

There is now a thematic audit process for Children’s Services. Analysis from the audits are fed back to practitioners and have contributed towards identified learning events for staff.

Training has been facilitated by the Safeguarding and Reviewing Unit with the Operational Management Group around Quality Assurance and improving outcomes. This will be rolled out to practitioners along with a new escalation process to address practice quality in the next few months.

**The multi-agency CSE Panel** is a positive development and colleagues value the processes developed through the introduction of the panel, in terms of reviewing children and young people who are at risk of or have suffered from child sexual exploitation. The panel ensures that cases of suspected or actual child sexual exploitation are well-managed and co-ordinated and that all possible action has been taken to protect victims. The panel acts as a forum for sharing intelligence so that patterns of child sexual exploitation in the area can be identified and action taken where necessary. This includes the sharing of intelligence in relation to suspect groups of victims, perpetrators and the methods they use as well as vulnerable locations.

During the year Denbighshire have also contributed to the Independent Child Abuse Enquiry specifically in response to Child Sexual Exploitation.



## Section 4.c) continued

Our **Managing Healthcare Needs Policy** has been shared with the Safeguarding Board in response to an Extended Child Practice Review and is now being adopted by other local authorities.

### This is what we still have to do

- Need to ensure consistency of approach by all designated lead managers (DLMs)
- Ensuring Safeguarding is everyone's business
- Developing quarterly lessons learned reports which will be shared across all of Community Support Services
- Review and develop our Return Home Interview system to better manage potential criminal and sexual exploitation of children
- We will aim to work with Police to respond to the challenges and risks that organised crime and gang activity pose to children and young people in Denbighshire
- We will focus on how we recruit and retain of staff in an environment of increasing complexity and decreasing resources
- Continuing to ensure that schools effectively undertake all aspects of safeguarding responsibilities, particularly in relation to site safeguarding.

d) Encouraging and supporting people to learn, develop and participate in society

### This is what we said we would do

- Implement a review and reassessment project which applies an asset based and re-ablement approach to meeting wellbeing outcomes for all people who receive long term managed care and support.
- We will be working with our partners to ensure the principles of the Denbighshire Well-being Plan impact on the way we deliver our services. By focusing on a main theme Independence and Resilience we will strive to ensure that:
  - People are active, connected and contribute to their community
  - People take notice of what is going on around them, and in doing so, keep learning about their world
  - People prioritise their wellbeing and actively plan to maintain their independence
- Build capacity to deliver efficient and effective support for schools in order to ensure that the offer we make to children and young people will enable them to lead happy, successful and healthy lives

## This is what we have done and achieved

In April 2017 the Reassessment project was established to ensure that all citizens currently accessing services, were reviewed and reassessed in line with the Social Services and Well-Being Act to achieve the outcomes that matter to them. It is also contributing to the efficiencies required within the service, as for some cases we can make cost savings to the package of care, although for others the package of care will increase. We have achieved savings by introducing a Support Budget where the individual citizen has ownership of their package of care and achieve the flexibility they require, utilise resources within their community or no longer have the need for the level of care that they previously had. We have worked with over 430 citizens during this time and made 57 adjustments to packages of care, including receiving more flexible packages of care, support budgets and receiving new equipment. We also prevented escalation of need in 12 cases and as a result, since April 2017 the project has made savings of circa £231,000.

**“The member of staff’s manner was friendly and professional and she was considerate and respectful towards my uncle. The time passed very quickly, and the chat did a power of good to my uncle, and that will have been no less important even if his memory of it wanes. The ability to initiate and hold such conversations is one on which a price cannot be put. Your officer deserves every praise and recognition for the standard of her work and her kind way.”**

**“I have been impressed by the friendliness, expertise & excellent ideas from the Community Navigator. She suggested I contact a group assisting with degenerative illness (Parkinson’s) which affects the life of someone I love. This opened up new doors for me, to better assist & feel better assisted”**

Our Community Navigator Service was developed with the 3<sup>rd</sup> sector and is providing information, advice and assistance, as well as linking people with activity in their local community helping build resilience

The small team of Community Navigators are supporting citizens to remain independent, take responsibility for their own well-being and access the resources available to them within their community. During the first 8 months the service helped over 2000 citizens and professionals across Denbighshire navigate their way through the complicated maze of support & opportunities available within their local community.

**“I was working with ladies of a similar age and interests who were feeling isolated and wanted to get in to group activities. I suggested that we meet at the Women’s Centre for a cup of tea. They got along really well and said they would meet a few weeks later at Porters cafe. I have received a phone call from one of the ladies to say that they have swapped numbers and are a great support for each other.”**

## Section 4.d) continued

Thank you for the brilliant talk you gave our Parkinson's patients on your role as a Falls Practitioner. The group found it very interesting and informative, they found the "Get up and go" booklet and the handout "Falls & Parkinson's" very helpful. They stated that they learnt a lot and were glad of the Single Point of Access card you gave them.

Our Falls Co-ordinator works in close partnership with North Wales Fire and Rescue Service's Community Assistance Team. During the last 12 months the team has been increased to include a full-time Falls Co-ordinator and 2 Falls Practitioners (one full-time and one part-time). Since July 2017 the number of interventions the team has undertaken has trebled. Recently they completed a feedback survey with citizens who had received support from the team and 100% stated they were happy with the service they had received and all felt that their quality of life had improved as a result.

Within our Community Living Services for people with complex disabilities we have been supporting and enabling citizens to develop skills to promote independence such as travel training.

I wanted to improve my travel training skills to increase my independence. I can travel locally on the bus but I need help getting further afield. In week 1 me and Alison sat together to fathom out the route. In week 2 I navigated my own way there. I sit at the front of the bus or upstairs and Alison will sit at the back or downstairs - she is there if I need any help. I am an actor/entertainer and a writer and I could do with going further afield sometimes. This helps me knowing where places are if anything comes up, so I can get from A to B without too much mither. I could do with also learning the train routes now.

**Developing an Employment Career Pathway for Care Leavers** - to give the best start in life we have been developing a career path apprenticeship specifically for those young people who are unable to access employment in traditional ways. Denbighshire County Council already provides support to care leavers through education and social care channels, but have no specific programmes to support through a direct employment channel. Initially young people complete a 'pre-apprenticeship' training programme built to suit the needs of the individual. Once completed the candidates are enrolled on the apprenticeship and given a specific workplace mentor for 6 to 12 months with the rate of progression dependent on the individual's ability. Young people aged between 16 and 21 years old will follow the council pay grade for equal pay purposes. Following evaluation of the pilot this will be rolled out to enable more care leavers to have access to opportunities available.



## Section 4.d) continued

**Educational Outcomes for Looked After Children (LAC)** – The recent Estyn Inspection of Denbighshire’s Education Services highlighted that the attendance of children who are looked after by the local authority is very good -

- Over 80% of looked after children had a Personal Education Plan (PEP) as an integral part of their care and support plan.
- 100% of PEPs were completed within the statutory timescale.

Our Education Liaison Officer for Looked After Children hosts a forum for LAC Designated Teachers designed to both share good practice across the school and provide training and support to teachers on issues that affect Looked After Children. Over the past year the designated teachers’ forum has provided training on Person Centred Planning techniques, social services referral pathways, health promotion, homelessness prevention and personal resilience. The forum has also conducted learning events involving key stakeholders from across the service on topics such as; Theraplay, a child and family therapy for building and enhancing attachment, self-esteem, and trust in others; and charities, such as The Letterbox Club who provide enjoyable educational support for looked after children.

Educational stability for Looked After Children continues to be high. The number of children experiencing one or more changes of school, which were not due to transitional arrangements, stood at 24, with 16 of these being for positive reasons such as children moving to permanent foster placements, adoption, placement with family outside our area, or a return to parents.

### This is what we still have to do

- We need to continue with the reassessment project to ensure every citizen who is in receipt of a package of care and support in Denbighshire is reviewed in line with the Social Services and Well-Being Act and are achieving the outcomes that matter to them.
- Within our Complex Disability Services we are looking to build upon and develop the work of self-advocacy with the independent sector. During the last 12 months the participants within this group have been supported to advocate with Arriva Buses over some issues with using public transport and the involvement of some members of the group with North Wales Police Hate Crime campaign.
- In mental health services we will be reviewing our day services and developing those into recovery and learning models.
- We will work with the ‘Working Denbighshire’ project to implement career pathways and apprenticeships for looked after children and care leavers

e) Supporting people to develop safely and to maintain healthy domestic, family and personal relationships

### This is what we said we would do

- Ensure Carers understand the ethos and provisions of the new SSWBA. We need to review our current information that is available to Carers to ensure it fits with the principles of the Act and Denbighshire’s approach.
- Ensure involvement of the carer in the assessment of the person with care needs, and consider the appropriateness of joint assessments. We will review our policy and procedures in line with this requirement from the Act.
- Ensure Carers have access to a range of training opportunities to support the caring role by agreeing a more joined up approach with workforce development, Health, Carers Commissioning Officer and the Third Sector.

- Explore the benefits and feasibility of adopting a family conference model to situations within adult services where appropriate.
- Develop and deliver an effective training programme for 'all staff' around providing stability for vulnerable families and reduce the risk of family breakdown
- Re-commission Denbighshire's Families First and Flying Start programmes for 2018/19 onwards to ensure we have a robust early intervention and prevention service that delivers effective outcomes for vulnerable children, young people and families
- Improve the co-ordination of commissioning and evaluation of Parenting Programmes across programmes to avoiding duplication and achieve quality services delivering value for money

### This is what we have done and achieved

Building independence and resilience and supporting our citizens to live in their own homes for as long as possible is at the heart of all we do. Having What Matters conversations with our citizens and helping them identify, work towards and achieve outcomes that matters to them has meant a significant culture change in the way we work. Following intensive training and development our practitioners are working towards adopting the "Capturing the Heart of the Matter" approach.

Wherever possible we will undertake joint assessments with our citizens and the carer. Please see Appendix 3 for a case study exemplifying this.

We have been working in partnership with NEWCIS to support the authority's statutory obligation to carry out assessments of Carers needs in line with the requirements of the Social Services Well Being Act to ensure that assessments are proportionate, and that Carers are supported to achieve their own outcomes.

The NEWCIS Assessors have been required to attend relevant training in relation to the Act alongside the authority's own practitioners. In addition, the assessors are actively involved with Talking Points to identify and support Carers in the community, and support the Single Point of Access in triaging Carers to the appropriate level of support.

The assessors also work closely with operational staff to provide knowledge and expertise on the range of services available to Carers, and co-work with staff to consider best options to support the carer and cared for. All referrals, assessments and reviews are managed and recorded on Paris. This ensures that whilst the service is commissioned out, the authority ultimately retains ownership of the assessments. Please see case study in Appendix 4.

In the Council's Corporate Plan 2017-2022 one of the key priorities is Resilient Communities: The Council works with people and communities to build independence and resilience. One objective to achieve this is that we will ensure all carers in Denbighshire are well supported. The focus within the Corporate Plan supports us to build on the services already provided to carers by undertaking further engagement and consultation before agreeing the best way forward to meet the needs of carers in Denbighshire. A project Team has been formed drawing in key departments within the Council to broaden the support for carers from Leisure Services, Education and our Human Resource Team.

**Training staff to reduce the risk of family breakdown** – We have provided Motivational Interview training to our social workers and other frontline staff around working with Children who are difficult to engage. The Family Support Workers have received training on promotion of positive parenting and have received training to deliver the Freedom Program for victims of domestic violence.

**Recommissioning Early Intervention and Prevention Services** – We have commissioned a new range of services for Families First in Denbighshire which ensure families are at the centre of service delivery and have control over the support they access and how services are delivered.

## Section 4.e) continued

**Families First** aims to improve outcomes for families to ensure they are confident, nurturing and resilient and achieves this by working in partnership. In April 2018 the new Family Life Skills Service was awarded to Barnardo's Cymru, supporting families to develop the skills and confidence to look after their own well-being, both as individuals and as a family. This forms part of the wider Early Help team working closely with Team Around the Family (TAF) and Family Support workers to ensure that families at risk and target groups particularly are prioritised for preventative and early intervention support.

### This is what we still have to do

- Refresh the Carer's Strategy and agree new actions; to achieve this we will undertake engagement and consultation with carers, Third Sector Providers and advocates.
- We will continue to work with NEWCIS (who have former carers as volunteers) by funding training for the carers to support the facilitation of Elderly Mental Health Groups.
- We will work closely with our colleagues in BCUHB to support carers and ensure the completion of carer's assessments is embedded within proposed Community Resource Teams.
- Develop processes to promote positive relationships between parents and schools to maintain their children's educational attendance and outcomes.

### f) Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

#### This is what we said we would do

- With a particular emphasis of having the importance of Age-Friendly Communities and Dementia friendly communities being recognised at all levels throughout Denbighshire, we will work with partners to further develop and adopt a national recognition process for 'Dementia Friendly' community and commercial businesses and organisations.
- We will also aim to ensure that the experiences of older people in Denbighshire are optimised through continued learning and employment for example maximising the opportunities for participation in volunteering, helping to increase the number of older people continuing their learning and skill development before and after retirement and identifying and developing successful community models for older people's participation.
- Reduce levels of loneliness and isolation and their negative impact on health and well-being as experienced by older people, we will support raising loneliness and isolation as a public health issue and we will aim to ensure that health and social care information and advice services address the impact of loneliness and isolation on older people's wellbeing.
- We will aim to empower older people to be aware of the risks of loneliness and isolation to their wellbeing and arrange a Learning Exchange on Loneliness between older people, front line staff and other professionals to identify the key causes of loneliness and isolation amongst older people.

## Section 4.f) continued

- We will finalise our Homelessness Strategy and commence work on the action plan whilst developing the newly created Homelessness Prevention Team into a holistic preventative service. We aim to reduce the length of time people spend in emergency accommodation and facilitate quicker “move on” into permanent housing. Thereby, Implementing a mixed tenure strategy which offers a range of solutions that will safely meet the diverse needs of people who present as homeless.
- Ensure looked after children have positive placement experiences within permanent, stable, secure and loving families that promote and encourage them to achieve their potential and have a smooth transition into adulthood.
- Continue to reduce the need to use Bed and Breakfast as emergency accommodation for care leavers and young people presenting as homeless.
- Work with relevant partners to improve priority outcomes for young people leaving care to enter and sustain education, training and employment and live in safe and secure accommodation.

### This is what we have done and achieved

Whilst work has commenced to develop Age-Friendly and Dementia Friendly Communities, there is still considerable work to be done. Prestatyn Town has achieved ‘sticker’ status and is working towards Dementia Friendly and the process has just started in Rhuddlan. North Wales Fire and Rescue Service in Rhyl have also achieved ‘sticker’ status. Dementia Friendly communities is a priority within Denbighshire County Council’s Corporate Plan 2017–2022 and the Ageing Well Denbighshire Partnership will lead on the work to build on what has already been achieved.

Our Talking Points are held regularly to provide people with a one stop shop for their health and well-being needs. They provide advice and information on how people can access services that already exist in the local community, including reducing loneliness. To find out more [Click here](#)

We have also developed a successful Community Navigator Service with our Third Sector Partners offering a different way for people to find out what help or opportunities, such as volunteering or taking part in community activities and groups, might be available or what they can contribute in their community to support their health and wellbeing. Recorded outcomes tell us that people feel happier, better informed, they feel they belong, have a social life, are more independent and feel safe and secure. See Community Navigator Case Studies in Appendix 5.

“The community navigator service is a fundamental link between the practice and the community. The navigators not only have the knowledge but also the expertise to tailor the referral to the individual making, it a more personal, engaging experience. We have a number of projects and research that we are keen to do with the community navigators this year around patient experience & community working” Gwyn Hughes, Patient Services Manager, Clarence Medical Centre, Rhyl.

Since April 2017 the Young People's Positive Pathway (YPP) has reduced the numbers of young people accessing B&B accommodation by 83%, through a planned and managed approach. Working closely with a range of partners, young people presenting as homeless are supported through the pathway to find suitable accommodation with ongoing wrap around support to help develop their independent living skills and being able to secure and maintain a tenancy.

As a result, 22% of young people accessing the service were prevented from homelessness via referral to mediation; floating support; supported housing and general advice & guidance from YPPP staff. In the first half of the year many of the young people presenting were automatically supported into temporary or supported housing, but through review and continuous improvement processes we focused more in supporting the young people through mediation to move back to the family home. This then prevents them entering a cycle of homelessness from a young age.

Denbighshire County Council's Homelessness Strategy was launched in December 2017 and an action plan has been developed to support the delivery of the actions to achieve the aims within the strategy. Whilst we have implemented different ways of working within the team to focus more on preventing homelessness in line with the Housing Act (Wales) 2014, much of our resources are focused on crisis intervention when families are actually homeless. However, where we can engage with a household before they actually become homeless, we have success in preventing homelessness. Please see case study attached in Appendix 6.

We are working closely across all Council Departments and with external partners to find solutions to having sufficient suitable accommodation to reduce the time homeless people and families spend in emergency and temporary accommodation. This is an area of work that is ongoing and causing financial pressures on Community Support Services but more importantly means that we are not supporting our citizens in the most effective way to address their homelessness issues within the timescales we are aspiring to.

Our annual survey of young people receiving care and support from social services found that :-

**77% of children and young people said that they were happy with the people that they live with and that**

**83% said that they are happy with their family, friends and neighbours.**

**86% of young people aged 16 or 17 years old responding to the survey said they had received the right advice, help and support to prepare them for adulthood.**

**Positive Placements for Looked After Children** – The priority of our placement strategy is to support children to remain in their homes, cared for by their family, where safe to do so. We employ intensive support packages for children identified as at risk of coming into care, ensuring that this would only happen if it is likely to achieve a positive outcome for the child. Where we do take a child into care there are good support mechanisms in place that have a direct impact on maintaining a stable placement, and this is reflected in our placement stability figures. This year 7% or 11 Looked After Children experienced 3 or more moves in the last 12 months which is a notable improvement on the previous year. We aim to minimise placement moves. but this is not always possible, and changes can often be for positive reasons, such as the child returning to the family, a child being adopted or improved safety from exploitation. We monitor the reasons behind placement moves closely and any concerns are considered at the Intensive Intervention Panel to make sure we maximise stability.



**The Therapeutic Service** provides monthly consultations for the Looked After Children Service which enables the therapeutic needs of our children to be considered in an holistic way with access to skilled interventions such as relational play, life journey work, anxiety skills development for children and carers following diagnoses.

**The Therapeutic Service** also work alongside parents to develop life journey work for children continuing to have contact with their birth families. Developing a child's life journey book appears to contribute to the ongoing improvement of family relations both between the child and parent and also between the parent and their extended family. They also work with parents of children where there is a placement order and where children move to adoptive families, as well as being active in bringing children back to the local community, including children placed within the residential sector and outside of the authority.

**Foster Carers** underpin our range of placement choice, quality and placement stability. The majority of our placements remain with our in-house foster carers or with approved Friends & Family Foster Carers. This allows us to provide good support to the carers and increase the placement stability.

Our children are currently supported by 52 in-house Foster Carers. These are providing long term placements caring for 45 children (i.e. up until the child's 18<sup>th</sup> birthday), 2 provide short break Foster Care and 1 young person as part of the When I'm Ready (WIR) scheme.

Social workers in our Fostering Service provide training, supervision and ongoing support to our in-house foster carers to enable carers to establish good working and supportive relationships with the children in their care. We also have two Supervising Social workers that support our 22 Friends and Family Foster Carers, providing long term placements for 26 children and 3 for short breaks, so that where possible children can remain within their family networks and communities.,

**Supporting Care Leavers to achieve independence** – We commission Barnardo's Cymru to deliver our independent Personal Advisor Service for our care leavers. The service currently supports 61 care leavers. Achievement of outcomes remains stable or improving over this year. Of the 24 young people either entering or sustaining education, training or employment 18 have remained stable and 4 had improved in this outcome.

Of the 31 young people working towards achieving safe and secure accommodation, 18 had maintained stable accommodation and 7 had improved their outcome for this area. Stability is a positive position for care leavers to achieve and maintain and is often not seen until young people are coming towards the end of their time with the service. The Personal Advisor service will be reviewing the effectiveness of interventions in this area and is now working more closely with the Children and Young People's Substance Misuse Services to deliver a broader 'menu' of diversionary interventions.

### This is what we still have to do

- Continue working with communities and partners to increase the number of Dementia Friendly Communities and Organisations in Denbighshire in line with the Corporate Plan, led by our Ageing Well Denbighshire Partnership.

## Section 4.f) continued

- Continue to work with all Council Departments, Registered Social Landlords, Third Sector Organisations and Private sector Landlords to increase the range and amount of suitable emergency and temporary accommodation within Denbighshire.
- We will continue to develop our Homelessness Prevention Services in line with the Housing Act to ensure we deliver more prevention work. We will also develop online tools for citizens to use if at risk of homelessness including signposting to appropriate help and support.
- We will introduce a Housing Specific Community Navigator to work in partnership with Jobcentre Plus to support those citizens at risk of homelessness due to Welfare Reform.
- We will aim to recruit new Foster Carers to expand the choice, scope and coverage of placements for children taken into care. We will continue to work with the National Fostering Framework to standardise payments for Foster Carers across Wales
- We will work with partners to manage the impact Universal Credit is going to have on some of our more vulnerable families, for example; those experiencing domestic abuse, learning difficulties and families vulnerable due to risk of losing their tenancies
- Continue to identify suitable accommodation for our care leavers

## Section 5. How we do what we do.

### Workforce Development

During 2017 we developed a new Workforce Strategy for Community Support Services and Education & Children's Services in Denbighshire which reflects the ongoing modernisation agenda aligned to the legislation and guidance for the social care workforce, as well as, Corporate and Service plans. Pooled budgets and reduced resources are driving the need to ensure that we have a fully resilient and flexible workforce to meet the higher demands of an ageing population against a climate of increasing efficiencies. These challenges require Community Support Services and Education & Children's Services to plan for the future by developing our workforce through less traditional learning such as Action Learning Sets, shadowing and coaching and mentoring. The future workforce will need to look different and act differently to improve the way services are delivered within future constraints.

We have already started to implement the new ways of learning;

- We have introduced a rolling programme of action learning sets and reflective practice sessions in teams and clusters, within our service, in relation to effective conversations; assessment and eligibility and support budgets as part of our continuous improvement process to effectively embed the new way of working into practice.
- Our front line staff have completed a training programme so we can implement modernised practices and recording in relation to integrated assessment in accordance with the Social Services and Well-Being Act. This means that we undertake proportionate assessment utilising 'What Matters' conversations and simple care plans. We would only use an integrated care and support plan when there are more complex needs.

**"The new proportionate assessment will allow us as front line staff to engage better with citizens, as we focus and reflect on what matters to them post assessment, instead of typing up the lengthy assessment forms which is irrelevant to the citizen's current matters."**

We have continued to implement our workforce development programme, focussing on responding to legislative changes, addressing specific identified issues e.g. awareness and handling of Modern Slavery and our regional priorities Domestic Abuse, Harmful Sexual Behaviour and Child Sexual Exploitation. This has included specific training on CSE for Social Workers in completing SERAF Risk Assessments.

Over the coming 12 months we will be implementing the Workforce Development Strategy through innovative approaches and working closely with our partners within the Social Care Sector in Denbighshire. We will also be focussing on getting the social care workforce in Denbighshire ready for the full implementation of the Registration of Social Care (Wales) Act.



## Section 5. continued

We ensure all Social Workers are supported through the Continuous Professional Education and Learning Framework to maintain and develop their professional skills. A new Framework is currently being rolled out for Occupational Therapists. This work is being led and managed by our Workforce Development Team and is funded through the Social Care Workforce Development Grant.

During the next 12 months we will support the development of existing and new social work staff, within Children's Services, by using our defined career progression plan. Integrate our support offer together with other staff groups, such as Family Support Workers & Early Help staff to help improve understanding and communication and establish shared practice to deliver co-ordinated support for children and their families.

Sian McGraa, a Social Worker in our South Locality Team, won 'The Spirit of Social Work'

"I could not have done it without the support of everyone & feel so lucky to be part of such an amazing team. I can honestly say I will certainly be nominating our team next year! "

**Mwy na Geiriau : "More than just words"** – Denbighshire County Council fully embraces and adheres to the strategic framework for Welsh language services in Health, Social Services and Social Care. During recent CIW Inspections of both Awelon Residential Home and our Community Living Service inspectors said:-

"The care team of the house we visited included staff who were able to communicate with people through the medium of Welsh if this was their preference, promoting people's cultural identity. "

"We observed many interactions between staff and people and found these to be very friendly, occasionally funny, reassuring and in the language of their choice."

We are not always successful in recruiting Welsh speaking staff although all of our job adverts have Welsh as desirable, if not essential. We endeavour to ensure that within every team we have resource to provide a service to all citizens in the language of their choosing;

- In our Single Point of Access we have 3 Welsh speaking staff, with a further 3 learning Welsh, so our citizens receive a service in the language of their choice. Currently 5% of all callers request the service in Welsh.

## Section 5. continued

- 2 CESI technicians are Welsh Speaking so this allows up to provide a full service in Welsh
- We have 6 Welsh speaking staff in the South Locality Team where demand for Welsh language services is much higher, We provide a full service in Welsh to those citizens requesting it. For example; the team were working with a citizen who is first language Welsh and has dementia. Providing the service through the medium of Welsh enabled her to follow the conversation to the best of her ability. Being socially active was one of her outcomes, having previously been a member of the Welsh Society and the Welsh W.I. With the support of the EMH Project Worker we were able to support her to join a local Welsh, Christian group to reduce her social isolation.

Margaret Watkins, the Community Support Services' Welsh Champion has delivered Welsh Language training:-

- to build confidence in staff who previously spoke Welsh but have let their language skills go
- to reception and Single Point of Access staff to allow them to greet citizens bilingually
- awareness raising of Welsh language for non-Welsh speaking staff
- through drop-in sessions for Community Support Services and Education & Children's Services staff around bilingual messages on voicemails, signatures on email, out of office messages and greetings.

Margaret has also been involved in promoting careers in care to school children through the medium of Welsh.

The percentage of Welsh speakers within the County was highlighted within the North Wales Population Needs Assessment November 2016 as 25% in Denbighshire. Whilst this does not necessarily reflect demand in support services, it ensures that we build Welsh language provision into all of our services and continue to raise the awareness of Welsh Language throughout all of our practices and services.

Whilst we record on the PARIS system citizens language preference this is not always captured and work is ongoing to improve record keeping across the operational team.

A full analysis of our performance against agreed objectives for 2017/18 is attached in Appendix 7.

## Managing our Financial Resources and Planning for the Future

Monthly financial outturn reports are presented to the executive, forecasting the year-end position. Exceptions or pressures are referenced in the reports, with mitigating actions. The annual budget is set following a lengthy process of reviewing of pressures and savings across all services and engaging with elected members and others as part of that process.

In the medium term, the council has a rolling three-year Medium term Financial Plan which sets out the council's estimated funding position over the period and, working with services, builds in estimates of required savings or additional funding requirements. This medium term planning process helped to identify and secure, through the council's budget, additional funding of £1.5m in 2018/19 to help support growing pressures in adult social care and children's services (an increase of 3.7% compared to the net budget in 2017/18).

The budget package agreed by elected members included a higher than originally planned Council Tax rise in support of funding pressures in both adult and child social care.

Mainstream financial internal planning takes place on a monthly basis at Service leadership / management team meetings. There is a focus on performance and financial monitoring areas of the areas under greatest pressure. The Service finance officers also meet regularly with

## Working in Partnership, Political and Corporate Leadership, Governance and Accountability

The council has very robust internal governance arrangements in place to support the effective management of Community Support Services and Children's and Education Services. Reports are taken to various Scrutiny Committees throughout the year to enable Elected Member to scrutinise policy and performance in relation to social services, including reports to monitor the progress of any actions required in response to the Director's annual report or the CIW's annual report. We also have a very well established service performance challenge process, where each head of service is challenged annually on areas such as service performance and leadership. The panel for each service challenge meeting includes the Chief Executive; Corporate Directors; Lead Members; Scrutiny Members and our external regulators (the Wales Audit Office and the Care Inspectorate Wales).

In addition to the service challenge process, the council also has a very robust performance management framework, which includes regular performance reports being presented to the Senior Leadership Team (SLT); Scrutiny; and Cabinet, and various reports being presented to scrutiny periodically on service specific issues, such as Compliments and Complaints.

Providing an integrated and collaborative approach to health and social care is a statutory requirement of the Social Services and Well-Being Act (Wales) 2014, whilst providing seamless services to our citizens is also a Corporate priority. Within Denbighshire our Community Support Services team are working closely with Betsi Cadwaladr University Health Board (BCUHB) and Conwy Borough Council as well as 3<sup>rd</sup> Sector and Independent Sector partners to form integrated Community Resource Teams (CRTs) across Primary Care and community services. The aim is to provide a consistent approach to meeting health and social care needs and enable improved levels of integrated working between Primary Care and community services across health and social care, delivering a seamless service for citizens.

Over the last 12 months we have seen a decrease in the number of complaints received and addressed compared to the previous two years. A detailed report of the complaints and compliments dealt with during 2017/18 together with the actions that we have taken resulting from these is included in Appendix 8.

Section 4.

a) Working with people to define and co-produce personal well-being outcomes that people wish to achieve.

Qualitative

- People reporting that they have received the right information and advice when they needed it;
  - 81.7% Adults receiving care & support (All Wales 2016 average = 80.2%)
  - 63.6% Carers (All Wales 2016 average = 66.1%)
- People reporting that they were treated with dignity and respect
  - 95.7% Adults receiving care & support (All Wales 2016 average = 93.3%)
  - 89.1% Carers (All Wales 2016 average = 90.8%)
- People with a care and support plan reporting that they have been given written information of their named worker in social services (survey wording is actually "I know who to contact about my care and support")
  - 86.7% Adults receiving care & support (All Wales 2016 average = 83.2%)
  - 65.0% Carers (All Wales 2016 average = 74.6%)
- People reporting that they felt involved in any decisions made about their care and support
  - 84.9% Adults receiving care & support (All Wales 2016 average = 79.7%)
  - 66.9% Carers (All Wales 2016 average = 76.7%)
- People who are satisfied with the care and support they received
  - 87.3% Adults receiving care & support (All Wales 2016 average = 85.2%)
  - 61.2% Carers (All Wales 2016 average = 68.9%)

Quantitative

- The percentage of adults who have received support from the information, advice and assistance service (IAA) and have not contacted the service again during the year

| The % of adults who have received advice & assistance from the information, advice & assistance service & have not contacted the service for 6mths | Q1    | Q2    | Q3    | Q4    | DCC Average 2017 | All Wales Average 2016 |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|-------|-------|------------------|------------------------|
|                                                                                                                                                    | 1.67% | 5.34% | 5.22% | 5.34% | 4.54%            | 67.70%                 |

b) Working with people and partners to protect and promote people's physical and mental health and emotional well-being.

Quantitative

- Rate of delayed transfers of care for social care reasons per 1,000 of the population aged 75 or over.

| Adults experiencing a delayed transfer of care from hospital (cumulative) | Q1                 | Q2                 | Q3                 | Q4                 | All Wales Average 2016 |
|---------------------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|------------------------|
|                                                                           | 0.10<br>(1 person) | 0.41<br>(4 people) | 0.51<br>(5 people) | 0.61<br>(6 people) | 2.8                    |

b) Working with people and partners to protect and promote people's physical and mental health and emotional well-being.

Quantitative (continued)

- The percentage of adults who completed a period of reablement and:
  - have a reduced package of care and support six months later
  - no package of care six months later

| The % of adults who completed a period of reablement and have no package of care and support 6 months later        |           | Q1  | Q2     | Q3     | Q4     | All Wales Average 2016 |
|--------------------------------------------------------------------------------------------------------------------|-----------|-----|--------|--------|--------|------------------------|
|                                                                                                                    | QCSS 003i | N/A | 80.17% | 77.70% | 71.67% | 72.30%                 |
| The % of adults who completed a period of reablement and have a reduced package of care and support 6 months later |           | Q1  | Q2     | Q3     | Q4     | All Wales Average 2016 |
|                                                                                                                    | QCSS 004i | N/A | 0.82%  | 0.00%  | 0.00%  | 28.00%                 |

- Average age of adults entering residential care homes

| The average age of adults entering residential care homes (excludes nursing) | Q1 | Q2 | Q3 | Q4 | All Wales Average 2016 |
|------------------------------------------------------------------------------|----|----|----|----|------------------------|
|                                                                              | 84 | 82 | 82 | 82 | 85 years               |

- Other performance data being used as evidence including local data

Referrals to Denbighshire Leisure Services

We received 1481 referrals this year. These include referrals to programmes such as: Generic National Exercise Referral Scheme, Phase 4 Cardiac Rehab, Post Hospital Respiratory Rehab, Falls prevention, Stroke, Mental Health, Cancer, Weight Management

Referrals by location; 453 - Prestatyn, 444 - Rhyl, 337 - Denbigh, 134 - Corwen, 113 - Ruthin

Measure of success (These figures are taken from our Generic NERS database only.)

50% of individuals increased their activity                      46% reduced systolic blood pressure

57% reduced diastolic blood pressure                              52% reduced resting pulse

60% reduced BMI at 16 week                                              92% were still exercising at 16 week

40% had experienced weight loss at their 16 week assessment

81% reported increased fitness at 16 week assessment

50% reported improved function at 16 week

71% demonstrated improved health when completing the EQ5D tool

100% would not have participated in leisure centre activities if they had not been referred onto the Exercise Referral Scheme



b) Working with people and partners to protect and promote people's physical and mental health and emotional well-being (continued)

Quantitative

- Other performance data being used as evidence including local data (continued)

Comic Relief Funding - Ageing Well in Denbighshire and Denbighshire Arts Services

A joint application for funding between DCC Care homes and Denbighshire Arts Services has resulted in them successfully securing a grant to run bi-monthly music and movement workshops at three Denbighshire care homes during the period May 2018 - March 2020.

Conscious of the benefits of working in a intergenerational way with local schools and of using music and movement, we anticipate that most of our care home residents will take part, as will many of the pupils at primary schools in Denbigh, Ruthin and Corwen.

c) Protecting and safeguarding people from abuse, neglect or harm

Qualitative

- People reporting that they feel safe
  - 73.4% Adults receiving care & support (All Wales 2016 average = 78.1%)
  - 71.1% Carers (All Wales 2016 average = 81.2%)

Quantitative

- The percentage of adult protection enquiries completed within statutory timescales

| The % of adult protection enquiries completed within 7 days |           | Q1  | Q2  | Q3  | Q4  | DCC Average 2017 | All Wales Average 2016 |
|-------------------------------------------------------------|-----------|-----|-----|-----|-----|------------------|------------------------|
|                                                             | QCSS 201i | 73% | 62% | 67% | 67% | 70.2%            | 80.1%                  |

d) Encouraging and supporting people to learn, develop and participate in society

Qualitative

- People reporting that they can do what matters to them
  - 51.7% Adults receiving care & support (All Wales 2016 average = 51.4%)
  - 44.8% Carers (All Wales 2016 average = 44.6%)
- People reporting that they feel satisfied with their social networks
  - 84.2% Adults receiving care & support (All Wales 2016 average = 85.2%)
  - 64.2% Carers (All Wales 2016 average = 70.5%)

e) Supporting people to safely develop and maintain healthy domestic, family and personal relationships

Qualitative

- People reporting that they feel part of their community
  - 58.7% Adults receiving care & support (All Wales 2016 average = 58.3%)
  - 48.3% Carers (All Wales 2016 average = 53.8%)
- Parents reporting that they felt involved in any decisions made about their child's care and support - 73.2%
- Carers reporting they feel supported to continue their caring role
  - 56.5% Carers (All Wales 2016 average = 67.8%)
- Carers reporting they felt involved in designing the care and support plan for the person they care for - 70.6% Carers (All Wales 2016 average = 80.4%)

f) Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

Qualitative

- People reporting that they live in the right home for them
  - 81.9% Adults receiving care & support (All Wales 2016 average = 86.9%)
  - 75.4% Carers (All Wales 2016 average = 82.5%)
- Children & young people reporting that they are happy with whom they live with - 76.9%
- People reporting they have received care and support through their language of choice
  - 96.7% Adults receiving care & support (All Wales 2016 average = 95.9%)
  - 96.7% Carers (All Wales 2016 average = 97.2%)
- Young adults reporting they received advice, help and support to prepare them for adulthood
  - 100% Adults receiving care & support (All Wales 2016 average = N/A) (2 respondents)
- People reporting they chose to live in a residential care home
  - 72.5% Adults receiving care & support (All Wales 2016 average = 71.8%)

## Section 5

c) Our Partnership Working, Political and Corporate Leadership, Governance and Accountability

Feedback from customers including Complaints data is included in the report in Appendix 8.

Following his mother's move to a nursing home and subsequently the death of his father, "A", who is a man with autism, continued to live at the family home. Concerns were raised by members of the community and the police regarding A being exploited by younger members of the community. These individuals used A's house as a 'party house', used Class A drugs in his house and befriended him to the extent that A handed over his money to them to ensure they continued to be his 'friends' and that he had company. A's physical health deteriorated as he was drinking more alcohol in the company of his 'friends'. A was neglecting himself and also being physically harmed by others. Due to his vulnerability and autism he was unable to identify these risks. A was assessed as lacking capacity to make decisions around where he wanted to live and his care and support. Several multi agency meetings (including Police and GP) were held involving A and his family and it became obvious that the individuals concerned were also verbally and possibly physically threatening A for his money. An Individual Protection Plan was developed and agreed which included arrangements for A to stay as many nights as possible at a local hotel where A was a regular and staff members were aware of some of the issues and ensuring his safety within the establishment

To safeguard A, a placement was arranged in a residential placement just outside a neighbouring town where staff are very proactive in encouraging independence and involvement with the community. The improvement in A's overall well-being following his move into residential care has been very encouraging and will provide a basis from which to plan for the future in the hope that he can once again be supported to live in a community setting.



One Occupational Therapist (OT) has been working with A and her family for over 2 years. When the OT first met A the family were in crisis, they were all living together under one roof and were providing care for A, with minimal resources and guidance. They did not trust the Local Authority and were extremely reluctant to engage with us, to the extent that the family had struggled for years to care for A on their own and were very stressed about the situation within their home. Other family members who lived locally were distanced from the situation due to conflict within the family. The family were not pulling together despite the fact they all wanted the same outcome for A to remain at home.

The OT worked tirelessly with the family to engage and support them and initially arranged respite for A in a local extra care facility and whilst there it became evident that the hoist and other equipment used by A's family were no longer suitable. A new hoist was installed in the family home but within 24 hours the crisis escalated as the family realised they couldn't continue on their own. That evening the OT arrived at the family home following a call for help to find a distressed and broken family. The children were being affected by the situation and A's son and his wife were fighting against each other. The OT sensitively diffused the situation by acknowledging the hard work the daughter-in-law had undertaken to care for A whilst looking after her husband and 5 children. The son wanted a job and to become self-sufficient. The OT and the daughter-in-law worked together to get A ready for bed and discussed additional help from a health and social care support worker.

During this time the OT had gained a good insight into the dynamics of the family and observed that this was a family of three generations who were committed to staying together because of the love and the bond they shared.

Through the determination of the OT to support his family who initially were intimidating, angry, frustrated and closed to help; trust was built, practical support was provided and over time the situation within the household became manageable.

A is now able to stay at home with her family where she is safe and properly cared for, family life has been reinstated for the son, daughter-in-law and their children. Both the son and daughter-in-law are now working which means they have reduced their reliance on benefits, have secured their tenancy and the health needs of A have been reduced as she is no longer diagnosed as an insulin-dependent diabetic. The wider family are now also working together and A is more communicative and no longer displaying challenging behaviour.

Mr C is a 58 year old Carer caring for his wife with multiple health problems and memory loss. He was referred for support from the Carer Assessor team, including the Healthy Carers Worker. The caring role was causing him much stress and anxiety, and he was also displaying the physical signs of the emotional impacts of caring. Mr C worked full time as a health professional but was struggling with juggling work and his caring role. He felt guilty about being in work and spending any length of time on his own as he felt he should be spending all his time with his wife.

### **What mattered to Mr C:**

Mr C wanted to continue working from both a financial and personal development perspective. He enjoyed playing bowls but this had become very restricted due to his caring role. He also enjoyed socialising with friends and going to the pub quiz once a week. His wife was already receiving a package of care but there was no support available in the evenings. He recognised that he needed some help to manage his stress and anxiety. It was important to him that any support they received would enable him to maintain a social life as much as continuing to work. Mr C was supported to identify solutions to enable him to regain control over his life and choices over the support he and his wife received.

### **Outcomes:**

Co-production (Carer/cared for/Healthy Carers Worker/Social Worker) to implement a support budget that provided more flexibility and control over his wife's package of care. The support budget allowed them to purchase the appropriate support to meet both their health and wellbeing outcomes. Mr C was resilient in managing the support budget, and they were able to utilise day care and residential respite in a more flexible way. This enabled him to have better work life balance, his stress and anxiety levels were reduced. His wife also received one to one support from the EMH Project Worker. Mr C received professional counselling via NEWCIS. He is registered with NEWCIS and receives regular information on support available to Carers, including training and peer support groups. This enabled Mr C to keep working and maintain a social life outside of caring.

He was also supported by the Healthy Carers Worker and Social Worker to take responsibility, and identify and manage any risks associated with the provision of the

### Case Study 1

I met a lady and felt she would benefit from support services in the community. I suggested the Women's Centre and said I would meet her for a cuppa on her first time attending. I also recommended that she go on DEWIS website and left the web address for her.

I phoned her the next morning and she was made up. She said she had been on DEWIS and listed all these clubs she was interested in attending. She said it was a brilliant resource. I met her in the Women's Centre and talked through the information that she had found and she said she is going to start making enquiries to access the activities.

She also said the whole service is brilliant and thanked me for being so supportive, helping her access different activities and she really enjoyed speaking to me. She said there wasn't a service like this where she lived before and it's exactly what she needs.

### Case Study 2

An elderly lady and her son visited a Talking Point wanting help finding community groups and transport in her local, rural area. The lady and her husband still live independently but are now beginning to struggle with mobility, causing them to feel isolated and unable to cope.

At the Talking Point the lady was able to chat to a Social Care Practitioner who was able to advise and refer them for suitable mobility aids and help with a Blue badge application. The lady also had the opportunity to discuss her wellbeing with her Community Navigator.

As a result of this informal discussion the Community Navigator was able to gain an understanding of what mattered to the couple, explore community transport options and put the lady in contact with her local Women's Institute. The Community Navigator also explained that the lady's husband (as a veteran) could be referred to The Royal British Legion if he wanted. The couple were also able to gain information on local gardeners, handymen and cleaners. The couple felt that the service provided via the Talking Point attended was "wonderful & amazing".

### Case Study 3

Met Mr X at a Social Mixer group for older people with all forms of Dementia. The following week at a Talking Point, Mr and Mrs X, along with their son and daughter in law arrived to see me. Mr X told me he had Parkinson's Disease with Lewy Bodies (Dementia element) and wanted to have help to get out more, giving his wife a rest (she had been in hospital with anaemia the week before. Mr X is 86 as is his wife.

I discovered he had been in the Navy so we agreed I would refer him to Change Step for support for veterans. He also agreed to help from the Alzheimer's Society.

I attended Mr X's home the following week to discuss local groups and Mr and Mrs X agreed to meet me at the monthly coffee morning the following week in the church around the corner from their home. I gave them details of a weekly craft group near their home. Mrs X agreed to a referral to NEWCIS carer support. I also suggested a visit from my colleague in the Coldbusters team to check their fuel tariffs which they agreed to and a referral was made that day.

The following week I met the couple at the coffee morning - most attendees knew Mr and Mrs X from community /charity work when they were younger. Mr X informed me he had gone along to the Monday craft group and thoroughly enjoyed himself. Mrs X also said they had had a visit from a gentleman from the Alzheimer's Society and he was helping them with all sorts of things. I spoke to one of the council's volunteer drivers who has offered to pick up Mr X to attend another social group on a Wednesday each week.

Mr X's son tells me they are so grateful for the service I have provided, "one person to organise everything is amazing" he said. His wife is a retired Social Worker and told me the service from the Community Navigation Service was fantastic and had made a real difference to all their lives.

Ms B and her family first came to the attention of the Homeless Prevention Team in August 2017 when we were contacted by her landlord. He had issued her with a section 21 eviction notice due to arrears and her failure to keep the property in a habitable condition.

Ian Vaughan, Tenancy Sustainment Officer, met with Ms B and her landlord at her property, where we were made aware that she was £1200 in arrears. It was also very clear that Ms B was not managing to look after the property; the interior was very untidy. There was also rubbish piled up in the front and back gardens.

We recognised Ms B had more than just financial issues and we therefore enlisted the support of a Social Worker, Family Aid Worker and Family Support Worker.

Ms B responded positively to our intervention and engaged fully. As a result we were able to successfully claim a discretionary housing payment of £100 a week initially and which later increased to £135 per week until April 2018. A request to the vicar's relief fund was also fruitful, with a contribution to her arrears of £350. This was agreed in part through the confidence that other support was in place. Enquiries with the Housing Benefit department also resulted with their overpayment request being overturned.

The Family Aid Worker, worked hard with Ms B to improve the standard of the property and had all of the rubbish removed, to the satisfaction of the landlord. The Family Support Worker then became involved and on top of supporting the children with food hampers and Christmas presents, she also supported Ms B with tackling her debt problems. She enlisted the help of the benefits advice shop, to pursue her pending Personal Independence Payment, which had been waiting for an appeal date.

Eight months later, Ms B has no rent arrears and her landlord has not enforced the section 21 notice. Overall a successful case, whereby homelessness has been prevented through effective team work from different teams within Community Support Services.

| <b>Objective 3:Service Planning, Commissioning, Contracting and Workforce Planning</b>                                                                                                                                                                                                                                                                                                                                   | <b>Evidence /Progress</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Barriers/ Challenges</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>3.1 The need to make an ‘Active Offer’ of Welsh language services to people will be communicated to all staff employed directly within NHS Wales, local authorities or within commissioned services (including primary care providers).</b></p>                                                                                                                                                                    | <p>Reception staff have received training in the ‘Active Offer’ and ‘Iaith Gwaith’ posters and lanyards have been distributed.</p> <p>Information about the Welsh language and the ‘Active Offer’ has been incorporated into the welcome meeting for new staff joining the Department.</p> <p>The Welsh language Champions have worked closely with SPoA and Gateway staff to remind staff about ensuring the ‘Active Offer’ is communicated. In addition meetings have been held with teams to mainstream the ‘Active Offer’ at key points of the process.</p> | <p>Need to further engage with Commissioned Services to ensure awareness of the requirements of the Welsh Language Standards and need to make an ‘Active Offer’.Includes encouraging, promoting &amp; facilitating use of Welsh language on a voluntary basis, however needs to be strengthened in contract arrangements. Due to staff changes within the Department there is a need to remind teams about offering and recording language choice on PARIS. Improvements need to be made in terms of accurately capturing Welsh Language skills of in-house staff.</p> |
| <p><b>3.8 The Annual Report of Health Boards, Trusts and Directors of Social Services to:</b></p> <p><b>Include a commitment to providing and developing Welsh language services</b></p> <p><b>Reaffirm importance of meeting language need in routine assessment and care</b></p> <p><b>Provide detail on how services currently meet Welsh speakers’ needs alongside targets identified to ensure improvement.</b></p> | <p>The Annual Report will be published in 2018 to reflect our commitment to the importance of meeting Welsh language need and developing Welsh language services.</p> <p>Our customer experience questionnaire monitors whether people were provided with a service in the language of their choice. 99% of respondents noted that they were.</p>                                                                                                                                                                                                               | <p>We need to ensure services are available in Welsh for those who require them. There is a need to plan and commission to deliver such services. However there is an awareness of challenges to recruit into Care (and to recruit Welsh speakers).</p> <p>Performance measures need to be set in order to ensure that the Active Offer not only happens at the first point of contact, but also during assessment, care and support planning, delivery and review.</p>                                                                                                |



## YEAR 2 PROGRESS—MORE THAN WORDS (continued)

| Objective 4 Promotion and Engagement                                                                                                                                                                                                                   | Evidence /Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Barriers/ Challenges                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>4.1 Best practice in providing Welsh language services to be shared to all staff involved in delivering health, social services and social care services to people (service heads and service managers in particular)</b>                           | <p>Welsh language information was circulated in-house &amp; to Providers. Included information about free language courses via the National Centre for Learning Welsh, general information on promoting and facilitating the use of Welsh. Information shared, includes that about 'Dydd Miwsic' and the 'Diwrnod Shwmae Sumae'.</p> <p>A series of drop in sessions held by Welsh Language Champions to advise staff on use of Welsh and information about Welsh language Standards. A bilingual quiz for staff in Education &amp; Children's Services to complete to see how much they knew about the Welsh language Standards. Best practice examples of providing Welsh language services from across North Wales are shared via the North Wales 'Mwy na Geiriau' Forum.</p> | <p>There is a further need to engage with Commissioned Services in promoting and facilitating their use of the Welsh Language. An option is engaging with the local 'Menter Iaith' to work with the Sector in Denbighshire.</p>         |
| <b>4.6 Welsh language interfaces and software available for health, social services, social care services staff to help bilingual working. The adaption of current systems should be considered to meet this aim.</b>                                  | <p>Bilingual interface and menus on all pages of the Council's website. Welsh language interfaces for software (such as Microsoft Word) provided in Welsh. Software for checking spelling and grammar have been provided to all staff who speak Welsh or who are learning Welsh. Brief guidance in how to use the software has also been communicated to staff.</p>                                                                                                                                                                                                                                                                                                                                                                                                              | <p>New starters to the Service need to be made aware of the availability and use of the Welsh language interfaces and software.</p> <p>Information about the availability of the Computer software should be shared with Providers.</p> |
| Objective 5; Professional Education                                                                                                                                                                                                                    | Evidence /Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Barriers/ Challenges                                                                                                                                                                                                                    |
| <b>5.2 In partnership with Welsh Government, health boards &amp; social services departments explore how practising professionals &amp; those undertaking education &amp; training programmes in Wales might engage in the widening access agenda.</b> | <p>The Department currently offers a Welsh awareness induction to student Social Workers who join the Department on placement.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                         |

## 1. Introduction

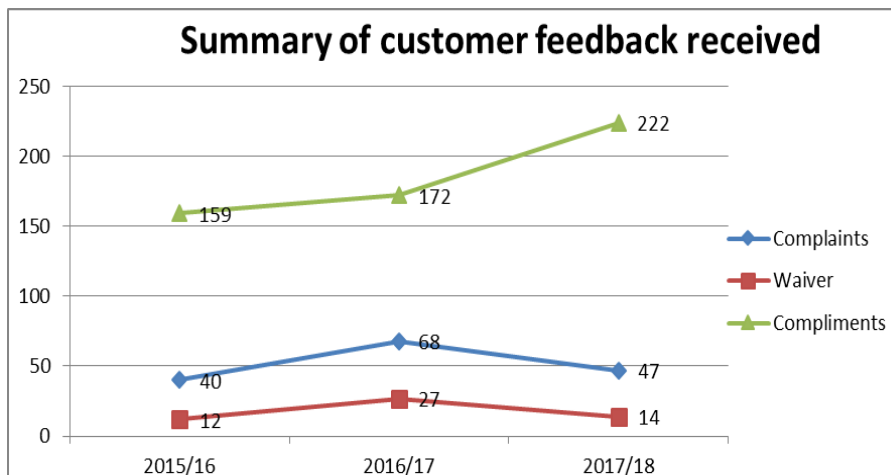
Each year, Social Services Departments are required to produce an annual report which provides an overview of customer feedback alongside a review of the effectiveness of our complaints process. The figures presented in this report show our performance during the financial year 2017/18 within the complaints procedure and measured against the Social Services Complaints Procedures (Wales) Regulations 2014.

The Social Services Customer Connections Team is responsible for dealing with customer feedback i.e. complaints, waiver applications and compliments across both Community Support Services (CSS) and Education and Children's Services (ECS). It is also responsible for monitoring and processing complaints for the wider authority and reports to the Scrutiny Committee on a quarterly basis.

## 2. Summary of activity and core standards

Chart 1 summarises the activity over the last three years for complaints, waiver applications and compliments. Complaints have decreased by around 30% on last year and reasons for this will be explored in the report.

Praise has increased significantly and there has been a decrease on completed waiver applications.



**Chart 1: Summary of customer feedback received over three years**

A significant number of complaints centre on staff not returning citizens' calls or being difficult to contact. This is an area that could certainly be improved as it

could be argued it covers three of our core standards; Communication, Staff and Response Times. If a citizen does not receive a call back when expected then the Services are open to complaints. Citizens are contacting our services at often traumatic times in their lives and communication should be improved where possible and this would also impact positively on complaints.

## 3. Complaints

Overall, the number of complaints received during 2017/18 has decreased by 31%. Chart 2 overleaf illustrates the number of complaints received by each service.

Corporate complaints are those raised about Social Services which fall outside of the statutory guidance, but were dealt with under general corporate procedures.

The number of complaints downgraded to concerns has seen a marked rise and this has affected the overall complaints figures positively.

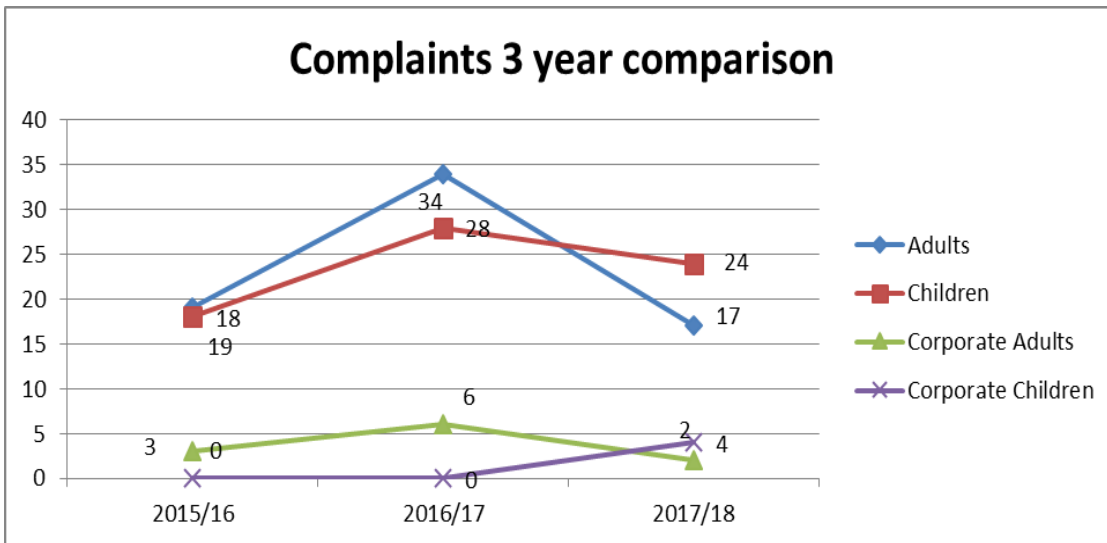


Chart 2:  
Complaints  
– 3 year  
comparison

### 3.1 What were the complaints about?

The reason for making complaints (measured against the core standard in table 1) for each year is illustrated in chart 3.

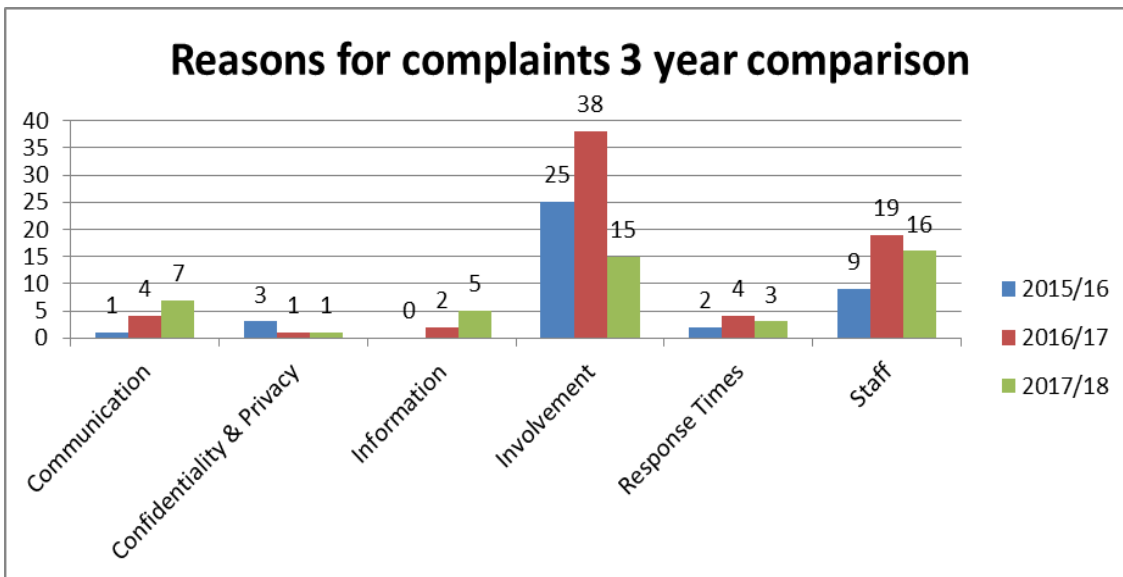


Chart 3:  
Reason for  
making  
complaints –  
3 year  
comparison

Involvement, staff and communication continue to be the 3 main areas of complaint and this is consistent with previous years. The majority of complaints against adult’s services centred on involvement and against children’s services on staff.

### 3.2 Acknowledgment of complaints

All complaints were acknowledged within the statutory timescale of 2 working days, unless the complaint was resolved prior to acknowledgement. In the case of statutory complaints we must acknowledge in writing within this timescale. Corporate complaints can be responded to in the manner they were received.



### 3.3 Stage 1 complaints

#### 3.3.1 Outcomes

2017/18 has seen a decrease in the number of upheld complaints and this is reflected in the higher number of partially upheld complaints. A number of complaints have been multi-faceted and services have found elements where mistakes might have been made. Partial apologies might have been offered and it is possible that Stage 2 investigations were avoided.

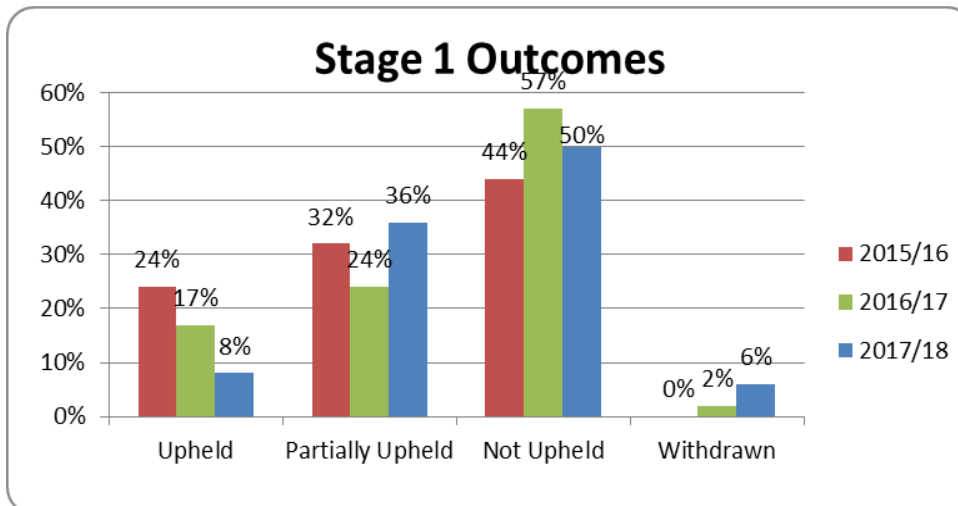


Chart 5 Outcome of stage 1 complaints

#### 3.3.2 Timescales

The performance in dealing with complaints within the statutory timescales has improved on 2016/17 with one complaint late for each of children's and adult's services. Both services have accepted the lessons learned from the late complaints. As the overall return is 96% this exceeds the 95% excellence authority target set by Scrutiny .

The performance by ECS was at 96% of target and CSS at 95%.

### 3.4 Stage 2 complaints

This year has seen the lowest number of Stage 2 complaints in 3 years with just 1 for ECS, which was partially upheld. There are a number of reasons for the reduction - it appears that complainants are happy with the way their issues have been addressed and dealt with at Stage 1. Given the low number of upheld complaints this does suggest a robust and transparent process leaving less grounds for Stage 2 proceedings.

Two Stage 2 complaints in 2017/18 were withdrawn because the Service Manager involved met the complainants in informal settings & resolved their issues face to face. This demonstrates a willingness to deal with difficult issues head on and engage in the process. The 2 complaints avoided would have had a significant financial impact if they had gone through to investigation.

## 4. Concerns

Concerns are issues raised that did not meet the criteria for the statutory complaints procedure, or valid verbal complaints that were dealt with within 24 hours and downgraded. These issues were resolved informally. There is an increased number of concerns in 2017/18 and this coincides both with the reduced number of complaints and the number of verbal complaints.

All concerns are recorded, including ineligible concerns – for example a complaint against a provider commissioned by Social Services might be referred to the dispute resolution within the contract and would be downgraded to an ineligible concern. If the complaint was raised again, we would investigate the complaint at Stage 1 and expect a full response from the provider.

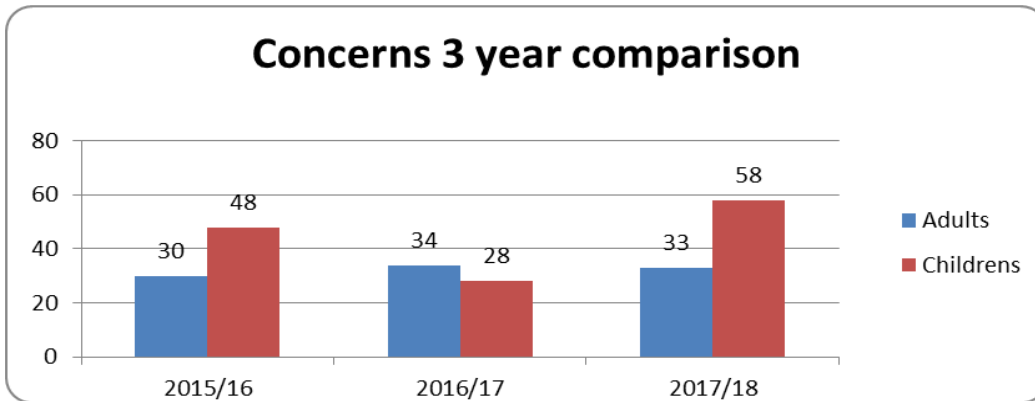


Chart 12  
Concerns  
2017/18

## 5. Complaints resolved within 24 Hours

Within the statutory complaint legislation, any verbal complaints that are resolved by the close of the next working day, to the satisfaction of the complainant should not be recorded as a complaint. Such complaints are recorded as concerns.

CSS dealt with 11 out of 24 verbal complaints within 24 hours.

ECS dealt with 23 out of 40 verbal complaints within 24 hours.

In total Social Services saw 53% verbal complaints downgraded to concerns in 2017/18, compared to 38% in 2016/17. This demonstrates the services' willingness to respond quickly to citizens' concerns.

## 6. Waiver applications

The table below shows that the number of approved waiver applications has seen a decrease on 2016/17 and recent changes in procedures could account for this.

| Year    | Waiver |
|---------|--------|
| 2015/16 | 12     |
| 2016/17 | 27     |
| 2017/18 | 14     |

## 7. Compliments

The table below shows the number of compliments received over the last three years. Compliments have increased this year.

| Year    | Compliments received |
|---------|----------------------|
| 2015/16 | 162                  |
| 2016/17 | 181                  |
| 2017/18 | 222                  |

## 8. Lessons learned and action taken

When complaints are upheld, partially upheld or potential improvements are identified, action plans are drawn up detailing the changes that need to be made. Action plans are monitored until all of the actions have been completed.

### Action plan drawn up as a result of a complaint regarding LJ and Children's Services:

The Service Manager for Intake and Intervention held a discussion with the Intake Team Managers in order to emphasise the need;

- to include fathers who hold Parental Responsibility in assessments and care planning,
- not to wholly accept any narrative given by one parent in regards to the conduct and character of an 'absent' parent
- to actively seek out all those who hold Parental Responsibility at an early stage.

In addition refresher training has been arranged for staff on the law regarding Parental Responsibility, engaging with birth family (including non-resident parents and birth fathers), and care planning.

### 8.1 Areas of improvement

For the majority of complaints, the improvements made can be very specific to the service users involved. There are however examples of changes implemented that will improve practice or processes across the service, some examples are:

8.1.2 Practice leaders/Senior Practitioners have proactively dealt with complaints within 24 hours and this has improved still further as the year has progressed. This ongoing improvement provides a better service for the citizen and frees up officer time as Stage 1 complaints would take more time to deal with.

8.1.3 There has been a decrease in successful waiver applications. The Customer Connections Team send out applications and record on the database and these are passed on to the Financial Assessment Team. The application is discussed at panel with professionals who are involved with the citizen to provide a detailed discussion around their circumstances and needs.

8.1.4 A marked reduction in the number of Stage 2 complaints has resulted in cost efficiencies – each investigation costs over £3000. The reduction in Stage 2 complaints could be as a result of an increased number of partly upheld complaints where the complainants might feel partly satisfied with a resolution. That they are not progressing to Stage 2 complaints seems to suggest they are happy with how their complaints are being dealt with.

### 8.2 Areas of weakness

8.2.1 Staff Attitude: A difficult area in complaints as, due to the nature of the Children's Services involvement, parents are not going to be happy to have their parenting ability questioned. Phone calls and explanations from practice leaders have resolved many of these issues but it is reinforced that any instances where a staff member's attitude can be questioned should be avoided wherever possible

8.2.2 Staff Responses; People complain that officers do not return calls, or they find it very difficult to get through to anyone who can assist. This is a basic customer service issue. A customer should be able to telephone Social Services and get through to somebody who can deal with their issues. This is an area that attracts complaints and criticism but at the same time could be addressed if systems were introduced that ensured there was always someone available to take calls in both Adults and Children's Services.

8.2.3 Reception staff do not have access to PARIS and therefore social services enquiries they receive need to be passed on promptly, but this can be problematic.

## **9. Evaluation of procedure**

After a Stage 2 investigation, evaluation forms were sent to staff involved and the staff were interviewed as part of the investigation.

In response to the questions, staff agreed they had been well prepared for the investigative process and well supported within it from team leaders, team managers and complaints officers. Also, given the difficult nature of any investigations that might call social workers' professionalism into question, there were no suggestions for improving the process.

One Social Worker stated "I feel that I have been very supported throughout the complaint."

The evaluation process also enables us to scrutinise the performance of the Independent Investigators and this information is passed on to the North Wales Complaints Officers Group – a forum that meets quarterly as guests of Denbighshire Social Services.

## **10. Extensions due to exceptional circumstances**

There have been no extensions in 2017/18.

|                         |                                       |
|-------------------------|---------------------------------------|
| <b>Report to:</b>       | <b>Performance Scrutiny Committee</b> |
| <b>Date of Meeting:</b> | <b>19 July 2018</b>                   |
| <b>Lead Officer:</b>    | <b>Scrutiny Co-ordinator</b>          |
| <b>Report Author:</b>   | <b>Scrutiny Co-ordinator</b>          |
| <b>Title:</b>           | <b>Scrutiny Work Programme</b>        |

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

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

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

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

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

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

## **4. Report details**

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

- 4.5 Having regard to the national vision for scrutiny whilst at the same time focussing on local priorities, the Scrutiny Chairs and Vice-Chairs Group (SCVCG) recommended that the Council's scrutiny committees should, when deciding on their work programmes, focus on the following key areas:
- budget savings;
  - achievement of the Corporate Plan objectives (with particular emphasis on the their deliverability during a period of financial austerity);
  - any other items agreed by the Scrutiny Committee (or the SCVCG) as high priority (based on the PAPER test criteria – see reverse side of the 'Member Proposal Form' at Appendix 2) and;
  - Urgent, unforeseen or high priority issues

#### 4.6 Scrutiny Proposal Forms

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

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

#### Cabinet Forward Work Programme

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

#### Progress on Committee Resolutions

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

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

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group met on 28 June 2018. Having considered a number of requests for items to be referred to Scrutiny for detailed examination the Group has asked this Committee to examine the following matters:

- The Effectiveness of Well-being Assessments – scheduled for January 2019
- Draft Fleet Management Strategy – provisionally scheduled for January 2019
- Draft Sustainable Travel Plan – provisionally scheduled for March 2019

See Appendix 1 for further details. Both latter items stem from a request for Scrutiny to consider how prepared the Council is for the need in future, by the Council itself and by residents, to reduce fossil fuel usage. As both draft plans are currently being developed they have provisionally been scheduled into the Committee's forward work programme for its meetings in January and March 2019. The date for their presentation may be subject to change dependent upon the progress made with their development.

## **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

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

| Meeting      | Lead Member(s)                    | Item (description / title)                                                      | Purpose of report                                                                                                                                    | Expected Outcomes                                                                                                                                                                                                    | Author                               | Date Entered                                                 |
|--------------|-----------------------------------|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------------------------------|
| 27 September | <b>Cllr. Huw Hilditch-Roberts</b> | 1. Provisional External Examinations and Teacher Assessments <b>[Education]</b> | To review the performance of schools and that of looked after children                                                                               | Scrutiny of performance leading to recommendations for improvement                                                                                                                                                   | Karen Evans/Julian Molloy/GwE        | July 2017                                                    |
|              | <b>Cllr. Mark Young</b>           | 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                                                   |
|              | <b>Cllr. Julian Thompson-Hill</b> | 3. Corporate Risk Register                                                      | To consider the latest version of the Council's Corporate Risk Register                                                                              | Effective monitoring and management of identified risk to reduce risks to residents and the Authority                                                                                                                | Alan Smith/Nicola Kneale/Emma Horan  | May 2018                                                     |
|              | <b>Cllr. Richard Mainon</b>       | 4. <i>Customer Effort Dashboard</i>                                             | <i>To monitor the progress achieved in relation to developing the Customer Effort Dashboard and the feedback trend from the new telephony system</i> | <i>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</i>             | <i>Liz Grieve/Ffion Angharad</i>     | <i>March 2017 (re-arranged February 2018 &amp; May 2018)</i> |
| 29 November  | <b>Cllr. Richard Mainon</b>       | 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                                                |

| Meeting | Lead Member(s)                    | Item (description / title)                                                                                                                                                                                   | Purpose of report                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Expected Outcomes                                                                                                                                                            | Author                                         | Date Entered                                                                       |
|---------|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------------------------------------------------------------------------------|
|         | <b>Cllr. Julian Thompson-Hill</b> | 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                                                                      |
|         | <b>Cllr. Brian Jones</b>          | 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) |
|         | <b>Cllr. Richard Mainon</b>       | 4. Your Voice' complaints performance (Q 2) 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:<br>(i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe;<br>(ii) how services encourage feedback and use it to redesign or change the way they deliver services; and | Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.                                                         | Kevin Roberts/Ann Lloyd/Phil Gilroy/Liz Grieve | June 2018                                                                          |

| Meeting     | Lead Member(s)                                 | Item (description / title)                                                             | Purpose of report                                                                                                                                                                                                                                                                             | Expected Outcomes                                                                                                                                                                                                                                                    | Author                        | Date Entered       |
|-------------|------------------------------------------------|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------|
|             |                                                |                                                                                        | (iii) details of complaints which have been upheld or partially upheld and the lessons learnt from them.                                                                                                                                                                                      |                                                                                                                                                                                                                                                                      |                               |                    |
| 31 Jan 2019 | <b>Cllr. Huw Hilditch Roberts</b>              | 1. Verified External Examinations and Teacher Assessments <b>[Education]</b>           | To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's pupils.<br><br>The report to incorporate GwE's Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire | Scrutiny of performance leading to recommendations for improvement                                                                                                                                                                                                   | Karen Evans/Julian Molloy/GwE | July 2017          |
|             | <b>Potential to invite Public Health Wales</b> | 2. The effectiveness of Well-being Impact Assessments (WIA)                            | To consider an approach towards evaluating the effectiveness of the Council's WIAs                                                                                                                                                                                                            | To agree an approach to be used across the Council for evaluating and challenging WIAs, which will should realise better, more holistic, decision making                                                                                                             | Emma Horan                    | By SCVCG June 2018 |
|             | <b>Cllr. Brian Jones</b>                       | 3. <i>Draft Fleet Management Strategy (provisional scheduling – timing may change)</i> | <i>To consider the new draft fleet management strategy (including an evaluation of the use of potential alternative fuel sources to run the fleet)</i>                                                                                                                                        | <i>To provide observations and recommendations on the strategy that will support the delivery of the corporate priority relating to the environment by reducing CO2 emissions from the Council's own vehicle fleet and the realisation of financial efficiencies</i> | Tony Ward                     | By SCVCG June 2018 |
| 21 March    | <b>Cllr. Brian Jones</b>                       | 1. <i>Draft Sustainable Travel Plan (provisional scheduling – timing may change)</i>   | <i>To consider the draft sustainable travel plan (including the Council's role in facilitating the locating of vehicle charging points across the</i>                                                                                                                                         | <i>To provide observations and recommendations that will support the delivery of the corporate priorities relating to</i>                                                                                                                                            | Emlyn Jones/Mike Jones        | By SCVCG June 2018 |

| Meeting | Lead Member(s)                     | Item (description / title) |                                                                                                                                      | Purpose of report                                                                                                                                                                                                                                                                                                  | Expected Outcomes                                                                                                                                                                                                                                                                                                                                 | Author                                              | Date Entered     |
|---------|------------------------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------------|
|         |                                    |                            |                                                                                                                                      | <i>county, its work with other local authorities and stakeholders with respect of their availability and in relation to other potential alternative travel modes, and in supporting the community to switch to sustainable fuels)</i>                                                                              | <i>the environment and connected communities by reducing CO2 emissions and improving travel connectivity</i>                                                                                                                                                                                                                                      |                                                     |                  |
|         | <b>Cllr. Bobby Feeley</b>          | 2.                         | <i>Dolwen Residential Care Home</i>                                                                                                  | <i>To consider the Task and Finish Group's recommendations relating to the future provision of services at Dolwen Residential Care Home, Denbigh</i>                                                                                                                                                               | <i>Pre-decision scrutiny of the task and finish group's findings and the formulation of recommendations for presentation to Cabinet with respect of the future provision of services at Dolwen with a view to ensuring that everyone is supported to live in homes that meet their needs and are able to live independent and resilient lives</i> | <i>Task and Finish Group/Phil Gilroy/Katie Newe</i> | <i>July 2018</i> |
| 2 May   | <b>Cllr. Julian Thompson -Hill</b> | 1.                         | Corporate Risk Register                                                                                                              | To consider the latest version of the Council's Corporate Risk Register                                                                                                                                                                                                                                            | Effective monitoring and management of identified risk to reduce risks to residents and the Authority                                                                                                                                                                                                                                             | Alan Smith/Nicola Kneale/Emma Horan                 | May 2018         |
|         | <b>Cllr. Richard Mainon</b>        | 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:<br>(i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future | 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      | June 2018        |

| Meeting | Lead Member(s)                     | Item (description / title)                                                      | Purpose of report                                                                                                                                                                                                                                                                     | Expected Outcomes                                                                                                                                                                                                                                        | Author                              | Date Entered |
|---------|------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------|
|         |                                    |                                                                                 | complaints will be dealt with within the specified timeframe;<br>(ii) how services encourage feedback and use it to redesign or change the way they deliver services; and<br>(iii) details of complaints which have been upheld or partially upheld and the lessons learnt from them. |                                                                                                                                                                                                                                                          |                                     |              |
| 13 June | <b>Cllr. Bobby Feeley</b>          | 1. Draft Director of Social Services Annual Report for 2018/19                  | To scrutinise the content of the draft annual report to ensure it provides a fair and clear evaluation of performance in 2018/19 and clearly articulates future plans                                                                                                                 | Identification of any specific performance issues which require further scrutiny by the committee in future                                                                                                                                              | Nicola Stubbins                     | May 2018)    |
| 18 July | <b>Cllr. Julian Thompson -Hill</b> | 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 | May 2018     |
| 26 Sept | <b>Cllr. Huw Hilditch-Roberts</b>  | 1. Provisional External Examinations and Teacher Assessments <b>[Education]</b> | To review the performance of schools and that of looked after children                                                                                                                                                                                                                | Scrutiny of performance leading to recommendations for improvement                                                                                                                                                                                       | Karen Evans/Julian Molloy/GwE       | May 2018     |
|         | <b>Cllr. Bobby Feeley</b>          | Hafan Deg, Rhyl<br><br>(12 months following the commencement of the contract)   | 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)                                        | 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 | Phil Gilroy/Katie Newe              | March 2018   |

| Meeting | Lead Member(s)                     | Item (description / title)       | Purpose of report                                                          | Expected Outcomes                                                                                                                                                            | Author                              | Date Entered  |
|---------|------------------------------------|----------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------|
|         |                                    |                                  |                                                                            | five ways to well-being and the requirements of the Social Services and Well-being (Wales) Act 2014                                                                          |                                     |               |
| 28 Nov  | <b>Cllr. Julian Thompson -Hill</b> | 1. Corporate Risk Register       | To consider the latest version of the Council's Corporate Risk Register    | Effective monitoring and management of identified risk to reduce risks to residents and the Authority                                                                        | Alan Smith/Nicola Kneale/Emma Horan | May 2018      |
|         | <b>Cllr. Julian Thompson -Hill</b> | 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 |

**Future Issues**

| Item (description / title)                                                                                                                                                                                   | Purpose of report                                                                                                                    | Expected Outcomes                                                                                                                             | Author                           | Date Entered         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----------------------|
| <i>School Improvement Plans</i><br><b>[Education]</b>                                                                                                                                                        | <i>To discuss with representatives of particular schools their progress in achieving their improvement plans</i>                     | <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> | <i>Karen Evans/Julian Molloy</i> | <i>February 2018</i> |
| Implementation of the Donaldson Report 'Successful Futures' – Independent Review of Curriculum and Assessment Arrangements in Wales<br><b>[Education]</b><br><b>Dependent upon the legislative timetable</b> | To consider and monitor the plans to implement the agreed measures adopted by WG following the consultation on the review's findings | Better outcomes for learners to equip them with jobs market skills                                                                            | Karen Evans                      | April 2015           |

## Information/Consultation Reports

| Date                                                    | Item (description / title)                                                                                                                          | Purpose of report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Author                                         | Date Entered                  |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-------------------------------|
| <b>September 2018</b>                                   | Data on School Exclusions in Denbighshire                                                                                                           | To detail the number of fixed-term (under and over 5 days) and permanent exclusions from the county's schools for the years 2014/15; 2015/16 and 2016/17. The information to include the numbers per individual school in the county and the reasons for excluding pupils                                                                                                                                                                                                                                                                                                                                                                                                                                               | Karen Evans/Julian Molloy                      | April 2018                    |
| <b>September 2018 &amp; March 2019</b><br>[Information] | Corporate Plan 2017/22 (Q1) 2018/19<br>&<br>Corporate Plan 2017/22 Q3 2018/19<br>To monitor the Council's progress in delivering the Corporate Plan | Ensuring that the Council meets its targets and delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Alan Smith/Nicola Kneale/Heidi Gray            | June 2017                     |
| <b>September 2018 &amp; March 2019</b><br>[Information] | 'Your Voice' complaints performance (Q1) & (Q3) to include social services complaints and quarterly public opinion/satisfaction information         | To scrutinise Services' performance in complying with the Council's complaints and identify areas of poor performance with a view to the development of recommendations to address weaknesses. The report to include:<br>(i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe;<br>(ii) how services encourage feedback and use it to redesign or change the way they deliver services; and<br>(iii) details of complaints which have been upheld or partially upheld and the lessons learnt from them. | Kevin Roberts/Ann Lloyd/Phil Gilroy/Liz Grieve | June 2018                     |
| <b>November 2018</b>                                    | Impact of the Suspension of the 'Right to Buy' Scheme                                                                                               | To evaluate the impact and effectiveness of the suspension of the 'Right to Buy' Scheme on the availability of properties within the Authority's housing stock and evaluate whether this has improved capacity within the Council's housing stock to increase availability to meet local need                                                                                                                                                                                                                                                                                                                                                                                                                           | Jamie Groves/Geoff Davies                      | July 2017 (deferred May 2018) |

|  |  |                                                                              |  |  |
|--|--|------------------------------------------------------------------------------|--|--|
|  |  | and improve residents lives through the availability of high quality housing |  |  |
|--|--|------------------------------------------------------------------------------|--|--|

**Note for officers – Committee Report Deadlines**

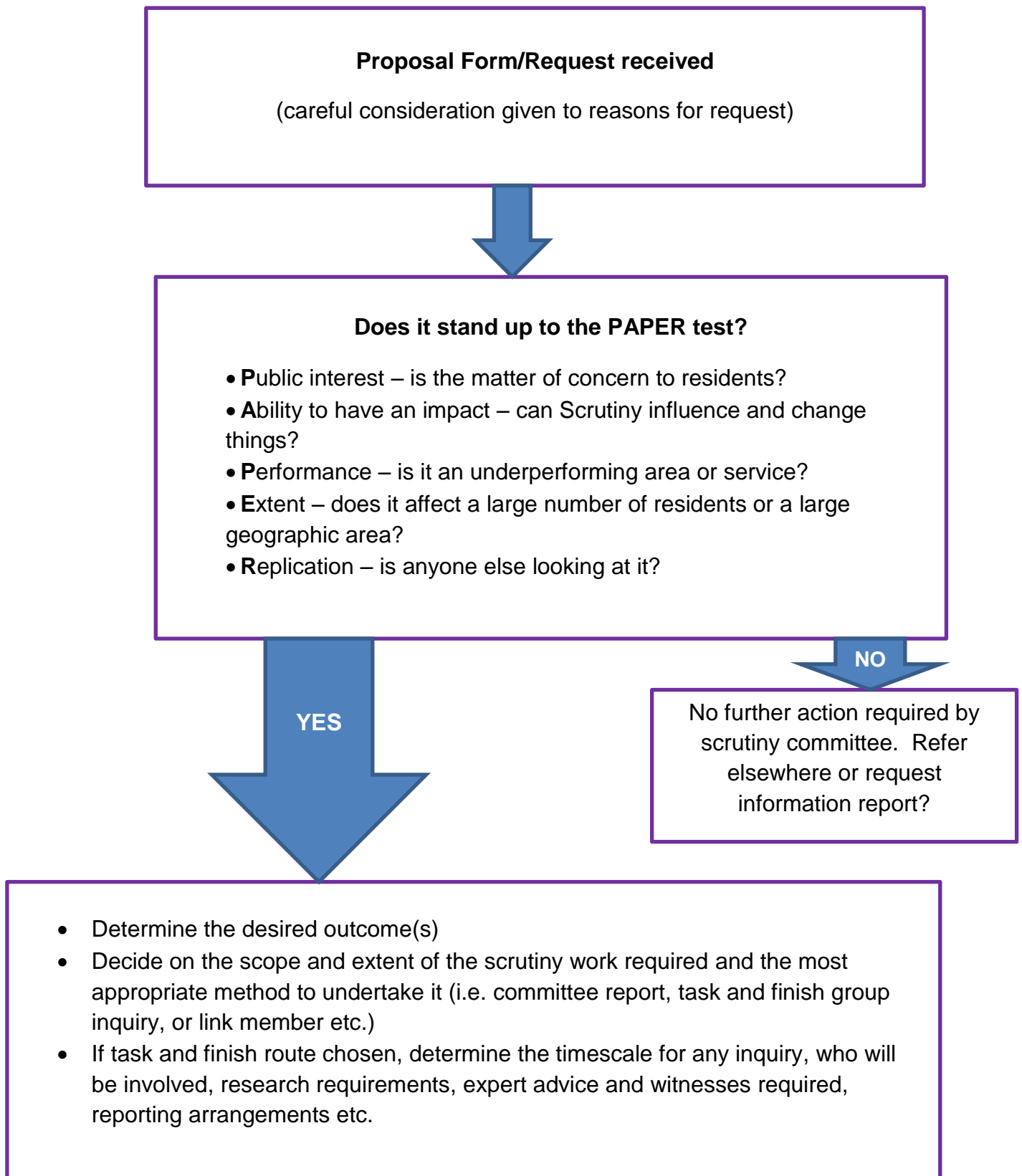
| Meeting      | Deadline            | Meeting     | Deadline           | Meeting         | Deadline               |
|--------------|---------------------|-------------|--------------------|-----------------|------------------------|
| 27 September | <b>13 September</b> | 29 November | <b>15 November</b> | 31 January 2019 | <b>17 January 2019</b> |

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

## Consideration of a topic's suitability for scrutiny



## Cabinet Forward Work Plan

| Meeting        | Item (description / title) |                                                                         | Purpose of report                                                                                     | Cabinet Decision required (yes/no) | Author – Lead member and contact officer             |
|----------------|----------------------------|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------------|
| <b>31 July</b> | 1                          | Contract Variation for DCC Household Waste Recycling Centres            | To request Cabinet approval for a contract variation for DCC Household Waste Recycling Centres        | Yes                                | Councillor Brian Jones / Tony Ward / Tara Dumas      |
|                | 2                          | Employment Policies                                                     | To consider a number of employment policies for approval                                              | Yes                                | Councillor Mark Young / Catrin Roberts, Andrea Malam |
|                | 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                                | Scrutiny Coordinator                                 |
|                |                            |                                                                         |                                                                                                       |                                    |                                                      |
| <b>25 Sept</b> | 1                          | Implementation of Welsh Government free childcare offer in Denbighshire | To consider the proposed implementation of the Welsh Government free childcare offer in Denbighshire  | Tbc                                | Cllr Huw Hilditch-Roberts / James Wood / Karen Evans |
|                | 2                          | Future provision of environmental crime enforcement functions           | To consider an options appraisal with recommendations for the future provision of environmental crime | Yes                                | Councillor Tony Thomas / Emlyn Jones                 |

## Cabinet Forward Work Plan

| Meeting       | Item (description / title) |                                | Purpose of report                                                                                                                            | Cabinet Decision required (yes/no) | Author – Lead member and contact officer                   |
|---------------|----------------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------------------|
|               |                            |                                | enforcement within the county                                                                                                                |                                    |                                                            |
|               | 3                          | Finance Report                 | To update Cabinet on the current financial position of the Council                                                                           | Tbc                                | Councillor Julian Thompson-Hill / Richard Weigh            |
|               | 4                          | 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                      |
|               | 5                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention                                                                            | Tbc                                | Scrutiny Coordinator                                       |
|               |                            |                                |                                                                                                                                              |                                    |                                                            |
| <b>30 Oct</b> | 1                          | Collaborative Procurement Unit | To consider an extension of the collaborative arrangements with Flintshire County Council                                                    | Yes                                | Councillor Julian Thompson-Hill / Lisa Jones / Helen Makin |
|               | 2                          | Finance Report                 | To update Cabinet on the current financial position of the Council                                                                           | Tbc                                | Councillor Julian Thompson-Hill / Richard Weigh            |
|               | 3                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention                                                                            | Tbc                                | Scrutiny Coordinator                                       |

## Cabinet Forward Work Plan

| Meeting       | Item (description / title) |                                | Purpose of report                                                  | Cabinet Decision required (yes/no) | Author – Lead member and contact officer        |
|---------------|----------------------------|--------------------------------|--------------------------------------------------------------------|------------------------------------|-------------------------------------------------|
|               |                            |                                |                                                                    |                                    |                                                 |
| <b>20 Nov</b> | 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 |
|               | 3                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                            |
|               |                            |                                |                                                                    |                                    |                                                 |
| <b>18 Dec</b> | 1                          | Finance Report                 | To update Cabinet on the current financial position of the Council | Tbc                                | Councillor Julian Thompson-Hill / Richard Weigh |
|               | 2                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                            |
|               |                            |                                |                                                                    |                                    |                                                 |

Note for officers – Cabinet Report Deadlines

| Meeting     | Deadline       | Meeting          | Deadline            | Meeting        | Deadline          |
|-------------|----------------|------------------|---------------------|----------------|-------------------|
|             |                |                  |                     |                |                   |
| <i>July</i> | <b>17 July</b> | <i>September</i> | <b>11 September</b> | <i>October</i> | <b>16 October</b> |

## Cabinet Forward Work Plan

Updated 28/06/18 - SP

Cabinet Forward Work Programme.doc

## Progress with Committee Resolutions

| Date of Meeting | Item number and title                                                     | Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Progress                                                                                                                                                                                              |
|-----------------|---------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7 June 2018     | 6. USE OF KINGDOM SECURITY LTD. FOR THE ENFORCMENT OF ENVIRONMENTAL CRIME | <b><u>Resolved:</u></b> - subject to the above actions being progressed, that Cabinet in due course receive an options appraisal with recommendations for the future provision of enforcement services for environmental crime                                                                                                                                                                                                                                                                                                                             | An options appraisal with recommendations for the future provision of environmental crime enforcement is scheduled to be presented to Cabinet at its meeting on 25 September 2018 (see Appendix 3)    |
|                 | 7. 'YOUR VOICE' COMPLAINTS PERFORMANCE (Q4)                               | <b><u>Resolved:</u></b> - subject to the above observations to recommend that in future<br><br>(i) Quarter 1 and Quarter 3 'Your Voice' performance reports be presented to the Committee as 'Information Reports'; and<br><br>(ii) Quarter 2 and 4 'Your Voice' performance reports be formally presented to the Committee at a meeting, unless any concerns in relation to performance in complying with the complaints procedures or the types of complaints received necessitates the presentation of a report to the Committee to highlight concerns. | See Appendix 1 – Information Reports scheduled for circulation during September 2018 and March 2019, with reports being presented to the Committee at its meetings on 29 November 2018 and 2 May 2019 |

|  |                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                               |
|--|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
|  | <b>8. SCRUTINY<br/>WORK<br/>PROGRAMME</b> | <b><u>Resolved:</u></b> - <i>subject to the above observations –</i><br><i>(i) to confirm its forward work programme;</i><br><i>and</i><br><i>(ii) that Councillor Ellie Chard serve as the</i><br><i>Committee’s representative on the</i><br><i>Education and Children’s Services Service</i><br><i>Challenge Group and Councillor Martyn</i><br><i>Holland serve as its representative on the</i><br><i>Finance Service’s Service Challenge</i><br><i>Group</i> | Relevant officers notified of the<br>Committee’s change in representatives on<br>the Service Challenge Groups |
|--|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|



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