

To: Members of the Performance
Scrutiny Committee

Date: 19 September 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, 27 SEPTEMBER 2018** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams
Head of Legal, HR and Democratic Services

Please note that a briefing session will be held for all members at 9.15am, immediately prior to the main meeting. All members are asked to make every effort to attend this session.

AGENDA

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

1 APOLOGIES

2 DECLARATIONS OF INTEREST (Pages 5 - 6)

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

3 URGENT MATTERS AS AGREED BY THE CHAIR

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

4 MINUTES OF THE LAST MEETING (Pages 7 - 20)

To receive the minutes of the Performance Scrutiny Committee meeting held on 19 July 2018 (copy attached).

5 CORPORATE RISK REGISTER (Pages 21 - 40)

To consider the latest version of the Council's Corporate Risk Register.

10.05am – 10.45am

Break - 10.45am - 11:00am

6 CUSTOMER EFFORT DASHBOARD (Pages 41 - 46)

To monitor the progress achieved in relation to developing the Customer Effort Dashboard and the feedback trend from the new telephony system.

11.00am – 11.45am

7 SCRUTINY WORK PROGRAMME (Pages 47 - 66)

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

11.45am – 12.00pm

8 FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

12.00 p.m. – 12.05 p.m.

MEMBERSHIP

Councillors

Councillor Huw Jones (Chair)

Councillor Hugh Irving (Vice-Chair)

Ellie Chard
Ann Davies
Rachel Flynn
Martyn Holland

Geraint Lloyd-Williams
Bob Murray
Arwel Roberts
David Williams

COPIES TO:

All Councillors for information
Press and Libraries
Town and Community Councils

This page is intentionally left blank

DEDDF LLYWODRAETH LEOL 2000

Cod Ymddygiad Aelodau

DATGELU A CHOFRESTRU BUDDIANNAU

Rwyf i,
(enw)

*Aelod /Aelod cyfetholedig o
(*dileuer un)

Cyngor Sir Ddinbych

YN CADARNHAU fy mod wedi datgan buddiant ***personol / personol a sy'n rhagfarnu** nas datgelwyd eisoes yn ôl darpariaeth Rhan III cod ymddygiad y Cyngor Sir i Aelodau am y canlynol:-
(*dileuer un)

Dyddiad Datgelu:

Pwyllgor (nodwch):

Agenda eitem

Pwnc:

Natur y Buddiant:

(*Gweler y nodyn isod*)*

Llofnod

Dyddiad

Noder: Rhowch ddigon o fanylion os gwelwch yn dda, e.e. 'Fi yw perchennog y tir sy'n gyfagos i'r cais ar gyfer caniatâd cynllunio a wnaed gan Mr Jones', neu 'Mae fy ngŵr / ngwraig yn un o weithwyr y cwmni sydd wedi gwneud cais am gymorth ariannol'.

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, *(name)*

a *member/co-opted member of
*(*please delete as appropriate)*

Denbighshire County Council

CONFIRM that I have declared a ***personal / personal and prejudicial** interest not previously declared in accordance with the provisions of Part III of the Council's Code of Conduct for Members, in respect of the following:-

*(*please delete as appropriate)*

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

*(See the note below)**

Signed

Date

*Note: Please provide sufficient detail e.g. 'I am the owner of land adjacent to the application for planning permission made by Mr Jones', or 'My husband / wife is an employee of the company which has made an application for financial assistance'.

PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in COUNCIL CHAMBER, COUNTY HALL, RUTHIN LL15 1YN on Thursday, 19 July 2018 at 10.00 am.

PRESENT

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

Lead Members, Councillors Brian Jones and Julian Thompson-Hill attended at the Committee's request.

Observers – Councillors Mabon ap Gwynfor, Meirick Lloyd Davies, Graham Timms, Huw Williams and Emrys Wynne

ALSO PRESENT

Corporate Director: Economy & Public Realm (GB), Corporate Director: Communities (NS), Head of Highways & Environmental Services (TW), Head of Community Support Services (PG), Section Manager – Network Management (TT), Commercial Service Manager, Cefndy (SR), Strategic Planning Team Manager (NK), Principal Manager – Support Services (AL), Scrutiny Co-ordinator (RE), Committee Administrator (SLW)

Dewi Rowlands – Welsh Government Head of Transport Planning

The Corporate Director: Economy & Public Realm, Graham Boase was in attendance as a substitute for the Chief Executive, Judith Greenhalgh, who was unable to attend the meeting.

1 APOLOGIES

Apologies for absence were received from Councillors David Williams and Bobby Feeley (Lead Member for Well-being and Independence)
Apologies were also received from the Chief Executive.

2 DECLARATION OF INTERESTS

No declarations of interest.

3 URGENT MATTERS AS AGREED BY THE CHAIR

No urgent items.

4 MINUTES OF THE LAST MEETING

The minutes of the meeting of the Performance Scrutiny Committee held on 7 June 2018 were submitted.

Matters Arising:

Page 6 – Item 6 – The Chair, Councillor Huw Jones, confirmed he had attended the meeting in Flintshire County Council at which representatives from Kingdom were in attendance. A further report was to be presented at the Cabinet meeting due to be held in September. The Chair confirmed he would attend to update Cabinet members following the meeting in Flintshire.

Councillor Arwel Roberts requested it be noted that he was extremely disappointed Kingdom did not attend the Scrutiny meeting.

RESOLVED that, subject to the above, the minutes of the Performance Scrutiny Committee meeting held on 7 June 2018 be received and approved as a correct record.

5 DEVELOPING A HIGHWAY MAINTENANCE STRATEGY

The Lead Member for Highways, Planning and Sustainable Transport introduced the Highways Asset and Risk Manager's report (previously circulated). This was a follow-up report to the one presented to the Committee in December 2017 about the County's Highway Maintenance Strategy.

At the conclusion of the discussion on the Strategy at the December 2017 meeting, the Committee had extended an invitation to the Welsh Government's Cabinet Secretary for Economy and Transport to attend a future meeting of the Committee to discuss capital funding for highways projects. Unfortunately, the Cabinet Secretary had not been able to accept the invitation but had offered that one of his officials be invited to discuss the matter with the committee. Mr Dewi Rowlands, the Welsh Government's (WG) Head of Transport Planning had accepted the Committee's invitation and was welcomed to the meeting by the Chair. The Lead Member expressed his gratitude to Mr Rowlands' department and the WG for awarding Denbighshire the £1.2m Road Refurbishment Grant, as well as an additional £100K to help address some of the extra maintenance work required on the county's roads following the severe winter weather.

The Head of Highways and Environmental Services reminded the Committee that highways had been one of the corporate priorities in the 2012-17 Corporate Plan. This had resulted in some considerable amount of investment being made in the county's road network which had seen the condition of the roads improve markedly. The challenge during the current Council term would be to wisely invest continually dwindling financial resources in the road network in an attempt to ensure that the benefits of previous investment was not lost, and that other roads did not deteriorate to a point where they were no longer passable. He confirmed that the receipt of the additional £1.2m Road Refurbishment Grant had been greatly appreciated and had been earmarked for the four projects detailed in the report. Nevertheless, due to the costs associated with road maintenance projects whilst the four schemes listed in the report would be realised, there were a number of other schemes which would not benefit from this one-off grant.

The WG's Head of Transport Planning thanked the Committee for the invitation to attend the meeting to discuss highways capital funding matters and conveyed the Cabinet Secretary's apologies for not being able to attend. During his introduction he outlined the WG's vision for the highways network in Wales emphasising that it was important to reflect on what had happened in the past to understand the context of what was proposed for the future. A recent Welsh Local Government Association (WLGA) survey had indicated positively that the extent of Wales' highway network in poor condition had been reducing year on year between 2011/12 until 2016/17, which was the latest data available. There was a recognition within the WLGA's evidence that the funding injection to local authorities from WG had contributed towards the improvement in the quality of the highways network nationally. He explained that the Local Government Borrowing Initiative (LGBI), which operated for three financial years between the 2012/13 and 2014/15 represented an added allocation within each local authority's Revenue Support Grant (RSG) which increased the councils' potential to borrow money to fund capital projects. It was stressed that this initiative had not come to an end but that there had been a change in approach with the WG now servicing local authorities' borrowing costs and would continue do so until the 2034/35 financial year, subject to councils giving a commitment to improve their highway assets.

In respect of the £1.2m Road Refurbishment Grant and the additional funding allocated to address additional maintenance work, following the severe winter weather, the WG expected local authorities to report to it in March 2019 on the impact of money spent in their area. From thereon, local authorities were to report to WG annually on the management of their highways network and the impact of their investment in the network. Denbighshire was not alone in having a backlog of investment required in its highways network, as every local authority in Wales had a backlog, together with the WG itself. The WG had recently reported to the Assembly's Economy, Infrastructure and Skills Committee that it had a backlog of maintenance work amounting to £83m on its highways, motorways and trunk road network, with an additional £39m worth of investment required on its network structures. The challenge to WG and local authorities alike was how to effectively manage the risk of deterioration in order not to lose the benefits of the investment already made in the network. With a view to addressing these challenges representatives from the WG, WLGA and the County Surveyors' Society Wales (CSSW) had recently agreed to work together with a view to sourcing the right evidence to demonstrate the need for investment in specific network projects. Production of consistent robust evidence would be key for highways authorities submitting bids for funding from WG to substantiate their applications when competing for scarce public finances against other public bodies with equally important priorities. Consistent and realistic performance measures would need to be developed in order to support the delivery of a stable state network that would maintain its asset value whilst aligning to the aims and long-term values of the Well-being of Future Generations (Wales) Act 2015 .

The WG's representative informed the Committee that he was impressed with what he had seen to date of Denbighshire's Highways Asset Management Plan. He was of the view that this important document contained all assets relating to the county's highways network, including carriageways, bridges, drains, footways, signage etc. and adopted a holistic approach towards their maintenance for the benefit of the

entire network. This Plan would be an invaluable document for the Wales-wide group looking at developing an evidence base to support future highway network funding bids. The detail in the Plan and any obstacles identified as part of the plan's implementation would assist the all-Wales group with its work of developing a toolkit to assist stakeholders to compile robust evidence-based bids. Sharing best practice across Wales would benefit all. He had also been impressed by the Council's Annual Status and Option Report and to see that the capital and revenue spend was in line with the national highway maintenance element of the Standard Spending Assessment (SSA). Denbighshire's performance in maintaining its 'A' roads had progressed well, whilst 'B' and unclassified roads were satisfactory. However, performance in relation to 'C' roads was not as well. The overall picture was also positive i.e. the length of the network in overall poor condition was reducing. Nevertheless, there were now roads currently identified as 'amber' which were in danger of moving into a 'red' status without investment in the near future. A decision to invest in these roads at an early stage would be a 'spend to save' approach as it would mitigate against further deterioration and the possibility of 'losing' parts of the network for ever and its consequential impact on the economy and on communities. No highway authority in Wales could afford to allow the value of its assets to reduce. Stability in asset value was key if the economy was to flourish for the benefit of all, hence the importance of all authorities working with the WG, WLGA and CSSW to realise the most effective use of public funds to manage the highways network for the future.

Responding to members' questions the WG's representative, Lead Member for Highways, Planning and Sustainable Transport, Head of Highways and Environmental Services and the Highways Asset and Risk Manager:

- advised that it was the Council's responsibility to prioritise revenue spending on its network, this was determined based on a risk assessment prioritisation process. However, whilst transport funding had drastically reduced in recent years there was some grant funding available i.e. across Wales £4m for supporting public transport over four years and £60m for improving walking and cycling on designated routes over a three year period subject to specific criteria being met. The WG representative undertook to discuss with the Lead Member and officers whether the A547 Abergele Straights project would meet any of the set criteria;
- informed members that the Council had a strategy for the installation of dropped kerbs across the county. Work was currently underway on drawing up a list of locations across the county where dropped kerbs needed to be installed. A similar list of small drainage schemes across the county was also being compiled. Both lists would be given to the appointed contractor in the near future for them to commence the work on both projects;
- confirmed that whilst no reference was included in Appendix A to the report, 'A review of the condition of Denbighshire's roads since 2011/12' to 'B' roads in the county they were most definitely included in the Council's highways maintenance programme for 2018/19;
- confirmed that the 'A' and 'B' roads condition survey was a WG funded independent survey, which entailed a non-evasive technique examination called Scanner, which was undertaken during the summer to determine the proportion of the network that was deemed to be in poor condition;

- advised that in 2016/17 WG spent £155m on highway network maintenance;
- confirmed that WG was exploring different materials, including recycled products, when commissioning highway maintenance work and had been involved in a number of pilots to test such products. However, highways were only one part of the infrastructure and transport arrangements, hence the need to explore better ways of working and travelling. With a view to contributing to the de-carbonisation agenda, making effective use of technology and devising sustainable travel solutions the WG was working closely with the office of the Future Generations Commissioner for Wales on developing a sustainable travel strategy. Data was already available on the economic value of effective transport links and a well maintained highway network. Work was currently being undertaken in conjunction with Bangor University to better understand the social and cultural value of good quality transport links in relation to connected communities. The UK Cabinet Office had published a document called 'A guide to Social Return on Investment' on this particular topic;
- advised that in relation to realising best value in terms of borrowing for highways capital investment the Council was guided by Finance Officers' expertise. In terms of additional borrowing to fund revenue spending on highway maintenance work the Council was governed by prudential borrowing rules and borrowed any additional funding required from the Public Works Loan Board (PWLB);
- confirmed that the WG under the former LGBI scheme, which operated for three years, provided money to local authorities to support capital borrowing for highways work. Over three years a total of £172m had been borrowed across Wales for highways maintenance work. The final payment to local authorities via the RSG to service the borrowing costs would be made in 2034/35 ;
- advised that the Council was currently in the process of developing a footway condition survey, similar to the Highways Asset Management Strategy, which would fit in well with WG's vision for highways asset management plans to include all carriageways;
- confirmed that the Council received very few complaints or compensation claims in relation to accidents due to the condition of footways. Statistics relating to the number of claims made against the Council's insurance due to the accidents occurring because of the condition of footways would be provided to members;
- advised that utility companies could temporarily re-instate surfaces to paths or carriageways subject to a full re-instatement taking place within six months. Members were advised to contact the Council if they became aware of any accidents occurring due to temporary re-instatements, or if they were concerned about the quality of any re-instatements. Officers monitored the quality of re-instatement work on a regular basis and if the work was not up to the required standard the Council would fine the utility company concerned;
- confirmed that a guidance was issued by WG annually in the autumn to help local authorities submit applications for funding for highways projects. This guidance contained the criteria for applications as approved by the Cabinet Secretary. If applications met the set criteria WG would then determine the level of funding it could provide for the schemes submitted. There was no

'set' percentage figure allocated to each authority for highways funding, each application was determined on its own merits whilst one-off allocations such as the recent Road Refurbishment Grant were shared out using a pre-determined formula;

- confirmed that the list of roads contained in Appendix 'A' did not contain 'A' roads;
- described different types of recycled materials used by the Council during recent years for road maintenance work. This work was partly experimental to enable the authority to evaluate whether these materials would be durable in the long-term and reap financial benefits for the Council through not having to pay the cost of disposing of contaminated waste etc. Some of the pilots had been more successful than others, whilst it was too early yet to draw conclusions on the long-term benefits and resilience of more recent projects;
- confirmed that the Council's Chief Finance Officer would be able to advise members on the Council's borrowing limits;
- advised that legal rights to close or de-commission roads or rights of way lay within the powers of the local authority; and
- advised that if the Authority wished to apply for funding allocated for cycle route improvements the roads in question would already need to be designated on the network map as cycle routes and the proposed improvements would need to meet the set criteria for such routes.

During the discussion members emphasised the need for utility companies to liaise and communicate more effectively with local businesses and residents when planning to undertake necessary maintenance work, to enable them to plan for any disruption that may be caused to their business or their daily lives. With respect of the B4401 road in the Cynwyd area the WG representative indicated his willingness to discuss with the local member and officers if funding for improvements to that particular road could be sourced from a variety of WG transport specific funding streams, now that capital funding for such improvement schemes had reduced significantly.

The Chair thanking Mr Dewi Rowlands and Council Officers for attending and answering members' questions stressed the importance of the county's highways network to the entire county, using the analogy that the county's roads represented the arteries and veins that carried blood to all parts of the body to keep it healthy and functioning. It was, therefore, important that sufficient investment was made in all parts of the network to ensure that the county thrived on all levels, be it economically, culturally or socially. For this to be realised, the local authority and WG transport strategies needed to complement each other and be integrally linked.

Following and in-depth discussion the Committee:

RESOLVED that subject to the above observations to –

- (i) receive the report and appendix; and
- (ii) to support the work underway nationally to develop all-encompassing highways asset management plans that would assist all stakeholders to effectively prioritise funding for highways projects and maintenance work

with a view to realising optimum value for money as well as realising the aims of the Well-being of Future Generations (Wales) Act 2015

At this juncture (11.30 a.m.), there was a 20 minute break.

The meeting reconvened at 11.50 a.m.

6 CORPORATE PLAN PERFORMANCE REPORT QUARTER 4 - 2017-18

The Lead Member for Finance, Performance & Strategic Assets introduced the Strategic Planning Team Manager's report (previously circulated) which presented Members with the first update report on the delivery of the 2017-22 Corporate Plan.

Attached to the report was an Executive Summary which detailed the achievements to date along with the key exceptions (Appendix 1), and the full quarterly performance report for the fourth quarter of the 2017-18 year generated by the Verto Performance Management System (Appendix 2). During his introduction the Lead Member drew the Committee's attention to the main difference in the approach taken towards reporting on performance in delivering the new Corporate Plan compared to its predecessor, which was the inclusion of two pieces of commentary:

- Performance Status : which provided a narrative and an assessment on what the performance indicators currently implied about the communities; and
- Programme Progress Status: which outlined how projects identified in support of each priority were developing

The programme of work to deliver the Corporate Plan was still in its infancy, therefore the 'programme progress status' would reflect this. As projects established to realise the priorities in the Plan started to be delivered the 'programme progress status' column in the report would eventually reflect this, with the colour of the column eventually turning to 'green'. The 'performance status' column indicated the Council's performance to date against targets set for delivery of each priority. Whilst it was possible to have a 'poor' performance status, but a strong programme progress status during the timespan of the Corporate Plan, it was anticipated that as the Council's term progressed that both statuses would match positively to indicate that the Plan would successfully be delivered. Future Executive Summary reports would be exceptions reports rather than a full narrative on performance against all targets and indicators.

The Lead Member proceeded to explain that two programme boards, whose membership comprised of Lead Members, a Corporate Director and Heads of Service, had been established for the purpose of progressing the delivery of the five corporate priorities and ultimately the Plan itself. Both Boards, the Communities and Environment Board and the Young People and Housing Board, were chaired by a Corporate Director with one Board responsible for progressing the delivery of two of the corporate priorities whilst the other was charged with progressing the delivery of three. Of the five corporate priorities the performance status for two of the priorities had a 'red' priority for improvement status at present. These were the

priorities relating to 'Resilient Communities' and 'Young People' which entailed the delivery of a broad range of projects, some in partnership with external organisations, if they were to be realised. Therefore they were not entirely within the Council's control to deliver. An overview of the projects which underpinned each corporate priority was given to the Committee by the Lead Member. Members were advised by the Strategic Planning Team Manager that, in addition to the Verto generated report, the Performance Status and Programme Progress Status commentary were important information for Scrutiny to focus on when examining future Corporate Plan performance reports and deciding on its future work programme. She also confirmed that if members were not familiar with the Verto system that she would be willing to demonstrate to them how they could use it for their scrutiny work.

The Chair drew to members' attention to the fact that a number of the topics covered in the Corporate Plan were already on the Committee's forward programme, these included the draft sustainable travel plan and the draft fleet management strategy.

Responding to members questions the Lead Member, Corporate Director and Strategic Planning Team Manager advised that:

- the Council and GwE were working closely together with a view to improving school attendance figures. In addition other projects were being developed to try and address school absences, projects such the parenting project and the educational attainment project. The effectiveness of these projects would be reported to members in due course as part of the Corporate Plan performance report. However, if members wanted more information about the projects they could contact officers in Education and Children's Services;
- data on superfast broadband coverage ranking was currently only available based on a UK Parliamentary constituency basis and not on a county boundary basis. As the county spanned a number of parliamentary constituencies data for Denbighshire as a single entity was not available. As far as they were aware data was not available on the availability of broadband in rural areas in comparison to urban areas, but the Lead Member undertook to make enquiries on whether this type of data could be sourced;
- broadband and digitalisation were very complex areas and extremely broad. Members could bring this topic to scrutiny later on in the year or early next year and for that purpose were encouraged to complete a Member Proposal form setting out exactly what aspects of the subject they would wish to scrutinise i.e. they may wish to invite the WG's chief officer in charge of broadband and digitalisation in Wales to discuss future plans and/or connectivity and its impact on rural deprivation;
- the Council had recently approved a tree management procedure and published a guide to the public which was available on the Council's website;
- the project in the Corporate Plan relating to the planting of trees in specified urban areas was aimed at improving the well-being of residents in those areas. The Lead Member undertook to check with the relevant Service whether funding had been set-aside within the tree planting project for future maintenance costs for the trees;

- as part of the Young People Priority within the Plan work was taking place to grow local businesses and to try and entice employers into the county that would provide well paid employment opportunities for young people with a view to retaining young people in the area;
- the 'Working Denbighshire Project' was aimed at helping people to acquire the necessary skills to help them into employment. Other projects would entail mentors going into schools to help pupils with careers advice and developing softer skills such as inter-personal skills;
- work was underway with the Council's Customers, Communications and Marketing Service to produce a quarterly bilingual headlines bulletin on progress in delivering the Corporate Plan. This mailshot would be aimed at the public

The Scrutiny Co-ordinator suggested to members that the Committee may wish to invite Programme Board representatives to a future meeting to discuss their Board's work, remit and the projects they were responsible for delivering as a means of determining the key areas which the Committee may wish to focus on in future.

The Chair requested that for clarity purposes future reports should be consistent in their references to the United Kingdom or Great Britain and not contain a mixture of both, and that paragraphs of narrative required to be written in a clear and concise manner for ease of understanding.

At the conclusion of the discussion the Committee:

RESOLVED that subject to the above observations, and the provision of the requested information, to receive the report on the Council's performance in delivering its Corporate Plan for 2017-2022 as at the end of Quarter 4 of the 2017-18 year.

7 DIRECTOR OF SOCIAL SERVICES' ANNUAL REPORT 2017-18

The Corporate Director: Communities introduced the report (previously circulated) which presented the Committee with the Director of Social Services' Annual Report for 2017-18. It was explained that it was a statutory requirement for each Director of Social Services in Wales to produce an annual report summarising their assessment of the Service's effectiveness in delivering social care services during the year and outlining the priorities for improvement identified during the course of the year that would require focus going forward.

During her introduction the Director paid tribute to the commitment of the workforce, both paid, and unpaid volunteers, whose dedication had resulted in the Annual Report being a positive one overall. She drew members' attention to the Services' key achievements during the year and highlighted the areas that required further work. The guidelines for the presentation of the Annual Reports stipulated that they should not exceed a specified number of words, consequently it had not been possible to include all aspects of adult social care and children services work in the report. Nevertheless, having reviewed all the evidence, the Director was confident that Denbighshire continued to provide good quality social services for children,

adults and carers from cradle to grave, and in doing so had achieved some excellent performance in areas which were important for residents and communities. The Director advised that whilst legislation relating to social care had changed significantly during the last five years the principles of the legislation were actually what Denbighshire's social care services aspired to, delivering positive outcomes for individuals based on what mattered to them and providing early intervention and prevention at the right time to mitigate against the risk of needs escalating to require more intensive services. Despite the significant pressures faced by adult and children's social care services during the year the Service had performed well but as always there was more to do, particularly in light of the growing demographic, financial challenges and pressures that lay ahead.

The Chair referred to the excellent Estyn report received earlier in the year on the county's Education and Children's Services. He also referred to the fact that a report on the 'Provision of Respite Care across Denbighshire', focussing in particular on the availability of respite facilities to ease the burden on carers in line with the aims of the Council's Carers Strategy, would be presented to Partnerships Scrutiny Committee in September 2018.

Responding to members' questions the Director and the Principal Manager:
Support Services:

- advised that support for carers was provided in a variety of different ways dependent upon their needs i.e. at home, in a residential/nursing home, at a hotel or an alternative location away from their normal environment. Carers were entitled to receive a carers needs assessment, but were not obliged to have one. The Authority was working very closely with the North East Wales Carers Information Service (NEWCIS) in a bid to understand carers' concerns, the types of services they required and how services to carers could be improved;
- advised that information on the aims and implications of the Social Services and Well-being (Wales) Act 2014 had been presented to carers through a variety of different channels e.g. training/workshops, community and voluntary groups information sharing events and communications, as the Council realised that not all carers could attend events held due to their caring duties;
- confirmed that the Council was working closely with domiciliary care agencies examining the individual outcomes to be achieved when commissioning domiciliary care packages. The regional framework for commissioning domiciliary care had recently been renewed and the Council now had a list of which domiciliary care agencies wanted to provide services, including double-handed care services, in Denbighshire;
- advised that before a patient could be discharged from hospital a suitably qualified medical professional would have to certify that the patient was medically fit to be discharged. Hospital discharge care package assessments were not always undertaken by social workers, they were performed by the most suitably qualified professional dependent upon the individual patient's needs and requirements. Once a care package had been agreed steps would then be taken to commission the service(s) required for the individual. Wherever possible care packages were aimed at supporting

the individual to regain as much independence as possible in order to improve their quality of life;

- agreed that safeguarding was everyone's responsibility, members and officers across all services alike. In a bid to highlight to all Council staff their own individual responsibilities in relation to Safeguarding a mandatory training programme had been rolled-out across the authority during 2017-18; and
- confirmed that if service-users' mental capacity to take informed decisions about the services they required was impaired the Council/family members/carers could apply for Court of Protection (CoP) orders

During the discussion members referred to the pressures faced by health and social care services due to people living longer and the increasing levels of mental health related problems being recorded, even in primary school age pupils. They also noted the success of the Single Point of Access (SPoA) Service.

Officers undertook to make enquiries with regards to the delay encountered in providing young carers with free leisure cards and to confirm that GPs throughout the county were referring patients to the County's Leisure Services, in light of concerns raised that neither St. Asaph nor Llangollen were referenced in the report.

At the conclusion of the discussion members:

RESOLVED:

- (i) subject to the above observations and the provision of the requested information to confirm that the report provided a clear account of performance during 2017-18; and*
- (ii) to confirm that those areas which were either underperforming or of concern were already listed on a scrutiny committee forward work programme for further examination*

8 SCRUTINY WORK PROGRAMME

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

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

The Chair and Corporate Director stressed to members the importance of attending all meetings of the Service Challenge Groups to which they had been appointed by the Committee as its representative, and to report back to the Committee on the conclusions of those meetings. If representatives were unable to attend they should notify the Chair of the Committee immediately to enable another member to

be appointed to attend in their absence. A list of the Committee's representatives on the Service Challenge Groups along with the schedule of Group meetings for 2018-19 had been included in the "Information Brief" document for members' information.

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

9 FEEDBACK FROM COMMITTEE REPRESENTATIVES

There was no feedback to be presented.

EXCLUSION OF PRESS AND PUBLIC

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

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

10 CEFNDY HEALTHCARE ANNUAL REPORT 2017/18 AND BUSINESS PLAN

The Lead Member for Well-being and Independence had been unable to attend the meeting but the Lead Member for Finance, Performance & Strategic Assets attended in her place.

The Lead Member for Finance, Performance & Strategic Assets introduced the confidential report by the Commercial Service Manager – Cefndy and the Operational Services Manager (previously circulated) which presented the Committee with information on Cefndy Healthcare's performance during 2017-18 and its business plan for 2018-22.

The report was presented to the Committee for it to examine Cefndy Healthcare's performance and future strategic direction following the disbanding of the Advisory Board which had overseen its work in the past. Members were advised that the purpose of the business was "to provide meaningful well paid employment to disadvantaged members of the community". The loss of the Department of Work and Pensions (DWP) Work Choice funding on 31 March 2019 would affect Cefndy's financial standing going forward. With a view to mitigating the risks associated with the loss of DWP funding the Council's Community Support Services (CSS) had assumed the management of the Gwent Wide Integrated Community Equipment Services (GWICES), a social enterprise comprising five local authorities and the Aneurin Bevan University Health Board (ABUHB) in the Newport area, which operated on a similar basis to Cefndy Healthcare. By operating both enterprises CSS could reduce unnecessary administration costs whilst expanding its product lines and potential to generate sufficient income to continue to provide valuable, meaningful, well-paid employment to disadvantaged individuals on a cost neutral basis.

Responding to members' questions the Lead Member, Head of Community Support Services and Cefndy's Commercial Services Manager:

- described the competitive market within which Cefndy operated, in particular the difficulties encountered when competing against cheaper imports from developing economies across the world;
- confirmed that Cefndy's operating costs were slightly higher than a number of its competitors as its priority was to keep disadvantaged people in productive employment rather than claiming benefits;
- advised that Cefndy Healthcare was a department within Community Support Services, consequently it was not permitted to make a significant profit nor apply for social enterprise funding/investment;
- advised that no employees had been made redundant during 2017-18, the reduction in employee numbers were due to retirement, leaving for other employment etc.;
- confirmed that Cefndy Healthcare was tendering for new contracts on a monthly basis;
- advised that a number of Cefndy's employees had been with the 'company' for 30 years or more which was a testament to the business' community value. Similar to all Council employees those that worked at Cefndy were subject to the local government staff terms and conditions of employment and, therefore, entitled to sickness and pension schemes, which in turn gave them long-term financial security;
- advised that Cefndy's involvement with GWICES had opened up new marketing opportunities and access to marketing forums which would hopefully benefit the business in the long-term by enabling it to expand and diversify its business with a view to securing its long-term sustainability;
- confirmed that the investment made five years ago in specialist bending machinery had enhanced the business' manufacturing ability and would benefit the work undertaken in partnership with GWICES;
- outlined the membership of the former advisory board advising that the business had originally been established by the former Clwyd County Council and transferred to Denbighshire County Council on local government reorganisation due to the location of its factory being in Rhyl. Denbighshire County Council established the advisory board to monitor the business' performance etc. because it provided a subsidy to the business. That subsidy had ceased some years ago therefore a decision was taken by the Head of Service, under powers delegated to him, to disband the Board and seek Scrutiny to monitor the business' performance in future;
- confirmed that the Commercial Service Manager and the Operational Services Manager were responsible for the day to day running of the business and any operational and business decisions taken;
- advised that it was envisaged that the benefits to Cefndy Healthcare of the CSS's assuming the management of GWICES would be fully realised in 2019 when the DWP Work Choice funding ceased; and
- advised that the ratio of disadvantaged employees to other employees at Cefndy was 70:30. This ratio included management and manufacturing staff as the business developed career pathways for its staff to enable them to realise their full potential

Committee members congratulated the Council on making sure that the business continued to operate for the purpose of securing positive life outcomes for its employees. Members suggested that all county councillors should be invited to attend Cefndy Healthcare to see the work undertaken at the factory and that the Council's Customers, Communications and Marketing Team be informed of the visit to enable a press or media release to be issued highlighting the business and its purpose. It was:

RESOLVED that subject to the above observations that

- (i) the Annual Report on Cefndy Healthcare's Performance during 2017-18 (Appendix 1) and its Business Plan for 2018-2022 (Appendix 2) be received;*
- (ii) Cefndy's Annual Performance Report and Annual Plan be presented to the Committee on an annual basis, with a half-yearly performance report being provided to the Scrutiny Chairs and Vice-Chairs Group (SCVCG) for information purposes unless circumstances necessitated an earlier report to the Committee; and*
- (iii) a visit be arranged for all county councillors to Cefndy Healthcare to familiarise them of the business and its aims*

The meeting concluded at 2.00 p.m.

Report to:	Performance Scrutiny Committee
Date of Meeting:	27 September 2018
Lead Officer/Member:	Head of Business Improvement & Modernisation/ Lead Member for Finance, Performance and Assets
Report Author:	Planning and Performance Officer
Title:	Corporate Risk Register Review, September 2018

1. What is the report about?

1.1 An update on the review of the Corporate Risk Register.

2. What is the reason for making this report?

To update the Committee on the proposed changes to the Corporate Risk Register.

3. What are the recommendations?

That Performance Scrutiny Committee notes the proposed deletions, additions and amendments to the Corporate Risk Register (appendix 1), and has the opportunity to comment. The Corporate Risk Register, in full, can be found at appendix 2. The Corporate Risk Register will be presented to Cabinet Briefing for agreement on 15 October 2018.

4. Report details

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

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

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

- Updates on current corporate risks are collected from risk owners, and updates on mitigation actions are collected from action owners.
 - Meetings are held with risk owners, including Members, at CET and Cabinet to discuss the risks for which they are lead. Consideration is given to whether the risk remains, whether the scores are accurate, and whether any new risks under their jurisdiction need to be included.
- 4.3 The Corporate Risk Register is formally reviewed twice yearly by Cabinet and CET. Henceforth, the Corporate Risk Register will be discussed informally by SLT twice yearly.
- 4.4 Any significant new or escalating risks are brought to the attention of CET (via the Strategic Planning Team) as and when they are identified. CET and Cabinet then take a view as to whether that risk should be included in the Corporate Risk Register.
- 4.5 Following each formal review of the Corporate Risk Register (twice per year), the revised document is presented to Performance Scrutiny Committee. This particular update precedes the formal presentation to Cabinet, and the risks included herein are in draft until formally agreed by Cabinet.
- 4.6 Actions identified to address corporate risks are included in Service Plans (where appropriate), which enables Performance Scrutiny Members to monitor progress. Any performance issues in relation to the delivery of these activities should be highlighted as part of the Service Performance Challenge process.
- 4.7 The Council's Internal Audit function provides independent assurance on the effectiveness of the internal control procedures and mechanisms in place to mitigate risks across the Council. It also offers independent challenge to ensure the principles and requirements of managing risk are consistently adopted throughout the Council. Internal Audit also use information from our service and corporate risk registers to inform its forward work programme.
- 5. How does the decision contribute to the Corporate Priorities?**
- 5.1 The purpose of the Corporate Risk Register is to identify the potential future events that may have a detrimental impact on the Council's ability to deliver its objectives, including its corporate priorities. The identified controls and actions are therefore crucial to the delivery of the corporate priorities.
- 6. What will it cost and how will it affect other services?**
- 6.1 The cost of developing, monitoring and reviewing the Corporate Risk Register is absorbed within existing budgets.

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

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

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

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

8.2 This report will be presented to Cabinet on 15 October 2018.

9. Chief Finance Officer Statement

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

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

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

10.2 Internal Audit are currently carrying out an audit of our risk management strategy and process.

11. Power to make the Decision

11.1 Local Government Act 2000.

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

Contact Officer:

Strategic Planning Team

Tel: 01824 708075

This page is intentionally left blank

Appendix 1: Amendments to the Corporate Risk Register

Risks – new

Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners
00036	The risk that any negative impacts of leaving the European Union cannot be mitigated by the council	B1	B1	Judith Greenhalgh & Councillor Julian Thompson-Hill
00037	The risk that partners don't have the resources, matching priorities or commitment to support delivery of shared plans and priorities	B1	C2	Judith Greenhalgh & Councillor Hugh Evans

Risks - changed

Controls and actions have been updated for all existing risks but no changes have been made to their inherent or residual risk scores.

Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners
00001	The risk of a serious safeguarding error where the council has responsibility, resulting in serious harm or death (<i>new action (00078) added</i>)	B2	D2	Nicola Stubbins & Councillors Bobby Feely and Huw Hilditch- Roberts
00012	The risk of a significantly negative report(s) from external regulators. (<i>Risk owner changed from Graham Boase to Judith Greenhalgh</i>)	C2	D3	Judith Greenhalgh & Councillor Hugh Evans
00018	The risk that programme and project benefits are not fully realised (<i>now includes what was formerly risk 00028 – see below</i>)	B2	D2	Judith Greenhalgh & Councillor Julian Thompson-Hill

Risks - removed

Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners
00028	The risk that the changes we introduce have a greater positive or negative impact than we expected (<i>merged with 00018 – see above</i>)	B2	D3	Judith Greenhalgh

Risks - no change

Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners
00006	The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income.	C1	C3	Judith Greenhalgh & Councillor Julian Thompson-Hill
00011	The risk of an ineffective response to a serious unexpected event, such as severe weather, contamination, public safety (including cyber attack) or a public health event.	D2	E2	Graham Boase & Councillor Richard Mainon
00013	The risk of significant liabilities resulting from alternative models of service delivery	B2	E2	Judith Greenhalgh & Councillor Julian Thompson-Hill
00014	The risk of a health & safety incident resulting in serious injury or the loss of life. (Where H&S is referred to, this incorporates fire safety)	C2	E2	Graham Boase & Councillor Julian Thompson-Hill
00016	The risk that the impact of welfare reform (Universal Credit) is more significant than anticipated by the council.	B2	D3	Richard Weigh & Councillors Mark Young and Julian Thompson-Hill
00021	The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCU and DCC	A1	C2	Nicola Stubbins & Councillor Bobby Feely
00027	The risk that even if the settlement is as anticipated, decisions that are necessary to	B1	C2	Judith Greenhalgh & Councillor Hugh Evans

Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners
	identify and deliver the savings programme and enable a balanced budget are not taken or implemented quickly enough			
00030	The risk that appropriate capacity and skills to sustain service and corporate performance is not available	C3	D3	Judith Greenhalgh & Councillor Hugh Evans
00031	The risk of fraud and corruption resulting in financial and reputational loss and possibly impacting on service delivery.	B2	E2	Judith Greenhalgh & Councillor Julian Thompson-Hill
00033	The risk that the cost of care is outstripping the Council's resource	B1	C2	Nicola Stubbins & Councillor Bobby Feely
00034	The risk that demand for specialist care cannot be met locally	B2	C2	Nicola Stubbins Councillors Bobby Feely and Huw Hilditch- Roberts
00035	The risk that the return on investment that Denbighshire receives from the Regional Growth Deal is disproportionate	C1	C1	Graham Boase & Councillor Hugh Evans

This page is intentionally left blank

Authors	
Authors	Nicola Kneale, Iolo McGregor, Heidi Barton-Price, Carol A Evans, Emma Horan, Natasha Hughes & Peter York
Executive Summary	
Executive Summary	
Programme Code	CRR
Programme Name	Corporate Risk Register
Programme Board Members	
Carol A Evans	
Project Role	Programme Support
Emma Horan	
Project Role	Programme Support
Heidi Barton-Price	
Project Role	Programme Support
Nicola Kneale	
Project Role	Programme Support
Iolo McGregor	
Project Role	Programme Support
Vision	
Justification and Context	
Fit with Relevant Strategies	
Outcomes and Benefits	
Delivery Approach and Reporting Processes	
Delivery Approach	
Reporting Processes	
Risks	
Risks	
00001 The risk of a serious safeguarding error where the council has responsibility, resulting in serious harm or death	
Description	This risk - concerning children and adults at risk - is increasing as the environment is changing, with growing expectations around our duties in relation to third party provision. The cumulative impact of reducing resources across the public sector may impact agencies' ability to appropriately recognise safeguarding risks which may also create extra pressures for the Local Authority.
Impact / Consequences	<ol style="list-style-type: none"> 1. Individual(s) experience significant harm or death. 2. Significant reputational loss. 3. Possible intervention by Welsh Government. 4. Legal/compensation costs.
Inherent Risk	B2

<p>Controls to Manage Risk (in place)</p>	<ol style="list-style-type: none"> 1. Safeguarding policy & procedures are in place 2. Corporate Safeguarding Training Programme. 3. Framework of self-assessment for schools in relation to safeguarding has been established. 4. Section 28 Audits, and annual reporting requirement for services to demonstrate how they are discharging their duties in relation to safeguarding. 5. Section 28 audit tool in place for voluntary sector to ensure safeguarding practices are in place. 6. Compliance with safeguarding practises is part of the annual HR audit of schools. 7. Regional arrangements for safeguarding a) children and b) adults at risk are in place. The regional safeguarding boards set priorities and actions regionally, eg training and policies & procedures. 8. Risk assessments in place for recruiting staff who require a DBS check and/or references and this is monitored and scrutinised by the Corporate Safeguarding Panel. 9. Safeguarding policy review has taken place with Schools and new guidance has been developed 10. Corporate Safeguarding Panel has been reviewed including the terms of reference, roles and responsibilities. 11. Heads of Service have been asked to ensure they consider safeguarding when reviewing their risk registers and that safeguarding be included in service challenge where appropriate. 12. Key posts within the Council that could have an impact on safeguarding have been identified and Heads of Service are reviewing the posts to ensure that adequate checks are undertaken by the Council or and external body. All new employee contracts make reference to safeguarding. 13. Briefing sessions on safeguarding and Child Sexual Exploitation have been delivered to County Council and the Leader has included corporate safeguarding in his portfolio. 14. Improvements have been made to safeguarding arrangements with contractors including (i) DBS contract checks, (ii) ensuring that Council staff responsible on site for the contractor and managing the tendering / contract process are clear of their responsibilities in respect of safeguarding, (iii) ensuring contacts terms and conditions (including JCT) in relation to DBS checks are appropriate, (iv) ensuring that self-assessment arrangements as part of contract management are appropriate. 15. The Corporate Safeguarding Policy has been reviewed and updated in line with new legislation. 16. Safeguarding e-learning module in place and compliance is monitored and scrutinised by the Corporate Safeguarding Panel. 17. Recording and sharing safeguarding incidents and near misses is a standing item of the Corporate Safeguarding Panel. It also shares case reviews where there is a corporate perspective for lessons learned. Service representatives are responsible for reporting any key messages from panel meetings to members of staff within their services.
Residual Risk	D2

Further Actions

00061 Develop a corporate system for recording safeguarding incidents.

Description	As part of the development of the CRM system, we will look at the feasibility of having a corporate system for recording safeguarding incidents.
Action Due Date	31/03/2018
Person Responsible	Nicola Stubbins

00076 Monitor the completion of the Safeguarding e-learning module

Description	<p>Report on the percentage of staff that have completed the safeguarding e-learning package This is to be monitored and scrutinised by the Panel.</p> <p>(79% completion as at August 2018).</p>
Action Due Date	30/03/2019
Person Responsible	Nicola Stubbins

00078 Monitor performance in relation to the percentage of eligible staff (corporate and schools) that have an up to date DBS and reference check or risk assessment

Description	<p>The indicator "The percentage of eligible staff that have an up to date DBS (schools)" is red and has been for four quarters, and performance has been poor for more than a year (Q1 2018/19: 88%).</p> <p>"The percentage of eligible staff that have an up to date reference check or risk assessment (schools)" is now at 95% (Q1 2018/19) and performance for DCC is now at 98% (yellow). Prior to this performance had been poor for well over a year.</p>
Action Due Date	31/03/2019
Lead Member(s)	Cllr Bobby Feeley & Cllr Huw Hilditch-Roberts
Active	Yes
Risk Owner	Nicola Stubbins

00006 The risk that the economic and financial environment worsens public expectations, leading to additional demand on services and reduced

income.

Description	The latest settlement was equal to the lowest anticipated, and the next one will probably also be very low, affecting our ability to effectively plan for the medium term. Furthermore, Welsh Government population estimates were shown to be inaccurate upon release of the last Census results. It resulted in Denbighshire having reduced funding.
Impact / Consequences	The council suffers from a significant reduction in income, leading to an inability to deliver current levels of service provision.
Inherent Risk	C1
Controls to Manage Risk (in place)	<ol style="list-style-type: none"> 1. The council has no control over the global economy or the WG settlement. Therefore the inherent risk score likely to remain high. 2. Annual, detailed budget setting process that considers economic environment 3. The Medium Term Financial Plan (MTFP) contains different scenarios to ensure it can deal with changes in the external environment, and is considered on a quarterly basis: it has revised its expectations further downwards. 4. A robust budget-setting process raises awareness of implications of significantly reduced income due to the economic environment. It also identifies a range of proposals should cuts be incurred. 5. Regular (usually monthly) financial planning meetings between services and management accountants are in place. 6. Service's budgets and budget proposals are scrutinised by the Lead Member for Finance and the Head of Service during budget-setting talks. 7. Establishment of the 'Reshaping the Council Budget' programme board.
Residual Risk	C3

Further Actions

00079 CET to consider a paper outlining the population estimate risk and the potential impact on future funding.

Action Due Date	01/12/2018
Person Responsible	Nicola Kneale
Lead Member(s)	Councillor Julian Thompson-Hill
Active	Yes
Risk Owner	Judith Greenhalgh

00011 The risk of an ineffective response to a serious unexpected event, such as severe weather, contamination, public safety (including cyber attack) or a public health event.

Description	Serious unexpected events can occur at any time. Services plan for the impact of expected seasonal variations in weather, but severe weather events can impact on service delivery. Similarly, we put plans in place to monitor food, water and air quality, but any contaminations can impact on service delivery, as would any viral pandemics. Cyber attacks can affect our ability to provide services electronically, putting our business continuity plans to the test.
Impact / Consequences	<ol style="list-style-type: none"> 1. Significant disruption to core services. 2. Serious injury or fatality due to road network closure, poisoning or infection. 3. Reputational risk to the council if unable to deal with issues.
Inherent Risk	D2

Controls to Manage Risk (in place)	<ol style="list-style-type: none"> 1. The control environment in this area is the Regional Emergency Planning Service (Wrexham, Flintshire, Denbighshire, Conwy, Gwynedd and Anglesey), and local emergency management response groups have been established. There is significant partnership working with a regional emergency planning team coordinating plans and responses across North Wales. 2. We also continually review our procedures for winter highways maintenance and flood response. Secondary rota established and operational. 3. Service disruption is minimised through our arrangements for business continuity and emergency planning, with separate Directors responsible for Response and Recovery. 4. There's an emergency on-call rota in place for CET. 5. Emergency Planning Response report taken to Partnerships Scrutiny in June 2015. 6. Vulnerable people mapping tool is in operation. 7. New chairs for the Communications and Operational Response Groups have strengthened arrangements. 8. Gold & Silver training in place for new representatives. 9. Deputies for Chairs of response teams appointed. 10. Trial business continuity exercise took place in DCC in October 2017. Overall the exercise was successful. 11. Planning and Public Protection has plans in place to manage responses to pandemics such as bird flue or foot and mouth for instance, with a focus on how we will work with partners in such times. 12. The Corporate Director: Economy and Public Realm chairs quarterly meetings of all the chairs of various response groups in emergency planning and is also attended by regional emergency planning representatives. The purpose of this group includes to provide assurance that systems are in place and to test procedures.
Residual Risk	E2

Further Actions

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

Action Due Date	31/03/2019
Person Responsible	Graham Boase
Lead Member(s)	Cllr Richard Mainon
Active	Yes
Risk Owner	Graham Boase

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

Description	Negative reports from regulators could lead to a range of impacts that could be negative for Denbighshire County Council. The council is committed, however, to responding to reports and working with partners, including external regulators, to addressing any concerns that may arise.
Impact / Consequences	<ol style="list-style-type: none"> 1. A wider lack of confidence in Council services. 2. Reputational damage. 3. Potential intervention by the WG. 4. Significant resources may be required to be diverted to deliver immediate and substantial change. 5. Regulation we're subject to includes: CIW (Care Inspectorate Wales); WAO Office; Estyn; HSE (Health & Safety Executive); ICO (Information Commissioner's Office)
Inherent Risk	C2
Controls to Manage Risk (in place)	<ol style="list-style-type: none"> 1. The corporate performance management framework (PMF) is the main control in this area. 2. Head of Business Improvement & Modernisation, Strategic Planning Team Manager and Head of Audit meet monthly with Wales Audit Office to understand and respond to their concerns. 3. Regulators sit on Service Performance Challenges. 4. Research & Intelligence team creates Needs & Demands, and Comparative reports to support service self assessment and Service Performance Challenges. 5. Annual Governance Statement and Performance Self Assessment now combined. 6. Protocol developed for addressing recommendations from WAO national studies: services' response will be the subject of performance scrutiny and service challenge.
Residual Risk	D3

Further Actions

Lead Member(s)	Councillor Hugh Evans
----------------	-----------------------

Active	Yes
Risk Owner	Judith Greenhalgh

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

Description	Liabilities could arise due to financial, HR, safeguarding, or general management problems and could impact on the sustainability of service provision
Impact / Consequences	<ol style="list-style-type: none"> 1. Financial liabilities. 2. Property Liabilities. 3. Reduction in levels of service provided to the community, or increased revenue costs to continue delivery. 4. Reputation damage to the council
Inherent Risk	B2
Controls to Manage Risk (in place)	<ol style="list-style-type: none"> 1. A rigorous process is in place to ensure appropriate governance and contract management is in place as ADMs are established. 2. Council is entitled to representation on Boards, and Heads of Service providing strategic advice to facilities. 3. Heads of Service advise DCC on any emerging issues and risks. 4. Financial support and/or subsidies being provided. 5. Processes are in place to manage relationships between DCC and Arm's Length organisations. 6. Intervention measures are exercised by DCC if relationships with Arm's Length organisations are difficult to manage. 7. Resources have been committed to improve financial monitoring of facilities and services
Residual Risk	E2

Further Actions

Lead Member(s)	Councillor Julian Thompson-Hill
Active	Yes

Updates

21/06/2017

Risk Owner	Judith Greenhalgh
------------	-------------------

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

Description	This could be as a result of unsafe acts, unsafe work places or ineffective H&S management.
Impact / Consequences	<ol style="list-style-type: none"> 1. Serious injury or death of an employee and/or any other person. 2. Significant reputational damage 3. Substantial legal/litigation costs. 4. Criminal prosecution of staff or the organisation.
Inherent Risk	C2

Controls to Manage Risk (in place)	<ol style="list-style-type: none"> 1. Strategic leadership provided by a Head of Service (Facilities, Assets and Housing) with delegated responsibility for Health and Safety. 2. Competent H&S advisors are employed by the organisation to provide support, guidance and training on H&S. 3. A Corporate Health and Safety Policy is in place which defines the H&S organisation and arrangements in DCC 4. There is an established H&S Management System in place. 5. An established Corporate H&S Committee is in place which is a forum for the employer and employee representatives to discuss and consult on H&S. 6. A number of service level H&S committees meet to provide a forum for service managers and employee representatives to discuss and consult on H&S. 7. H&S training program focussed on DCC activities and the way we manage H&S in DCC. 8. "Managing safely in Denbighshire" training is mandatory for all managers. 9. The corporate H&S team carry out a program of targeted monitoring 10. An online accident, incident reporting process is in place. There is an expectation that all accidents and incidents are reported 11. Significant H&S related accidents, incidents and near misses are investigated internally
Residual Risk	E2
Further Actions	
Lead Member(s)	Councillor Julian Thompson-Hill
Active	Yes
Risk Owner	Graham Boase

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

Description	Welfare reform (Universal Credit) has potentially significant implications for a large proportion of residents, and also on the council in terms of increased demand for services and reduced income.
Impact / Consequences	<ol style="list-style-type: none"> 1. Potential increase in demand for services: e.g. homelessness and homelessness prevention services; housing (especially for stock which is currently scarce); benefits support / advice, etc. 2. Reduced income from rents and council tax payments with reduced cash flow and an increase in bad debt for the authority. 3. We expect to see a significant increase in the number of customers requiring digital support from our Library / One Stop Shop Service. 4. Also an impact to Social Services due to Disability Living Allowance changes. 5. This could also impact on our ability to deliver our Corporate Priorities
Inherent Risk	B2
Controls to Manage Risk (in place)	<ol style="list-style-type: none"> 1. A Cross-Authority / Multi Service Universal Credit Board has been established and is working to address, as far as possible, the risks and issues associated with the impact of Universal Credit. 2. A proactive management of risk is involving identifying those likely to be affected to reduce the risk/mitigate any negative impacts. 3. The Board has developed a Risk Register and Activity Plan to cover all strategic and operational risks as a result of Universal Credit, these include detailed Actions and Controls with owners assigned to each risk. 4. This register is reviewed on a frequent basis and updates provided at each Board meeting.
Residual Risk	D3
Further Actions	
Lead Member(s)	Councillor Mark Young and Councillor Julian Thompson-Hill
Active	Yes
Risk Owner	Richard Weigh

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

Description	<p>The council currently does not consistently deliver all benefits from projects. Some of the issues include: inconsistent management; resistance to change; staff behaviour and processes not changing as planned. Programmes to be mindful of include: Corporate Plan programme boards, Digital Futures, Reshaping the Council Budget.</p> <p>We have corporate plan programme boards concerned with recommending investment in areas that may have also been identified to make savings by the Budget Board. This could result in incoherent planning.</p> <p>This risk encompasses risks associated with the council making changes that result in a greater negative impact than we anticipated (formerly risk 00028). When deciding where to make changes, we endeavour to ensure the quality of key services. There is a risk that we haven't identified the correct services as being 'key', and/or that the changes we make are more disruptive than we anticipated.</p>
Impact / Consequences	<p>The forecast changes that were alluded to in business cases do not materialise and, hence, neither do their benefits</p> <p>In relation to changes having a greater positive or negative impact than anticipated could result in:</p> <ol style="list-style-type: none"> 1. Services that are important for our residents are no longer available 2. Performance in important areas of our business (for our residents) deteriorates 3. Reinstatement/correction in performance is difficult and slow to achieve 4. Reputation can suffer if performance deteriorates 5. Reputation can suffer if messages are not managed
Inherent Risk	B2
Controls to Manage Risk (in place)	<ol style="list-style-type: none"> 1. Corporate Programme Office established. 2. Leadership Strategy in place. 3. Strategic Planning team will support the Boards, and also support performance management in the organisation, therefore there's a strong alignment between 'change' and BAU. 4. Impact assessments are undertaken and form part of the cover report for decisions. 5. Risk are considered and form part of the cover report for decisions. 6. Use of Verto to record benefit tracking. 7. Change toolkits, together with factsheets, are on the intranet to support managers. 8. Finance remove savings from budgets to ensure financial savings are delivered. 9. Denbighshire Way Change Management Guidance has been developed. 10. CET reviews key projects every three months. 11. New corporate plan programme boards chaired by Corporate Directors, who have attended Programme Management training. 12. Corporate Directors chair corporate plan programme board and are also members of the Budget Board. Their involvement in both boards ensures a coherent approach to our programmes and financial planning.
Residual Risk	D2
Further Actions	
Lead Member(s)	Cllr Julian Thompson-Hill
Active	Yes
Risk Owner	Judith Greenhalgh

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

Description	<p>With BCUHB in special measures there is increased political and regulatory scrutiny. This is resource intensive and further detracts from effective partnership working.</p>
Impact / Consequences	<ol style="list-style-type: none"> 1. Inefficient services 2. Gaps in service provision 3. Delays/failure to deliver joint projects 4. Reputational damage 5. Ability to meet statutory duties - Well-being of Future Generations Bill, Social Services and Well-being Act
Inherent Risk	A1

Controls to Manage Risk (in place)	<ol style="list-style-type: none"> 1. DCC presence in key meetings and Boards looking at implementing integrated new approaches although there is a notable lack of progress on the integration agenda 2. Denbighshire Joint Locality Forum established. 3. NWWVIC has reviewed its governance arrangements in partnership with BCUHB. 4. BCUHB Area Director in place. 5. Locality Structure has bedded in. 6. The Regional Partnership Board is in place to progress cooperation and integration. 7. BCUHB Area Director chairs the Conwy/Denbighshire PSB, which has shared priorities and a shared governance vision.
Residual Risk	C2

Further Actions

Lead Member(s)	Councillor Bobby Feeley
Active	Yes
Risk Owner	Nicola Stubbins

00027 The risk that even if the settlement is as anticipated, decisions that are necessary to identify and deliver the savings programme and enable a balanced budget are not taken or implemented quickly enough

Description	<p>As our financial settlement reduces, we need to identify savings and gain approval for, and deliver, plans as to where to reduce or withdraw financial resources. Even if the budget we anticipate is the settlement we receive, there is still a risk for funding our services and savings identified may not be delivered as expected or in-year demand/pressures arise.</p> <p>Any plans require the approval of Council, and must be implemented in a timely manner that complies with legislation. While the budget process has been successful to date there are still substantial future savings to be made by the local authority and the political environment remains sensitive.</p>
Impact / Consequences	<ol style="list-style-type: none"> 1. Denbighshire overspends on its budget. 2. Denbighshire cannot deliver savings. 3. Denbighshire has insufficient time to ensure good financial monitoring and robust planning.
Inherent Risk	B1
Controls to Manage Risk (in place)	<ol style="list-style-type: none"> 1. The budget setting process involves Members, so they understand that difficult decisions are necessary, and they are involved with developing the proposals. This should make them more likely to support the recommendations made. 2. As decisions are becoming harder then lead in times are becoming longer. 3. Services have delivered savings earlier than budgeted which has created a short-term financial cushion. 4. The Shaping the Council's Budget board has been established, which is likely to make some controversial suggestions that will require political support. Therefore there may be increased risk of not achieving approval for the service changes required to deliver a balanced budget. 5. Early identification of the budget cap and potential actions to address it are managed through the Budget Board and CET. 6. All of these controls are in place to ensure good financial monitoring and robust financial planning.
Residual Risk	C2

Further Actions

Lead Member(s)	Cllr Hugh Evans
Active	Yes
Risk Owner	Judith Greenhalgh

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

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

Impact / Consequences	<ol style="list-style-type: none"> 1. Reputational damage. 2. Declining performance. 3. Poor performance against new priorities.
Inherent Risk	C3
Controls to Manage Risk (in place)	<ol style="list-style-type: none"> 1. Greater opportunities for Middle Managers to 'act up' to key posts in order to gain experience at a more senior level 2. Appointment of more senior Middle Managers 3. Leadership Strategy is in place 4. Heads of Service are tested on their succession plans through Service Challenge 5. Quarterly Leadership Conferences held to develop middle managers. 6. Training Needs Analysis for SLT & Middle Managers is now complete, with an emphasis on leadership now being led through the DCC Leadership Conferences. 7. Heads of Service are encouraged to rethink their service plans against context of new corporate plan, budget decisions, and any new legislation, etc.
Residual Risk	D3
Further Actions	
Lead Member(s)	Hugh Evans
Active	Yes
Risk Owner	Judith Greenhalgh

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

Description	<p>Denbighshire County Council (the Council) employs around 4,500 staff and spends in excess of £300 million per year. It commissions and provides a wide range of services to individuals and households and works with a wide range of private, public and voluntary sector organisations. As with any other large organisation, the size and nature of the Council's services mean that there is an ongoing risk of loss due to fraud and corruption from both internal and external sources. There is also an ongoing risk of bribery as the Council provides and procures goods, works and services.</p> <p>The Council recognises that as well as causing financial loss, fraud is also detrimental to the provision of services, and damaging to the reputation of, and confidence in, the Council and public bodies in general.</p>
Impact / Consequences	<ol style="list-style-type: none"> 1. Financial loss. 2. Loss of reputation and confidence in the Council and public bodies in general. 3. Negative impact on service provision / delivery. 4. Legal / compensation costs. 5. Criminal prosecution. 6. Negative audit / inspection reports.
Inherent Risk	B2
Controls to Manage Risk (in place)	<p>In its policies and procedures the Council gives out the clear message that it will not tolerate any impropriety by employees, elected Members or third party organisations. It has put in place appropriate and proportionate systems to minimise this risk and these are kept under constant review, including:</p> <ul style="list-style-type: none"> • The Code of Corporate Governance • The Code of Conduct for Elected Members • The Employees' Code of Conduct • Financial Regulations including Contract Procedure Rules • The Whistleblowing Policy • The Anti-Money Laundering Policy • Recognition and monitoring of the risk of fraud in service risk registers • Systems of internal control • Recruitment processes • Regular internal and external review of our systems and procedures • Review of Council's anti-Fraud arrangements against the CIPFA Standard 2016 (checklist) • The risk of fraud and corruption is also managed at a service level
Residual Risk	E2
Lead Member(s)	Councillor Julian Thompson-Hill

Active	Yes
Risk Owner	Judith Greenhalgh

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

Description	The continued inflationary pressure resulting from National Living Wage has seen the cost of purchasing domiciliary and residential care increase by 3.5% for 2018/19 and it is forecast to do likewise for at least the next 2 years.
Impact / Consequences	Overspends in Social Care place significant budget pressures on the Council and could result in the scaling back or withdrawal of non-statutory services.
Inherent Risk	B1
Controls to Manage Risk (in place)	<p>Demand needs to be managed in order to maintain current levels of expenditure. The following controls are currently being embedded:</p> <ul style="list-style-type: none"> • A focus on prevention and early intervention so people don't need to go into care. • Third Sector grant programme. • Talking Points. • Community Navigators. • Supporting Independence Strategy. • Being innovative and maximising use of grant monies. • New approach to supporting people to achieving outcomes. • Improved partnership working with BCUHB and integrated assessment as well as managing continuing health care. • Identification of the pressures as part of the medium term financial process.
Residual Risk	C2

Further Actions

00074 Re-tender within the new Domiciliary Care Framework to develop patch-based commissioning linked to Community Resource Teams.

Action Due Date	31/03/2019
-----------------	------------

00075 Development of additional extra care housing (corporate plan priority)

Action Due Date	01/04/2020
Lead Member(s)	Bobby Feeley
Active	Yes
Risk Owner	Nicola Stubbins

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

Description	Availability of some specialist adult and child places can be scarce, leading to the requirement to provide expensive services that aren't available locally. Reduction in availability of domiciliary care provision meaning they are unable to provide services needed (particularly in the south of the county)
Impact / Consequences	<ol style="list-style-type: none"> 1. High cost 2. Individuals with eligible needs unable to receive suitable domiciliary care due to lack of resources and service provision 2. If far from home there is a detrimental impact on a client's well-being (and that of their family) 3. Unable to meet need in preferred language
Inherent Risk	B2

Controls to Manage Risk (in place)	<ul style="list-style-type: none"> • Single Point of Access now fully established and proving successful in providing advice and information to individuals in order for them to access community services themselves. • Community Led Conversations 'What Matters' project changing the way staff support individuals enabling them to take control of their own well-being and utilising other external resources where possible. • Developing a range of staff skill mixes through workforce development in order to enable staff to work in new ways that complement the new government agenda. • Series of meetings with providers across CSS underway to negotiate increasing fees. • Review and re-assessment project to ensure individuals are still eligible under new criteria • Further development of support budgets • Recruitment fayres taken place in county to highlight the need for specific health and social care staff. • CIW national review of domiciliary care - implementing recommendations. • Regional project considering issues. • Recommissioning domiciliary care project in progress - this includes the implementation of the new regional domiciliary care framework in Denbighshire to include patch based commissioning for difficult rural areas. • New care team in CSS South Locality (reablers providing longer term support whilst identifying appropriate agency)
Residual Risk	C2
Lead Member(s)	Cllr Bobby Feeley, Cllr Huw Hilditch-Roberts
Active	Yes
Risk Owner	Nicola Stubbins

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

Description	The regional growth deal offers opportunity to develop Denbighshire's economy, and there is a risk that there is insufficient engagement to capitalise on these opportunities. Conversely, with the benefits not being clear at present, there is a risk that DCC puts in a lot of effort but doesn't receive a proportionate return on investment.
Impact / Consequences	<ol style="list-style-type: none"> 1. Disproportionate return on investment. 2. Failure to maximise opportunities for the benefit of communities and businesses in Denbighshire. 3. Failure to agree a regional approach to funding projects.
Inherent Risk	C1
Controls to Manage Risk (in place)	<ol style="list-style-type: none"> 1. We ensure we have senior-level representation at Board meetings. The North Wales Economic Ambition Board is attended by Denbighshire's Leader. Director-level representation is in place for the officer groups that support the Board and relevant key officers are represented on workstream meetings. 2. Regular reports to Council committees. 3. The Strategic Employment Manager is a key member of the 'People' workstream.
Residual Risk	C1
Lead Member(s)	Cllr Hugh Evans
Active	Yes
Risk Owner	Graham Boase

00036 The risk that any negative impacts of leaving the European Union cannot be mitigated by the council

Description	<p>The continued lack of clarity over Brexit makes it difficult for the Council to plan for a known set of political and financial circumstances.</p> <p>Brexit has potentially significant implications for council services in terms of their funding and the likely impact on demand for services is unclear.</p> <p>It is unlikely the council will be in a position to mitigate the impacts of Brexit, specifically impacts relating to agriculture for instance. The 'Brexit and our land: Securing the future of Welsh farming' consultation, which closes on 30 October 2018, proposes phasing out direct support for farmers by 2025.</p>
-------------	--

Impact / Consequences	<ol style="list-style-type: none"> 1. Lack of clarity on the status of EU citizens living in Denbighshire. 2. Uncertainty over the replacement of EU funding (eg skills, poverty and regeneration projects; rural and business funding). 3. Impact on supply chains and procurement of goods and services. 4. Impact on farming and agriculture (status of common agricultural policy for example is still unknown). 5. Potentially negative impact on broader public sector provision. 6. Foreign Direct Investments in Denbighshire could be affected. 7. Legislative change could result in delays and uncertainty for legal proceedings. 8. Impact on university education in the region and research. 9. Impact on recruitment across public services. 10. Potential electoral issues. 11. Potential cohesion, well-being issues or social unrest.
Inherent Risk	B1
Controls to Manage Risk (in place)	<ol style="list-style-type: none"> 1. As requested by the Welsh Local Government Association, Denbighshire have two named Brexit lead contacts: Corporate Director: Economy and Public Realm and the Leader. 2. Workforce planning is in place. 3. Regular contact with Welsh Government and the Welsh Local Government Association. 4. European-funded projects are seeking clarity on the availability of the treasury guarantee to honour European funding arrangements and are seeking approvals from Welsh Government on project extensions. 5. Our Economic and Business Development Team is available to discuss queries, concerns and give advice. 6. SLT will review the employers toolkit on the rights of EU citizens under the EU Settlement Scheme. The toolkit will provide some guidance on vulnerable people, for example, victims of domestic abuse or trafficking victims.
Residual Risk	B1
Lead Member(s)	Councillor Juilian Thompson-Hill
Risk Owner	Judith Greenhalgh

00037 The risk that partners don't have the resources, matching priorities or commitment to support delivery of shared plans and priorities

Description	With finite resources and competing priorities, there is a risk of a lack of commitment or capacity available to support realisation of shared plans and priorities.
Impact / Consequences	<ol style="list-style-type: none"> 1. Objectives not delivered. 2. Issues/problems that provided justification for the priorities continue or deteriorate. 3. Failure to maximise opportunities to collaborate to resolve issues no single organisation is responsible for or capable of resolving on its own. 4. Ineffective management of expectations among partners/public leading to reputational damage. 5. Investment of council resources with minimal return.
Inherent Risk	B1
Controls to Manage Risk (in place)	<ol style="list-style-type: none"> 1. Collaborative boards are attended by senior management. 2. Collaborative plans and priorities (for instance, the PSB's Well-being Plan) has been developed to reflect broader public sector priorities across the two counties.
Residual Risk	C2
Lead Member(s)	Councillor Hugh Evans
Risk Owner	Judith Greenhalgh

Report To: Performance Scrutiny Committee

Date of Meeting: 27th September 2018

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

Report Author: Service Improvement Manager

Title: Customer Effort Dashboard - Update Report

1. What is the report about?

The report provides an overview of the Customer Effort and Customer Satisfaction results, together with examples of customer verbatim and suggestions for service improvement, in conclusion to customer feedback following their contact with the Denbighshire County Council.

2. What is the reason for making this report?

To enable the Committee to fulfil its scrutiny role in monitoring:

- a) the progress achieved in relation to developing the Customer Effort Dashboard
- b) and benchmarking the Customer Effort and Customer Satisfaction results for multiple customer facing council services, against the council's corporate results.

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

3. What are the Recommendations?

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

4. Report details

4.1 Background

Following a successful pilot in September 2016, Customers, Communications & Marketing Service continued to complete independent analysis of Customer 'Effort' and 'Satisfaction' rates, by seeking their views immediately after they accessed service using the Council's Contact Centre.

The survey results provided Denbighshire with a monthly:

- a) Customer Effort score – demonstrating how much effort customers have to go to, to transact with the Council (the lower the score the less effort is required) and a
- b) Customer Satisfaction score – including a breakdown of scores for each of 8 customer service 'behaviours'.
- c) Customer Comment Report - allowing analysis of customer verbatim to identify service improvement areas
- d) Customer Call-back report – allowing the service to ring customers and seek further information about how we 'can do things better'

- e) Agent Feedback reports - customer feedback on the quality of the transaction detailed by specific agent who dealt with the call to as to reflect on their own performance and improve where necessary.
- f) Customer Facing webpage – published to members of the public via our website, together with examples of the feedback received - to view please visit:
<https://www.denbighshire.gov.uk/en/your-council/complaints-compliments-and-feedback/customer-satisfaction-results.aspx>

Over 12 months, analysis of this information identified 3 emerging themes as to why customers were not satisfied following their contact with the council:

- 1) Having being transferred or given a direct dialled number to ring the specific service requested, no one answered the phone.
- 2) Having left an answering machine message, the customer did not receive a call-back as requested.
- 3) Having had their enquiry logged onto the system, asking for a specific service to contact them direct, no call-back was received.

In response to the above, a 'Better Telephony Project' was implemented which involved enhancements to the existing telephony system enabling improved accessibility for customers – increasing their ability to 'get to the right place 1st time' when dialling the Council's main telephone number 01824 706000.

Customers can now make enquiries with 4 council services and up to 13 different sections, by dialling one direct telephone number.

Further to this and following a report in early 2018, SLT agreed for the survey to be extended to other customer facing services which account for the highest volume of calls into the Council to explore further service improvements (*please see annex 1 for a list of services now being surveyed*)

In April 2018, we held our first training workshop with service representatives (facilitated by the survey suppliers) after which time the first set of service specific results were published and benchmarked against the corporate results (*please see annex 2 for the latest survey results August 2018*)

An analysis of customer verbatim also confirm which areas are already performing well and which need further improvement

Highlights:

"I enquired about the SARTH housing register, I spoke to a lady who was extremely helpful, I received all the information required, completed the form, and I am delighted to have been offered a property - I move in next week, I couldn't be happier! Thank you DCC!!"

"Because the lady in school grants could not have been more helpful and understand and even said any problems give her a ring she really was perfect person to help me and if at all possible please can you pass on my gratefulness and say thank you to her"

Lowlights:

“I called to request information. The person whom I needed to speak was on holiday so I was told I would have to wait till they returned to resolve the issue as there was no cover in this area. I'm still waiting for that call”

“I reported a dead badger. The lady on the phone was lovely and said she'd contact the Trust to collect the body. However, the badger is still there and apart from a distressing sight there is the issue of flies and purification in this hot weather”

Long term trend analysis demonstrates that customers are now having to put less effort into contacting the Council to access the service they want, and in doing so they are more satisfied with the quality of customer services they received (*please see annex 3 for results*)

Future improvement areas have also been identified which will further reduce customer effort, increase customer satisfaction and ultimately reduce costs (*please see annex 4*).

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

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

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

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

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

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

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

Regular Scrutiny Reports.

9. Chief Finance Officer Statement

There are no obvious financial implications arising from the report.

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

N/A

11. Power to make the Decision

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

Contact Officer:

Service Improvement Manager

Tel: 01824 712648

Customer Effort Dashboard - Annexes

1. New Services from June 2018

Building Control	01824 706717	
Children Services	01824 712200	
Council Tax	01824 706000	Option 2
Customer Services	01824 706000	
Housing	01824 706000	Option 3
Benefits	01824 706000	Option 2
Other		
Planning	01824 706727	
School admissions	01824 712698	
SPOA	0300 456 1000	

Customer Effort Dashboard Summary Report

Current Month - August 18

Service	Volume				Summary Survey Results						Surveyable calls
	External Inbound Calls	Surveys Sent	Surveys Received	Response Rate	Customer Effort	Customer Satisfaction	Agent Willingness to Help	Did not meet Expectation	-ve Agent Sentiment	-ve Service Sentiment	
Building Control	551	72	4	6%	52	9.0	9.8	100%	0%	50%	13%
Children's services	715	71	2	3%	3	10.0	10.0	0%	0%	0%	10%
Council Tax	2,310	475	38	8%	21	8.1	8.9	14%	6%	28%	21%
Customer Services	3,911	831	127	15%	30	8.2	8.6	39%	6%	30%	21%
Housing	1,085	187	12	6%	38	7.5	8.7	50%	0%	36%	17%
Housing Benefits	1,428	165	18	11%	3	9.7	9.6	0%	0%	0%	12%
Other	3,269	559	32	6%	34	7.7	8.2	41%	24%	36%	17%
Planning	567	80	5	6%	3	10.0	9.6	0%	0%	0%	14%
Schools	8	8	1	13%	3	10.0	10.0	0%	0%	0%	94%
SPOA	1,604	99	7	7%	39	6.7	6.3	50%	0%	33%	6%
Grand Total	15,448	2,538	246	10%	26	8.2	8.6	32%	7%	27%	16%

Previous Months - from Mar 18

Service	Volume				Summary Survey Results						Surveyable calls
	External Inbound Calls	Surveys Sent	Surveys Received	Response Rate	Customer Effort	Customer Satisfaction	Agent Willingness to Help	Did not meet Expectation	-ve Agent Sentiment	-ve Service Sentiment	
Building Control	2,622	397	24	6%	19	8.1	8.0	23%	13%	18%	15%
Children's services	3,754	362	26	7%	67	5.5	6.5	89%	20%	71%	10%
Council Tax	11,971	2,365	244	10%	32	7.3	7.8	32%	27%	38%	20%
Customer Services	21,823	4,115	679	17%	32	7.7	8.4	40%	14%	34%	19%
Housing	13,575	1,835	201	11%	42	7.1	7.8	52%	17%	45%	14%
Housing Benefits	7,599	1,030	62	6%	31	7.3	7.9	33%	9%	33%	14%
Other	21,900	2,967	169	6%	35	7.3	7.9	39%	13%	39%	14%
Planning	2,810	395	33	8%	29	7.8	8.4	36%	0%	28%	14%
Schools	1,375	303	22	7%	44	7.1	7.7	57%	14%	44%	22%
SPOA	8,047	489	61	12%	39	7.4	7.9	52%	16%	38%	6%
Grand Total	95,476	14,258	1521	11%	35	7.5	8.0	41%	16%	37%	15%

2. Customer Effort Dashboard breakdown by service

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

**Thresholds:

Green
Orange

20% and below
36% - 50%

Yellow
Red

20% – 35%
50% and above

3. Long Term Trend

Positive 12 month trends include:

Customer Effort	38% to 30%
Customer Satisfaction	73% to 77%
Agent willingness to help	81% to 82%
Calling the Council (after visiting our website)	static @ 30%
1 st time resolution	70% to 78%
Ease to resolve query	69% to 74%
Ease to get through	73% to 75%

Based on these results, Denbighshire are above average for Councils across the UK

4. Future Improvements

- To reduce the number of phone calls into the Council – currently the council receives more than double the number of residents and more than 4 times the number of residential properties a year – this is high
- To increase the number of website visitors completing their transactions online – currently 30% of those visiting Denbighshire website resort to ringing the council in order to access the service they require – this is all about signposting, making the transaction easy and seamless.

Report to:	Performance Scrutiny Committee
Date of Meeting:	27 September 2018
Lead Officer:	Scrutiny Co-ordinator
Report Author:	Scrutiny Co-ordinator
Title:	Scrutiny Work Programme

1. What is the report about?

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

2. What is the reason for making this report?

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

3. What are the Recommendations?

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

4. Report details

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

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

4.6 Scrutiny Proposal Forms

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

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

Provisional External Examination and Teacher Assessments

- 4.8 The above item was scheduled for inclusion on the Committee's agenda for the current meeting. However, in early September, an invitation was received from the Welsh Government's (WG) Cabinet Secretary for Education for Lead Members for Education, Chairs of Education Scrutiny Committees, Directors of Education and Senior Education officers to attend a conference on accountability in Cardiff. Consequently, the presentation of the above report had to be rescheduled. It will now be submitted to the Committee at its November meeting (see Appendix 1).

Cabinet Forward Work Programme

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

Progress on Committee Resolutions

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

5. Scrutiny Chairs and Vice-Chairs Group

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group met on 6 September 2018. During that meeting no items were referred to this Committee for consideration. The Group will meet again on 25 October.

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

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

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

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

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

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

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

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

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

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

11. Power to make the decision

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

Contact Officer:

Scrutiny Coordinator

Tel No: (01824) 712554

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

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
29 November	Cllr. Huw Hilditch-Roberts	1. Provisional External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy/GwE	July 2017 (deferred September 2018)
	Cllr. Richard Mainon	2. Library Service Standards 2017/18	To detail the Council's performance in delivering library services and the progress made in developing libraries as community hubs	Identification of any slippages in performance or delays in progressing the development of community hubs with a view to recommending solutions in a bid to modernise the Council and improve outcomes for residents	Liz Grieve/Bethan Hughes	February 2018
	Cllr. Julian Thompson-Hill	3. 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 Barton-Price	February 2017
	Cllr. Richard Mainon	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: (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	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
			<p>future complaints will be dealt with within the specified timeframe;</p> <p>(ii) how services encourage feedback and use it to redesign or change the way they deliver services; and</p> <p>(iii) details of complaints which have been upheld or partially upheld and the lessons learnt from them.</p>			
31 Jan 2019	Cllr. Huw Hilditch Roberts	1. Verified External Examinations and Teacher Assessments [Education]	<p>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.</p> <p>The report to incorporate GwE's Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire</p>	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy/GwE	July 2017
		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
	Cllr. Brian Jones	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</i>	<i>Tony Ward</i>	<i>By SCVCG June 2018</i>

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
				<i>and the realisation of financial efficiencies</i>		
<i>If published</i>	Cllr. Brian Jones	4. <i>National Report on Waste Management in Wales (including: Waste management- waste prevention Waste management - municipal recycling Waste management procurement of infrastructure)</i>	<i>To consider the findings of the Wales Audit Office's (WAO) national study on waste management and the associated recommendations</i>	<i>To consider how Denbighshire will respond to the national recommendations in relation to waste management</i>	<i>Tony Ward/Jim Espley</i>	<i>By SCVCG July 2017 (rescheduled Nov 2017, Mar 2018 & Sept 2018 as awaiting WAO report)</i>
21 March	Cllr. Brian Jones	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 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>To provide observations and recommendations that will support the delivery of the corporate priorities relating to the environment and connected communities by reducing CO2 emissions and improving travel connectivity</i>	<i>Emlyn Jones/Mike Jones</i>	<i>By SCVCG June 2018</i>
	Cllr. Bobby Feeley	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</i>	<i>Task and Finish Group/Phil Gilroy/Katie Newe</i>	<i>July 2018</i>

Meeting	Lead Member(s)	Item (description / title)		Purpose of report	Expected Outcomes	Author	Date Entered
					<i>supported to live in homes that meet their needs and are able to live independent and resilient lives</i>		
2 May	Cllr. Julian Thompson -Hill	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
	Cllr. Richard Mainon	2.	Your Voice' complaints performance (Q 4) to include social services complaints and quarterly public opinion/satisfaction information	To scrutinise Services' performance in complying with the Council's complaints. The report to include: (i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe; (ii) how services encourage feedback and use it to redesign or change the way they deliver services; and (iii) details of complaints which have been upheld or partially upheld and the lessons learnt from them.	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Kevin Roberts/Ann Lloyd/Phil Gilroy/Liz Grieve	June 2018
13 June	Cllr. Bobby Feeley	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)

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
18 July	Cllr. Julian Thompson-Hill	1. Corporate Plan (Q4) 2017/2022	To monitor the Council's progress in delivering the Corporate Plan 2017-22	Ensuring that the Council meets its targets to deliver its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents	Alan Smith/Nicola Kneale/Heidi Barton-Price	May 2018
	Cllr. Bobby Feeley	2. 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/Ann Lloyd	July 2018
26 Sept	Cllr. Huw Hilditch-Roberts	1. Provisional External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy/GwE	May 2018
	Cllr. Bobby Feeley	2. Hafan Deg, Rhyl (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 five ways to well-being and the requirements of the Social Services and Well-being (Wales) Act 2014	Phil Gilroy/Katie Newe	March 2018
	Cllr. Bobby Feeley	3. Cefndy Healthcare Annual Report 2018/19 and Annual Plan 2019/20	To consider the company's performance during 2018/19 and its Annual Plan for 2019/20	An assessment of the company's performance in delivering its business within budget and meeting targets will assist with the identification of future trends and requirements and	Phil Gilroy/Simon Rowlands/Nick Bowles	July 2018

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
				support the delivery of the Council's priority relating to Resilient Communities		
28 Nov	Cllr. Julian Thompson -Hill	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
	Cllr. Julian Thompson -Hill	2. Corporate Plan (Q2) 2017/2022	To monitor the Council's progress in delivering the Corporate Plan 2017-22	Ensuring that the Council meets its targets to deliver its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents	Alan Smith/Nicola Kneale/Heidi Barton-Price	February 2017

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
<i>School Improvement Plans</i> [Education]	<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 [Education] Dependent upon the legislative timetable	To consider and monitor the plans to implement the agreed measures adopted by WG following the consultation on the review's findings	Better outcomes for learners to equip them with jobs market skills	Karen Evans	April 2015

Information/Consultation Reports

Date	Item (description / title)	Purpose of report	Author	Date Entered
October 2018	Data on School Exclusions in Denbighshire [Education]	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
March 2019 & September 2019 [Information]	Corporate Plan 2017/22 (Q1) 2018/19 & Corporate Plan 2017/22 Q3 2018/19 To monitor the Council's progress in delivering the Corporate Plan	Ensuring that the Council meets its targets and delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents	Alan Smith/Nicola Kneale/Heidi Gray	September 2018
March 2019 & September 2019 [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: (i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe; (ii) how services encourage feedback and use it to redesign or change the way they deliver services; and (iii) details of complaints which have been upheld or partially upheld and the lessons learnt from them.	Kevin Roberts/Ann Lloyd/Phil Gilroy	September 2018
November 2018	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	Jamie Groves/Geoff Davies	July 2017 (deferred May 2018)

		stock to increase availability to meet local need and improve residents lives through the availability of high quality housing		
--	--	--	--	--

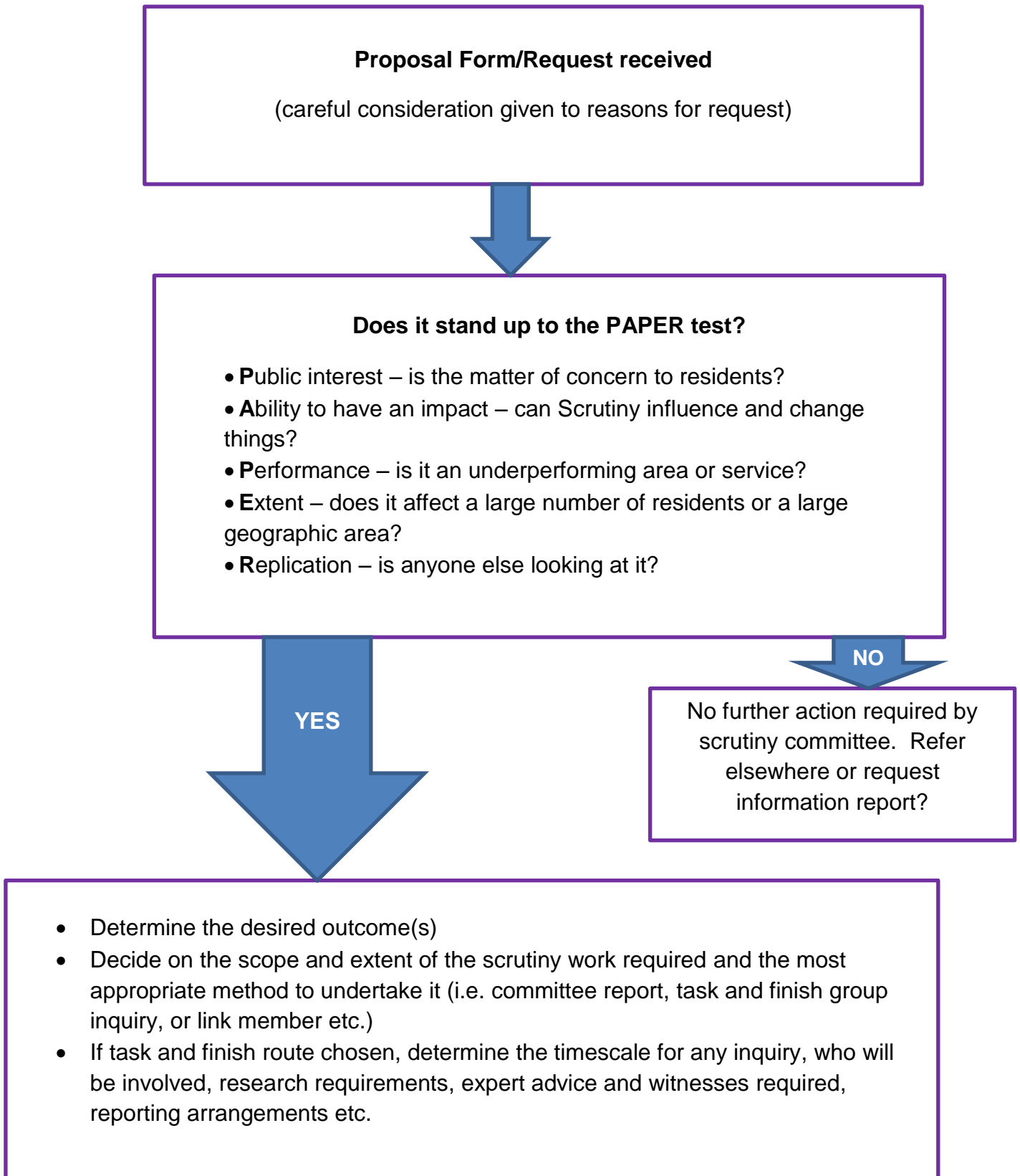
Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
29 November	15 November	31 January 2019	17 January 2019	21 March	7 March

Performance Scrutiny Work Programme.doc
 Updated 17/09/2018 RhE

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

Consideration of a topic's suitability for scrutiny



Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
30 Oct	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	North Wales Growth Bid Priority Projects	To support the regional priorities for the Growth Bid discussions with Government	Yes	Councillor Hugh Evans / Graham Boase
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
20 Nov	1	Corporate Plan 2017-2022 (Q2)	To review progress against the performance management framework	Tbc	Councillor Julian Thompson-Hill / Nicola Kneale
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	3	Rhyl Regeneration Programme re-launch	To support the future arrangements regarding the regeneration of Rhyl	Yes	Councillor Hugh Evans / Graham Boase

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
18 Dec	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Denbighshire County Council Waste & Recycling Model	To seek approval to develop/implement a new model for waste and recycling service, subject to confirmation of funding from Welsh Government	Yes	Councillor Brian Jones / Tony Ward / Tara Dumas
	3	North Wales Construction Framework 2	To appoint contractors for the project	Yes	Tania Silva
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
22 Jan 2019	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
26 Feb 2019	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
26 Mar 2019	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
30 Apr 2019	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
28 May 2019	1	North Wales Growth Bid Governance Agreement 2	To approve the governance arrangements in relation to	Yes	Councillor Hugh Evans / Graham Boase / Gary Williams

Cabinet Forward Work Plan

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

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>September</i>	11 September	<i>October</i>	16 October	<i>November</i>	6 November

Updated 13/09/18 - KEJ

Cabinet Forward Work Programme.doc

Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
19 July 2018	5. DEVELOPING A HIGHWAY MAINTENANCE STRATEGY	RESOLVED that subject to the above observations to – (i) receive the report and appendix; and (ii) to support the work underway nationally to develop all-encompassing highways asset management plans that would assist all stakeholders to effectively prioritise funding for highways projects and maintenance work with a view to realising optimum value for money as well as realising the aims of the Well-being of Future Generations (Wales) Act 2015	The Welsh Government's representative, the Council's Lead Member and officers have been informed of the Committee's observations and associated recommendations
	6. CORPORATE PLAN PERFORMANCE REPORT, QUARTER 4 2017-18	RESOLVED - that subject to the above observations, and the provision of the requested information, to receive the report on the Council's performance in delivering its Corporate Plan for 2017-2022 as at the end of Quarter 4 of the 2017-18 year.	The Lead Member and relevant officers have been advised of the Committee's observations and the information asked for has been requested for sharing with members
	7. DIRECTOR OF SOCIAL SERVICES' ANNUAL REPORT 2017-18	RESOLVED: (i) subject to the above observations and the provision of the requested information to confirm that the report provided a clear account of performance during 2017-18; and	The Corporate Director: Communities/Director of Social Services had been informed of the Committee's views and the information asked for has been requested for sharing with Committee members

		<i>(ii) to confirm that those areas which were either underperforming or of concern were already listed on a scrutiny committee forward work programme for further examination</i>	
--	--	--	--