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To:	Members of the Performance Scrutiny Committee	Date:	23 November 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, 29 NOVEMBER 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   DECLARATION OF INTERESTS

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

3   URGENT MATTERS AS AGREED BY THE CHAIR

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

4   MINUTES OF THE LAST MEETING (Pages 5 - 12)

To receive the minutes of the Performance Scrutiny Committee meeting held on 27 September 2018 (copy attached).

5   PROVISIONAL EXTERNAL EXAMINATIONS AND TEACHER ASSESSMENTS (Pages 13 - 24)

To review the performance of schools and that of looked after children.

6   CORPORATE PLAN QUARTER 2 2017/ 2022 (Pages 25 - 58)

To monitor the Council's progress in delivering the Corporate Plan 2017 to 2022.

7   YOUR VOICE COMPLAINTS QUARTER 2 (Pages 59 - 68)

To consider Services' performance in complying with the Council's complaints.

8   CUSTOMER EFFORT DASHBOARD (Pages 69 - 82)

To consider the Customer Effort and Satisfaction results and determine the frequency of future reports.

9   SCRUTINY WORK PROGRAMME (Pages 83 - 104)

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

10   FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

MEMBERSHIP

Councillors

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

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

Kathleen Jones   Neil Roberts
David Lloyd

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PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 27 September 2018 at 10.00 am.

PRESENT

Councillors Ellie Chard, Rachel Flynn, Martyn Holland, Hugh Irving (Vice-Chair), Geraint Lloyd-Williams and Bob Murray.

ALSO PRESENT

Councillors Meirick Lloyd Davines and Emrys Wynne

Chief Executive (JG), Head of Customers, Communication and Marketing (LG), Service Improvement Manager (FA), Strategic Planning & Performance Officer (EH), Scrutiny Coordinator (RhE) and Democratic Service Officer (KE).

1   APOLOGIES

Apologies were received from Committee members Councillors Anne Davies, Huw Jones (Chair), Arwel Roberts and David Williams.

Councillor Richard Mainon, Lead Member for Developing Community Infrastructure for business item 6.

In the absence of the Chair the Vice-chair, Councillor Hugh Irving chaired the meeting.

2   DECLARATIONS OF INTEREST

There were no declarations of interest.

3   URGENT MATTERS AS AGREED BY THE CHAIR

There were no urgent items.

4   MINUTES OF THE LAST MEETING

Councillor Martyn Holland registered his disappointment that his comments under Business item 5, 'Developing a Highway Maintenance Strategy' on the lack of funding to maintain the rural roads network had not been included.

Councillor Holland requested that it be noted that Flintshire County Council had recently announced that it required an investment of circa £40m in its highways network to maintain them to a satisfactory standard. Similarly Denbighshire required an investment of approximately £11m on its bridges and highways structures alone in order to maintain them to a satisfactory standard, this was in addition to the investment required in the county's roads in order to maintain them.

Whilst Welsh Government (WG) funding was always welcomed the Road Refurbishment Grant received recently amounting to £1.2m, due to the costly nature of highways maintenance projects, had all been used to improve a limited number of roads in the county.

Denbighshire had a network of circa 14,000 miles, of which only approximately 3,000 were classified as A & B roads and consequently attracted WG maintenance funding.

The majority of the county's roads were either C or Unclassified roads, therefore did not form part of the data used to attract WG funding to invest in them, this in turn would disadvantage the county's rural areas, businesses and residents.

Other European countries had used some of their Objective 1 money to improve the roads infrastructure, but for some reason Wales had not adopted this approach.

Resolved that, subject to the above, the minutes of the Performance Scrutiny Committee meeting held on 19th July 2018 be received and approved as a correct record.

5   CORPORATE RISK REGISTER

The Lead Member for Finance, Performance and Assets introduced the Planning and Performance Officer's report (previously circulated) which presented the Committee with a copy of the Council's Corporate Risk Register and a narrative on the proposed deletions, additions and amendments to the Register.

During his introduction the Lead Member outlined the review process for the Register and gave a definition of the terms 'Inherent Risk' and 'Residual Risk'. The Corporate Risk Register contained the high-level risks identified by the Council, lower level risks were included in Service Risk Registers. The Corporate Risk Register could be updated at any time but is formally reviewed every six months and Service Risk Registers are reviewed on a quarterly basis.

Risks could be escalated from Service Risk Registers to the Corporate Risk Register if necessary, conversely Corporate Risks could be downgraded to Service Risks and entered into the relevant Service's Risk Register.

The Lead Member also advised that Appendix 1 to the report had been reformatted at the Committee's request, to enable members to easily identify which 'risks' were new, had changed, been removed or had not been subject to any changes.

Members' attention was drawn to two new 'risks' which had been added to the Register as part of the recent review:
- Risk number 00036: the risk that any negative impacts of leaving the European Union cannot be mitigated by the Council – this risk had been added as the impact of the United Kingdom's (UK) exit from the European Union (EU) was still unclear. Due to the current uncertainties surrounding

this specific matter, both the 'inherent' and 'residual' risks had been classified as B1 (red).

- Risk number 00037: the risk that partners do not have the resources, matching priorities or commitment to support the delivery of shared plans and priorities. This risk had an 'inherent risk' classification of B1(red) and a 'residual risk' classification of C2(amber) due to the fact that collaborative boards were attended by senior management and collaborative plans and priorities (e.g. the Public Service Board's Well-being Plan) had been developed to reflect broader public sector priorities (Denbighshire County Council's Corporate Plan, for instance).

Responding to members' questions the Lead member and Planning and Performance Officer:

- advised that both the 'inherent' and 'residual' risk classification for 00035 relating to the Regional Growth Deal were classified at C1 (red) at present. This was because the details of the Deal were still being compiled. When more specific details on the Deal were available the risk scores would be reviewed based on the new information;
- confirmed that the preparatory work the Council had undertaken in relation to the potential impact the introduction of Universal Credit (UC) in Denbighshire could have on residents and the Council (risk number 00016) had been very successful. Consequently the 'Inherent Risk' classification of B2 (red) had been reduced to a 'Residual Risk' classification of D3 (Yellow). Communities Scrutiny Committee had examined this work in detail earlier in the summer. This 'corporate risk' could potentially reduce even further and be transferred to the Service Risk Register to be managed by the Service in future;
- advised that whilst 'risks' could potentially change at any time and that the Register would be amended to reflect this at the time, a formal review of the Corporate Risk Register in its entirety was undertaken by the Corporate Executive Team (CET) every six months. If a risk was downgraded to a Service Risk or removed completely it did not mean that it could not be re-entered on to the Corporate Risk Register at a later date if circumstances necessitated its inclusion;
- advised that with respect of risks 00033 and 00034 - the risk that the cost of care outstrips the Council's resources and that demand for specialist care could not be met locally – more money had been set-aside for social care services, particularly specialist services. However demand for such services were difficult to predict and could fluctuate. In addition the Health Services could at times have responsibilities in relation to the funding of specialist care. With a view to mitigating against the risks in this particular area reserves had been set-aside to help support the Council during times of peak demand for expensive specialist services. It was highly unlikely that either of these two risks would be removed from the Corporate Risk Register in the foreseeable future;
- advised that whilst the UK Treasury had guaranteed certain funding to replace EU funding that would be lost, this guarantee was time limited and no details were available yet on long-term funding. The WG had also committed to replace some EU funding, but details were not yet available on:
    - what type of funding would be available;

- o whether it would replace lost EU monies with like for like; or
- o if it would be available across Wales or confined to certain geographic areas.

Whilst a commitment had been made that funding already guaranteed would be honoured to ensure that all projects were delivered as originally planned, no undertakings had been received to date with regards to funding that may be available for future projects;

- informed the Committee that a piece of work had been started during the year on compiling a register of community risks e.g. climate change, Welsh Language etc. The information gleaned from this exercise had been used for informing the Well-being Needs Assessment and for assessing any potential impact on communities entailed with the risks identified;

- advised that risk number 00011 related to the Council's ability to respond to a 'one-off' event i.e. similar to the Grenfell Tower disaster. The 'residual risk' score for this risk was E2 (yellow) due to the availability of assistance via the North Wales Regional Emergency Planning (NWREP) Service and the North Wales Resilience Forum (NWRF).

  Dependent upon the nature of the incident these organisations would appoint a 'lead' organisation to co-ordinate a response i.e. Police, Fire & Rescue etc. The Scrutiny Chairs and Vice-Chairs Group had already requested a report on agencies' response to the recent fire on Llantysilio Mountain; and

- confirmed that with respect of risk number 00021 relating to effective partnerships and interfaces between the Health Board and the Council being developed, whilst both organisations worked closely together there would always be challenges in this area.

Prior to drawing the discussion to a close members requested that future reports include a copy of the 'Risk Matrix' with the report to enable them to analyse the 'inherent' and 'residual' risk determinations and that they be provided with a copy of the 'Guide to Risk Management' document. Members also emphasised the importance of all Disclosure and Barring Service (DBS) checks, especially those required for school-based staff, to be kept current and up to date.

Following a detailed discussion the Committee:

Resolved: - subject to the above observations –
  - ***(i) to note the proposed deletions, additions and amendments to the Corporate Risk Register (Appendix 1): and***
  - ***(ii) to recommend that the Corporate Risk Register, along with Performance Scrutiny Committee's observations, be presented to Cabinet Briefing at its meeting on 15 October for discussion.***

6 CUSTOMER EFFORT DASHBOARD

In the absence of the Lead Member for Community Infrastructure the Head of Customers, Communications and Marketing introduced the Service Improvement Manager's report (previously circulated) which provided the Committee with an overview of the Customer Effort and Customer Satisfaction results.

The report contained examples of verbatim and suggestions for service improvements based on the feedback received. Members were reminded by the Head of Service that the Customer Effort and Satisfaction Dashboard, had initially been a pilot project, but following its success the system had been introduced as an integral part of the Council's Customer Services Centre.

Following a discussion with the Council's Senior Leadership Team (SLT) work was undertaken to extend the service to other Council customer facing services, these were services that had a high volume of calls from the public and other stakeholders. - during the twelve months up to September 2018 the survey has been extended to four council services and up to 13 different sections.

According to the Service Improvement Manager the system had the ability to produce reports on how much effort had been required on the customer's behalf to resolve their enquiry together with the customer's satisfaction rate at the end of the process.

Over 12 months, analysis of this information identified 3 emerging themes as to why customers were not satisfied following their contact with the council:
- the caller having been transferred, or given a direct-dial number to call, their call was not answered;
- the caller having left a message on an answerphone was not called back; and
- having had their enquiry logged onto the system and asking for a specific Service to contact them, no call-back was received

That led to the Better Telephony Project – increasing customers' ability to 'get to the right place 1st time' when dialling the Councils main telephone number 01824 706000.

Responding to members' questions the Head of Service and Service Improvement Manager:
- agreed to include in future reports actual figures in addition to percentage figures;
- confirmed that the number of mobile telephone surveys completed and returned was pleasing and was above the average return figure for surveys in general;
- advised that the Council was not intending on introducing a mobile phone/tablet App for the purpose of undertaking these types of surveys as local authorities who had introduced them were now phasing them out - due to the complex ICT requirements and 'back office processes needed to support them.
  Denbighshire County Council's website was well used by residents and customers for interacting with the authority and developing the website further for this purpose was deemed more effective than introducing an App:
- advised that the new Customer Relationship Manager (CRM) System which was due to be introduced in late October or early November 2018 would work effectively with mobile phones and would improve end to end processes and consequently support resident/customer interaction with the Council;

- confirmed that the data received from the surveys was used to improve services with a view to ensuring that all Services complied with the Corporate Standard for service delivery – the Denbighshire Way. Nevertheless there would always be room for improvement both internally within the Council and externally with stakeholders;
- advised that the data received from the surveys was analysed by a working group made up from officers from the main customer facing services. Service representatives were able to drill down the data and identify which individual advisor within their Service had dealt with the query and address any issues or shortcomings raised with a view to improving service delivery in future.
  Similarly, the feedback could be used to identify best practice and to convey praise and personal gratitude to individual advisors;
- undertook to investigate why some elected member queries were still registered a 'pink' on the members' queries tracking system (EMMA)
- advised that whilst EMMA was an effective way for checking progress in dealing with enquiries, it was important that officers responded to enquiries via Emma. The new CRM system would replace EMMA for member queries;
- confirmed that all outstanding queries on EMMA were report to the Council's SLT on a weekly basis;
- reassured that whilst the aim in the long-term was to increase the number of electronic interactions with the Council via the website, this did not mean that residents etc. would not be able to contact the Council by telephone or face to face if that was their preferred communication method. By increasing opportunities for residents and others to contact the Authority electronically at time which was convenient to them the Council could make more effective use of its resources i.e. releasing capacity within telephone and customer facing environments to help more vulnerable, and those needing support to transact with the council ;
- advised that the Council's Customer Services Department conformed with all Welsh Language Standards which were applicable to its services;
- confirmed that Society for IT Managers in the public sector (SOCITIM) audited the Council's website on an annual basis and under its standards it consistently received a 3 out of 4 star rating – Cardiff City Council being the only one in Wales to be given a 4* rating.
  Denbighshire's website was managed and administered by an internal team of officers and not outsourced, therefore the Team's focus was permanently on the Council's website and Council services' micro-sites;
- confirmed that residents, officers and councillors alike were all regarded as customers when raising enquiries with the Customer Services Department. The new CRM system will refer all enquiries directly to the relevant service;
- acknowledged that elected members were often approached by residents with day to day enquiries which could easily be resolved if they contacted the Council directly.
  The Authority had a presence on a number of social media platforms and whilst officers could not trawl for individual queries left on social media sites elected members could direct residents to those platforms for general information, telephone numbers or updates on issues etc.; and

- advised that discussions were currently underway with ICT and the company responsible for supplying the visitor registration terminals called 'Entrysign' in Council offices' reception areas on ensuring that the information displayed on the terminals was entirely bilingual.

At the conclusion of a detailed discussion the Committee:

__Resolved: -__
(i) subject to the above observations and the actions identified above being progressed to receive the report; and
(ii) to request that a report be presented to the Committee in twelve to fifteen months' time reviewing the implementation of the new Customer Relationship Management System and its performance in delivering efficient and effective customer focussed services in line with the product specification and the Council's expectations

7   SCRUTINY WORK PROGRAMME

The Scrutiny Co-ordinator (SC) introduced the report (previously circulated) seeking Members' views 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 SC advised the Committee that the Chair was attending the Education Reform Conference in Cardiff along with the Head of Education, therefore the item on Provisional External Examinations and Teacher Assessments (originally scheduled for that day's meeting) had been deferred to November's Performance Scrutiny Committee.

The SC also informed the Committee that the anticipated Waste Management report had not been published by the Welsh Audit Office yet and therefore that item would be deferred to the meeting scheduled for 31st January 2019.

Following the earlier discussion on the CRM it was agreed to provisionally schedule a review of the system in 12 months (November 2019).

The SC reminded members that if there were any items they felt needed scrutinising they should complete and return the proposal form attached (app 2) which could go to the next Scrutiny Chair and Vice-chair Group in October.

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

8   FEEDBACK FROM COMMITTEE REPRESENTATIVES

There was no feedback to be reported.

The Scrutiny Co-ordinator reminded Committee members that it was important that the same person attended both the Lines of Enquiry meetings and the Service Challenge meetings.

Councillor Martyn Holland highlighted that Scrutiny pre-meetings were not highlighted on the agenda link (unlike the paper copies).

Apologies for absence were received from Councillors Ann Davies, Huw Jones, Arwel Roberts and David Williams

Report to: **Performance Scrutiny Committee**

Date of Meeting: **29 November 2018**

Lead Member/Officer: **Lead Member for Education, Children and Young People/Head of Education and Children's Services**

Report Authors: **Principal Education Manager and GwE Secondary Lead**

Title: **Teacher Assessments and Provisional KS4 Examination Results**

1.   What is the report about?

The verified Teacher Assessments from Foundation Phase to Key Stage 3 and the provisional KS4 examination performance of Denbighshire secondary schools.

2.   What is the reason for making this report?

To provide information regarding the performance of Denbighshire schools in the 2018 external examinations and teacher assessments.

3.   What are the Recommendations?

That members review and comment on the performance of schools against previous performance and agree areas for improvement.

4.   Comparative data

This report (Appendix 1) is different to previous years to take account of Welsh Government introducing significant changes to how performance measures are reported. Following Welsh Government consultation on future publication of teacher assessments, Welsh Government no longer publish comparative Foundation Phase, Key Stage 2 and Key Stage 3 data at school, local authority and consortia level and therefore beyond a comparison with national averages, there is no comparative nor benchmarking information available.

Changes to Areas of Learning in the Foundation Phase

In October 2014, the Foundation Phase Areas of Learning (AoL) for Language, Literacy and Communication Skills and Mathematical Development were revised to align them with the National Literacy and Numeracy Framework (LNF) as well as make them more demanding.   In line with this, the Foundation Phase outcomes were recalibrated to align with the increased expectations of the revised Areas of Learning.

The revised AoL were introduced on a statutory basis from September 2015. This means that the cohort of children that started Reception in September 2015 were the first children to be formally assessed against the revised outcomes at the end of the Foundation Phase in the summer of 2018. Comparisons of Foundation Phase

outcomes with previous years at school level should, therefore, be avoided as they are not measured on a comparable basis.

Key Stage 4 and Key Stage 5

It must be stressed that the initial information regarding KS4 results will be shared but there is no access thus far to comparative and benchmarking data.

Therefore, care is needed when considering the information as neither the analyses nor the comparisons will be completed on a national level until the beginning of next year. Verified data will be provided in the February report to members, including value added comparative data.

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

This report contributes to the corporate priority of Young People: A place where younger people will want to live and work and have the skills to do so.

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

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

N/A

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

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

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

N/A

9.   Chief Finance Officer Statement

N/A

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

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

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

Ensuring improvement in external examination results.

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

11.   Power to make the Decision

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

Contact Officer:
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SCRUTINY COMMITTEE REPORT DENBIGHSHIRE

2018

(DRAFT)

1. **STANDARDS - PRIMARY SCHOOLS**

FOUNDATION PHASE

This year's results in the Foundation Phase shows a national decrease when compared to previous years. The main reason for this is the fact that new outcomes from the FP Assessment Framework have been used in language and mathematics. Many teachers are under the impression that there are higher expectations to achieve an Outcome and this is one factor that has led to less pupils achieving Outcome 5. This national decrease in the results is reflected in Denbighshire results. GwE anticipated this and has focused on improving provision in the Nursery and Reception classes, which will provide a robust base for achieving higher outcomes by the time the pupils reach the end of the Key Stage.

Foundation Phase outcomes for 2018 show a decrease when compared to previous years. The main reason for this is the fact that new, more challenging outcome descriptors from the Foundation Phase Assessment Framework have been used in language and mathematics. This national decrease in the results is reflected in Denbighshire's results. GwE anticipated this and has focused on improving provision in the Nursery and Reception classes, which will provide a robust base for achieving higher outcomes by the time the pupils reach the end of the Key Stage. The decrease in the percentage of pupils attaining the FPI in Denbighshire was significantly less than the dip nationally.

Denbighshire's performance at the higher than expected outcomes (outcome 6) in LLC(W) and PSD continues to be strong. Even though there are higher expectations to achieve this Outcome this year, the schools have raised the level of challenge to meet the new requirements. GwE's training and guidance for Foundation Phase teachers on how to target pupils that are on the border between O5/6 has contributed positively towards securing this result.

The performance difference between boys and girls has remained consistent in the Foundation Phase over the last few years and that pattern has continued despite the changes to the assessment requirements. The performance gap between the boys and the girls in Denbighshire is lower than the national average, but higher than the previous year.

The Foundation Phase Profile was introduced in September 2015 and it is statutory for schools to use the Profile to undertake baseline assessments of children at the start of Reception Year. When comparing end of phase assessments with the baseline assessment data (Foundation Phase Profile), Denbighshire pupils make above expected progress in all four areas.

Key Stage 2

Denbighshire's KS2 results at the expected level (level 4+) have continuously improved for the past six years. This year, Denbighshire's and the national performance is similar. Performance at the higher than expected levels is better than the previous year in Welsh and Maths.

Comparing end of Key Stage 2 data with end of Foundation Phase data, Denbighshire pupils make above expected progress in Welsh, English and Mathematics.

Strengths and Successes
- Foundation Phase Higher Outcomes (Outcome 6+) in Welsh and PSD.
- Schools have responded well to the various Foundation Phase training programmes provided. This is evidenced by the decrease in performance this year being considerably lower than nationally.
- Attendance at network meetings for Foundation Phase has been good and this has, and will continue to improve provision and standards in Denbighshire schools.
- Key stage 2 performance at the expected level over time.

Areas for Improvement
- Tackling the impact of deprivation on educational attainment continues to be a priority.
- Improve provision and standards at the expected levels in Foundation Phase LLC.
- Improve provision and standards at the higher than expected levels in Foundation Phase mathematical development and English and science at Key Stage 2.
- Further strengthen cluster working to promote collaboration and to share good practice.

Key Stage 3

Performance across the main indicators in KS3 is once again strong this year. As for the CSI indicator, Denbighshire's performance has increased by 1.6% to 87.2%, and as a result reduced the gap in comparison to the National average to only 0.9%. There was a decrease in the percentage of FSM pupils that achieved the CSI indicator. There is no national data available at the moment.

Welsh First Language: the performance on the expected level has increased significantly. As for the national comparison, performance is higher, but the size of the local cohort must be taken into consideration. The performance one level above the expected level has also increased over the course of three years and is higher than the national average.

English: the performance on the expected level in English has continued to increase slightly over the course of three years and again this year, but is still slightly lower than the national average. A similar pattern can be seen one level above the expected level, with further progress this year and performance is relatively   in line with the national average.

Mathematics: the performance on the expected level in Mathematics saw a slight decrease this year and a small three-year decrease; as a result, performance is below the national average. There is also a small decrease can be seen in Denbighshire performance, one level above the expected level, and remains slightly below the Wales' average.

Science: a small decrease in the performance on the expected level but it remains high and slightly below the national percentage. The performance one level above the expected level has increased slightly and is broadly in line with the national percentage.

Strengths and successes
•   Denbighshire performance in Key Stage 3 has remained constant and is broadly in line with national national performance. The trend in performance in welsh First language is encouraging

Areas for Improvement
•   Increase the performance of FSM pupils on the expected levels in the core subjects.

Key Stage 4

Contextual information for 2018 examinations
Following the changes in 2016-17 there remains significant volatility in GSCE outcomes. Significant changes to the pattern and numbers of pupils sitting exams in the Summer 2018 has had an impact on results as demonstrated in the proportion of grades across all subjects in the A+ to C range in Wales decreasing by 1.2pp to 61.6%. GCSEs are being reformed and 15 updated subjects were sat this summer for the first time.   The new GCSE suite of qualifications in Science was examined for the first time in 2018, and coincides with the changes to the performance indications at KS4, to include only GCSE results for Science, as two measures in the capped 9 indicator. As a result, comparison with historical data is not applicable. Schools were able to select pathways from a triple Science route, Double award Science, Double award Applied Science and Single award Applied Science. As the capped 9 indicator includes two Science measures, the majority of schools followed the triple and double award pathways.

There has been significant change to grade boundaries since the Summer of 2017 and November 2017 compared to the Summer of 2018, particularly at C grade in English and mathematics. This has made it difficult for schools to ensure accurate projections and target setting. Initial analysis suggests that schools data has been significantly influenced by registration decisions.

School performance should be considered against its own performance trajectory as it is not appropriate to compare schools against each other due to the different contexts and stages of improvement.

Initial Analysis

 In 2018, there was a decrease in the percentage of each main indicator in comparison with 2017, particularly in Science and the Capped 9 Score.

	2017	**2018**	**+ / -**
TL2+	50.0	47.5	-2.5
TL2	63.6	59.8	-3.8
TL1	90.2	87	-3.2
ENGLISH	59.2	55.8	-3.4
WELSH	79.3	77.6	-1.7
MATHEMATICS	53.5	50.8	-2.7
NUMERACY	55.6	54	-1.6
MATHEMATICS (Best of the 2)	58.4	57.0	-1.4
SCIENCE	66.8	54.3	-12.5
5A*/A	14.4	12.3	-2.1
CAPPED 9 SCORE	333.9	323.5	-10.4

Performance in Welsh has remained consistently high. L2 English performance has decreased 3.4% but Denbighshire performance has been significantly hit by a significant spike in 2018 Summer English grade boundaries.

Although 2018 saw a similar and significant increase in mathematics and numeracy grade boundaries, in Denbighshire there is a smaller decrease in Mathematics. As a result, Numeracy and the percentage of learners that achieved one of the two has affected the expected progress in the TL2+ indicator.

Because of the changes in the Science qualification, comparison with 2017 performance is not possible.

Strengths and successes

- Inclusive schools, it is also noted that there is strong collaboration to develop an extensive and balanced curriculum and provision for all learners.

- Welsh (first language) performance is consistently high.

- Significant improvements in specific schools with regard to some indicators.

Areas for Improvement

- Ensure that a forensic analysis is undertaken to verify why there has been a significant decrease in the English A*-C percentages.

- Improve Mathematics and Science performance.

- In specific schools, continue to improve the quality of departmental expertise and leadership in the core subjects.

- Reduce in school variance particularly across core subjects

2. INSPECTION PROFILE

The inspection profile is good across the primary sector in Denbighshire during academic year 2017-2018, no secondary schools were inspected last year. One Estyn undertook an inspection in 9 schools (8 primary schools, no secondary schools and 1 special school). In 8 schools [%], it was announced that no follow-up action was needed and one schools required intensive follow-up category of Estyn Review.

The judgement profile across the 5 inspection areas are indicated below:

Primary Profile	Excellent	Good	Satisfactory	Unsatisfactory
IA1: Standards		7	1	
IA2: Well-being and attitudes to learning	1	6	1	
IA3: Teaching and learning experiences		6	1	
IA4: Care support and guidance		8		
IA5: Leadership and management	1	6	1	

Special School Profile	Excellent	Good	Satisfactory	Unsatisfactory
IA1: Standards		1		
IA2: Well-being and attitudes to learning		1		
IA3: Teaching and learning experiences		1		
IA4: Care support and guidance		1		
IA5: Leadership and management		1		

3. TARGET SETTING

In May 2018, the Cabinet Secretary for Education published a Written Statement providing an update on Key Stage 4 school performance measures arrangements for 2019 onwards. This announced the introduction of new 'interim' Key Stage 4 performance measures to be reported against from September 2019 (2018/19 cohort data). These 'interim' measures, based on point scores, will replace the existing suite of Key Stage 4 performance measures, including the Level 1 and Level 2 inclusive measures, from 2019.

In the other key stages, Welsh Government has already legislated to:
- discontinue the routine publication of the Teacher Assessment and National Reading and Numeracy Test data at a school and regional level from 2018/19; and
- ensure that the 2016/17 publication of this data at a school and regional level to the public, partners, stakeholders and policy makers will be the last year that this is done.

Welsh Government (WG) have been urgently considering the school target setting requirements, in view of the changes being brought in, and have been engaging with the sector on how these arrangements could be managed in the short term. However, the required legislative procedure hasn't allowed WG to align the statutory requirements as immediately as desired.

At Key Stage 4, schools are required to set final, reviewed and provisional targets against the percentage of pupils achieving the Level 1 and Level 2 inclusive measures, along with three targets based on self-evaluation. These targets need to be submitted to, and agreed by, the Local Authority no later than 31 December. Given our move away from threshold measures, we recognise that it no longer make sense to require schools to set targets against what will soon become obsolete school performance measures.

The table below sets out the current target setting statutory requirements for the relevant key stages:

Key Stage 2 (Year 6 pupils)	Key Stage 3 (Year 9 pupils)	Key Stage 4 (Year 11 pupils)
Percentage of pupils achieving **Level 4** or above in English	Percentage of pupils achieving **Level 5** or above in English	Percentage of pupils achieving the Level 2 Threshold including English/Welsh and Mathematics
Percentage of pupils achieving **Level 4** or above in Welsh first language	Percentage of pupils achieving **Level 5** or above in Welsh first language	Percentage of pupils achieving the Level 1 Threshold

Percentage of pupils achieving **Level 4** or above in Mathematics	Percentage of pupils achieving **Level 5** or above in Science	
Percentage of pupils achieving **Level 4** or above in Science	Percentage of pupils achieving **Level 5** or above in Mathematics	
Local Target 1	*Local Target 1*	*Local Target 1*
Local Target 2	*Local Target 2*	*Local Target 2*
Local Target 3	*Local Target 3*	*Local Target 3*
*Local Targets should reflect priorities identified through self-evaluation		

Welsh Government (WG) are working towards removing the prescriptive nature of targets (including Level 1 and Level 2 inclusive at Key Stage 4) in favour of increasing the **number of non-prescriptive targets based on the outcome of self-evaluation.**

The required legislative process means it will be impossible for WG to implement the proposed changes prior to 31 December 2018, when targets are required to have been set by schools and agreed by the Local Authority. There will, therefore, be a period where the requirements of the regulations do not reflect WG intentions or expectations in terms of target setting.

During this transitional period, schools and Local Authorities will need to consider what targets would be most appropriate to set this year.

Way forward

Effective self-evaluation, target-setting and planning for improvement is at the core of ensuring improved outcomes for pupils. The raising of standards requires the profession to critically evaluate and, if necessary, change what they do and how they do it. Effective target-setting plays a key role in raising standards, and must be undertaken at the same time as planning for improvement.

Setting targets allows schools to focus on what they currently do and the improvements they wish to bring about. It contributes to school effectiveness but only when it is carried out as part of the process of planning for improvement. What is key is that schools identify and set appropriate **improvement targets linked to their improvement priorities.** These should be set as **local targets** prescribed in the table above and may include specific and measurable goals when appropriate. However, **not all improvement targets can be quantitative**. If we asked schools to set clear improvement targets, then it would allow the **local target** as at present to be either quantitative or qualitative.

Schools would only share their key improvement targets (or Local Targets) with the LA/Consortium. Local Authorities would still hold the statutory responsibility for signing off the improvement targets set by the schools. This process is usually quality assured by school improvement staff on behalf of the LAs. Local Targets would not be aggregated on an LA or regional basis.

In the interim, schools will also have to report against the prescribed statutory targets described in the table above until they are removed by legislation.

Date of Meeting: **29 November 2018**

Lead Member/Officer: **Lead Member for Finance, Performance & Strategic Assets**
Head of Business Improvement & Modernisation

Report Author: **Strategic Planning Team Manager**

Title: **Corporate Plan Performance Report**
Quarter 2 2018-19

1. What is the report about?

1.1 This report presents an update on the delivery of the Corporate Plan 2017-2022 as at the end of quarter 2 of 2018-19.

1.2 Appendix 1 provides the Executive Summary, including achievements and key exceptions.

1.3 Appendix 2 contains the full quarterly report generated from the Verto Performance Management System.

1.4 Appendices 3 & 4 feature a summary of the projects being managed under each programme board, along with information on the key project executives and managers; an overall delivery confidence; and a summary of the status of key risks, milestones, and benefits related to each project.

2. What is the reason for making this report?

2.1 To provide information regarding the council's progress as at the end of quarter 2, 2018-19 in delivering the Corporate Plan outcomes.

2.2 Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the Council exercises its duty to improve.

2.3 We monitor our performance regularly, take quarterly reports to Scrutiny and Cabinet meetings and produce an Annual Performance Report to evaluate progress.

3. What are the Recommendations?

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

1

4.   Report details

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

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

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

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

4.5   Quarter 2, 2018-19 Performance Report (Appendix 2) looks at the Corporate Plan
        2017-22 and provides an evidence-based assessment of the current position.

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

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

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

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

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

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

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

8.1   The information necessary to produce this report comes from services, and this
        content has been discussed with the Senior Leadership Team (SLT) in order to

2

produce the report for Performance Scrutiny. The report was also be tabled for discussion at Cabinet on 20 November.

9.   Chief Finance Officer Statement

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

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

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

11.   Power to make the Decision

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

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

Contact Officer:
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Working together
for the future of
Denbighshire

Corporate Plan
2017-2022

Appendix 1 – Summary Corporate Performance Report

QUARTER 2 (July-September), 2018-19

This document provides a SUMMARY of performance against the council's corporate priorities at the end of quarter 2, 2018–19

CONTENTS

INTRODUCTION & SUMMARY

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

OVERALL CORPORATE PLAN PERFORMANCE SUMMARY

Of the five priorities in this Corporate Plan, at the end of September 2018 two remained a `priority for improvement' in terms of current performance: Resilient Communities and Young People. The remaining three priorities continued to be at an `acceptable' level: Housing, Connected Communities and Environment. This is to be expected at this early stage in the plan, but progress with designing and implementing solutions is developing well across all five priorities. A comprehensive forward work plan is in place until summer 2019.

Resources for all projects have been identified, either from within services or by monies made available via a Corporate Plan fund. Management of such finances will be reported on regularly through both the programme boards and financial reports to Cabinet.

During quarterly updates to Performance Scrutiny the message has been reiterated that the Committee may wish to invite Programme Board representatives to a future meeting to discuss the Boards' work, remit and the projects they are responsible for delivering, as a means of determining key areas for the Committee to focus on in future. This demonstrates that the governance arrangements are effective too, all of which should be conducive to successful delivery of the overall Plan.

The delivery of the Corporate Plan is via a programme management methodology. At the end of September 2018 all five programmes were progressing at a `good' level. Two Programme Boards have been established and continue to work with County Council services, programmes and projects which contribute to the overall ambition of the Corporate Plan priorities, and principles of equality & diversity and support for the Welsh language.

Under the Local Government Measure, the Wales Audit Office (WAO) annually reviews the Council's progress towards meeting its objectives and its prospects for continuing to improve in the year ahead. For the year 2017-18, the WAO has concluded overall that: '*The Council continues to meet its statutory requirements in relation to continuous improvement' and that: 'Having made significant progress in delivering its current vision, the Council is developing an updated plan to describe its vision and key ambitions for the future'.* The WAO's review of the Council's progress is an important part of understanding our progress towards delivering our Corporate Priorities.

OUTCOME & PERFORMANCE SUMMARY

This is the summary position for each priority in the Corporate Plan as at the end of Quarter 2 (September, 30th, 2018).

For each priority there are two pieces of commentary:

- *Performance Status* provides narrative and an assessment of what the indicators tell us about our communities at present;

- *Programme Progress* sections outline how projects identified in support of each priority are developing.

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

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

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

CORPORATE PLAN 2017-2022

		Performance Status	Programme Progress Status
Priority :	**Housing: Everyone is supported to live in homes that meet their needs**	**ACCEPTABLE**	**GOOD**
Priority :	**Connected Communities: Communities are connected and have access to goods and services locally, online and through good transport links**	**ACCEPTABLE**	**GOOD**
Priority :	**Resilient Communities: The council works with people and communities to build independence and resilience**	**PRIORITY FOR IMPROVEMENT**	**GOOD**
Priority :	**Environment: Attractive and protected, supporting well-being and economic prosperity**	**ACCEPTABLE**	**GOOD**
Priority :	**Young People: A place where younger people will want to live and work and have the skills to do so**	**PRIORITY FOR IMPROVEMENT**	**GOOD**

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

THE COLOURS

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

THE EVALUATION

- The default methodology for performance evaluation is where the upper quartile reflects the transition to Excellent, and the Wales median reflects the transition to a Priority for Improvement.

- The default position for activity reporting is documented in the project management methodology, summarised above (Action Status).

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

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

Performance Status: Acceptable

Overall our performance is `acceptable'.

We know that a substantial number of people in Denbighshire are unable to afford market rent or to purchase a home. In response to this a new Affordable Housing Register to help people secure their own home has been launched: Tai Teg. This register offers an opportunity to access a range of opportunities through new builds and vacancies within existing housing for people who are employed but who cannot afford market housing. This is a partnership project being led by Grŵp Cynefin with North Wales local authorities (including Denbighshire) and other Housing Associations. (Note, Tai Teg does not include the traditional Council or Housing Association properties for rent, which are dealt with through SARTH, the single common housing register in Denbighshire.) For details of support available and eligibility criteria, please see www.taiteg.org.uk

Tai Teg deals with all Intermediate & Low Cost Home Ownership (Shared Equity) properties in Denbighshire and across North Wales. Over 250 dwellings of this tenure have been developed in the County since 2004. Tai Teg was re-launched at the end of May 2018 following a review of the registration process, the launch of a new website and branding refresh. Prior to the relaunch there were 244 people registered as interested in Affordable Home Ownership and 118 applicants for Intermediate Rental (there may be some double counting as applicants can register for both).

Applicants were recently required to re-register on Tai Teg, to ensure that all the data was up to date and relevant as per GDPR. As of October 2018 there are now 220 registered users on Tai Teg. 131 applicants have requested Affordable Home Ownership and 141 applicants have registered an interest in Intermediate Rental (again applicants can register for both). There have been five successful applications for the 'Rent to Own' scheme and one successful purchase of

an open market property through the 'Homebuy' scheme so far this year. It's also worth noting that the largest user group for Tai Teg is the 25-34 age category, which demonstrates that young adults needing housing are engaging with the website.

As at 30 September 2018, the number of applicants on the single common housing register in Denbighshire (SARTH) was 1,169 The SARTH is for those who are likely to be eligible for social housing.

A total of 47 Disabled Facilities Grants were delivered (April – September 2018), enabling people to better maintain their independence and continue to live safely in their own homes.

Programme Progress: Good

Projects that are currently being scoped out include an additional supply of private sector homes, and also supporting young people to access suitable and affordable homes.

There are two live projects for the provision of Extra Care Housing:

- Denbigh Extra Care Housing Project intends to develop a supported housing village of 71 units, catering for older people and adults with complex disabilities by 2020. This project remained `on target', during the period
- The extra 30 units in the Ruthin Extra Care Housing, Phase 2 has been `experiencing obstacles' due to timescales and milestones being estimates and there has been slippage in terms of time. The delivery confidence, however, remains reasonably high and regular meetings continue to be held.

The project `Bringing 500 empty properties back into use' has now set up a Project Team who will be developing a business case to be presented to the Young People & Housing Board in autumn 2018. The approach will be delivered through developing an Empty Homes Delivery Plan, to include actions such as:

- Negotiating purchases, enforcement action, compulsory purchase order (CPO) and enforced sale to take a proactive approach to address the most problematic empty homes.
- Developing a publicity action plan to raise awareness of empty homes and publicise success stories whenever possible
- Reviewing the advice pack for landlords and owners

45 of the 260 additional affordable homes we aim to bring forward have been delivered by working with RSLs and the private sector. Currently seven schemes are fully or partially funded through the Social Housing Grant Programme Delivery Plan and work has started on site. These schemes will provide 132 homes in the next three years. A further 147 units are part of schemes that are already approved, currently being drawn up, or that will be achieved through planning obligation requirements on several larger developments.

Work has begun on the 170 council homes through renovation of the former HMO at 40 Brighton Road in Rhyl and demolition of the former Pennant Flats in Denbigh. Planning applications were also submitted for the developments at The Dell in Prestatyn and the site of the former Pennant Flats in Denbigh.

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

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

Performance Status: Acceptable

Overall our performance is `acceptable'.

As at May 2018, the percentage of 4G coverage on A and B roads in Denbighshire had improved from 33.65% to 43.08%; the same as the Wales average (43%). Notwithstanding this improvement, performance is still considered to be "Red: Priority for Improvement". (Please note Ofcom has restated UK and constituent nations' coverage figures provided previously to include corrections to Vodafone's 4G data. A more complete restatement of historic mobile coverage levels will be provided in Ofcom's annual 2018 Connected Nations report, which will be published at the end of 2018.)

Our response to the percentage of damaged roads and pavements made safe within target time slightly increased to an overall 98.11%, between July and September 2018. Of the 265 total for the period, 260 were made safe within timescale.

Programme Progress: Good

A Business Case was presented to the Board in September for the Project to `make superfast broadband and mobile networks available to everyone'. This project supports the Connected Communities priority and is about identifying and supporting where possible and practical the development of our infrastructure to achieve county-wide superfast broadband and mobile networks, including 4G and 5G. The project will be made up of a number of workstreams that address different elements of the issues present within this context.

The Digital Access Points project has been rejected and has been closed. The project was scrutinised by our Digital Futures Board who agreed there was low confidence in the project's ability to deliver lasting change (i.e. better infrastructure and less digital exclusion). This demonstrates our commitment to test all projects using robust project and programme methodology to ensure we invest in projects that promise clear and deliverable benefits and value for money. A closure report was submitted to the Communities and Environment Programme Board in September 2018.

A business case for the proposed project to "Improve infrastructure to make it easier to stage events" will be submitted for approval to the Programme Board in October 2018. Further work took place over the summer to define the scope of the project. The project, if approved, will need to involve partners and communities to ensure the right community-based event infrastructure investments are made in the right places.

Over the coming months further collaborative work with internal and external partners will be undertaken, and multi-agency groups will be taking forward Travel and Digital Exclusion projects. Workshops took place in September 2018 to agree the scope.

The business case for the proposed project to "Ensure Council information and services will be accessible online where possible" (which is likely to aim to increase online transactions, as discussed above) will be submitted to the Communities and Environment Programme Board in January 2019.

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

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

Performance Status: Priority for Improvement

Although a proportion of the indicators for this priority are either counts or results of the Residents' Survey 2018, there are some important indicators where there is much to achieve before performance will be deemed Acceptable. Therefore the status at present remains a `Priority for Improvement'.

The average length of time adults (aged 65+) are supported in residential care homes slightly decreased in this period to a total of 1,026 days, but remains a `priority for improvement'. We acknowledge that it is highly unlikely that we will be able to reach the `acceptable' Welsh median level of no more than 800 days in the next three years.

The Dewis Cymru website was developed by Data Cymru on behalf of the 22 local authorities in Wales, with a view to being one key resource directory for well-being provision in Wales. To support this particular Corporate Priority for a resilient community, more work is required to ensure we have a consistent approach to providing access to information. A Group has been convened to look at working together to enhance Dewis Cymru and to use this as our focal point for providing information (outside of www.denbighshire.gov.uk). A Project Brief will be taken to the Corporate Plan Programme Board (Communities and Environment) in March 2019; the aim of this project will be to embed use of this resource throughout the Council and with our partners, to ensure it is adopted as the vehicle to publish information moving forward. From figures available from the British Red Cross we note there has been a reduction from 454 to 441 in the number of resources listed for Denbighshire on Dewis Cymru.

Domestic abuse is a community safety issue that has negative implications not just on its direct impact on victims but also (and particularly) affected children, often triggering issues of poverty and adverse childhood experiences that have repercussions into adulthood. There has been an increase from 348 to 408 recorded incidents in the figures compared to April–June 2018. There was an annual increase of 52% from the 268 incidents reported at the same time last year. This is largely attributed to a recent national focus on crime-recording integrity, which has led to changes in the recording of victim-based crime. Previously, if police attended an incident it would only be recorded as one incident, even if multiple offences may have taken place. Now, multiple offences can be attributed to one incident, if relevant. As a result, reports of Domestic Crime being identified in Conwy and Denbighshire (and regionally) continue to increase. We can report that the number of repeat offenders of domestic abuse has fallen in both Denbighshire and Conwy (repeat offenders are people who have committed a domestic abuse offence on three or more occasions in 12 months).

It's important to note that many of the projects under this priority put in place preventative measures that should have a positive effect on the trends of these indicators. However, they are influencing and enabling in their nature (rather than delivering tangible outputs), and we must be conscious that the assumptions we've made could pose a risk to our achieving our goals (e.g. we assume that if advice is made available online our residents and/or those supporting them will access and follow this advice). For these cases it will be important to follow-up post-project implementation to check the impact of our interventions.

Programme Progress: Good

The Community Planning & Development Resource Project is now completed and closed, with functions now considered as business as usual, and many community planning activities in progress throughout the county. A Community Resilience event is being arranged for County and Town & Community Councillors in late October to showcase the support available throughout the county.

Carers play a pivotal role in supporting vulnerable people to live at home. We have asked carers in Denbighshire to have their say on what support would help them and how support can be improved (survey closed end August 2018) and the findings from the survey will inform a cross-sector group who will now develop the business case for the Supporting Carers Project, which is due at the Communities & Environment board in autumn 2018.

A further cross-sector group will be brought together to develop the business case `Acting to reduce Domestic Abuse in Denbighshire' within the context of the North Wales Strategy to tackle Violence Against Women, Domestic Abuse and Sexual Violence. The project purpose is to translate the North Wales Strategy into a workable, achievable local action plan for Denbighshire. A business case will be brought to the board in May 2019.

A project around Denbighshire Working Towards Being Dementia Friendly has recently come forward, and will be explored with the support of the Alzheimer's Society. This is a good example

of the governance structure we have in place with the programme boards also allowing room for initiatives to come forward, demonstrating that our Corporate Plan is not static.

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

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

Performance Status: Acceptable

Overall our performance is `acceptable'.

2,200 native broadleaved trees will be planted from November 2018 through to February 2019. When choosing the mix consideration has to be given to its windswept coastal location and difficult ground conditions – a legacy of Glan Morfa being a former landfill site. Countryside Services have mitigated against these negative factors and have chosen a broad variety of trees that will provide colour, a nesting habitat, food source and which will completely transform what was previously a derelict landscape. Species include Oak, Silver Birch, Cherry, Hazel, Alder, Field Maple, Rowan, Hawthorn and three varieties of Willow. Children were encouraged to explore the great outdoors during a countryside event at Glan Morfa, Rhyl and celebrated the launch of the `PLANT' scheme in September. The event `Wild Rhyl' was organised by Rhyl Town Council and Denbighshire Countryside Services.

Time spent outdoors in nature is known to be beneficial to mental and physical health. A Biodiversity Officer has been appointed, whose role will be to ensure key staff (planning officers, etc.) are make informed decisions about biodiversity in Denbighshire, and to engage residents in activities and projects that will provide many opportunities for local residents to improve their wellbeing. Access to COFNOD - the Local Environmental Records Centre for North Wales data - is also important as it provides information on the location of protected species so that we can target our conservation work. This data will enable us to ensure that important sites, habitats, and

species are considered appropriately during project design and development. This information is also important in the local development plan and the assessment of planning applications.

Seasonal viewing structures and a visitor centre were opened in July at the UK's largest little tern colony on Gronant beach, which is managed by Denbighshire County Council. The structures are put up when the terns are nesting, offering the public closer views of the birds without disturbing them. The visitor centre offers shelter in bad weather along with reference material, images beamed live from nests and a space to learn more about the project. Gronant is the only little tern breeding colony in Wales and contributes more than 10% of the entire UK breeding population. The birds come to the UK every year from West Africa to breed in Gronant. This year a record 171 pairs of little tern raised a total of 192 young, and we increased our efforts to collect scientific information on the terns, and had three students from Bangor University collecting data for their final year dissertations.

With the exception of monitoring surveys, no works relating to sand lizards were undertaken in this period, as this is a sub optimal time of year to work in this habitat. The results of the surveys are still being collated, but the sand patches created earlier in the year are well established, and the dunes at Gronant represent increasingly suitable habitat for sand lizards. Both an adult male and an adult female were recorded on site in 2018 for the first time since 2014. There was evidence of potential breeding on site, with records of potential nesting tunnels recorded in the dunes.

Following the black grouse surveys undertaken at Llantysilio on April 20th the site was devastated by a fire that burnt for four weeks starting in July at the height of this summer's heatwave. Drone surveys carried out by Natural Resources Wales (NRW) have shown the extent of a wildfire. Mynydd Llantysilio is common land. It is part of the Berwyn and South Clwyd Mountains Special Area of Conservation (SAC) and the Clwydian Range Area of Outstanding Natural Beauty (AONB). Initial surveys reveal that 247 hectares (the size of about 247 rugby pitches) has been burnt and there is little vegetation left in the area. The mountain is a Site of Special Scientific Interest (SSSI) for its heather moorland habitats and upland breeding birds and is home to rare birds like the black grouse and the curlew. It also provides grazing areas for local farmers and is popular with walkers.

NRW worked with North Wales Fire and Rescue Service (NWFRS) and Denbighshire Countryside Services to cut back vegetation and create fire breaks to try to stop the fire spreading. It is anticipated that some heathland plants will grow back from roots that have survived the fire or from the seeds. However, the peatland areas are likely to take much longer to re-vegetate and some areas may not recover naturally.

During the autumn, NRW will work with partners to fully assess the damage and plan what needs to be done to try to restore the mountain to its former glory. NRW will also be working with the other organisations involved to carry out a review of their response. This considerable loss of habitat is expected to have a negative impact on black grouse numbers in Denbighshire, with breeding success for 2018 also expected to be reduced.

The adder population we monitor at Loggerheads is currently being surveyed. A small number of juvenile adders have been recorded this year, which is a good sign, but it will be several years until these are sufficiently developed to have young. For this reason the population remains very vulnerable. Work has begun to identify and create a new Roadside Nature Reserve and subsequent management plan at Boncyn Foel Bach, Hiraethog, to protect adders. This will be the first Roadside Nature Reserve in the county specifically set up to protect an animal rather than a plant community or species.

We have continued to progress with our Bee Friendly work. We have developed a project funded through our ESD grant to collect wildflower seeds from the verges. The seeds were sent to the woodland skills centre in Bodfari, who are germinating them at their facility, and will provide us with the plug plants that will be given to communities and community groups who wish to develop their own Bee Friendly site. This has the advantage of being able to offer wildflowers with a local provenance, rather than introducing wildflowers from further afield with a different genetic makeup. We are also due to purchase a herbicide-free weed control device which uses heat and an organic foam made from olive oil to kill plants. The foam is non-toxic and will enable the Council to reduce the amount of herbicides it uses to control unwanted growth of plants and non-native invasive weeds. This machine is the first of its kind in Wales, and will help us to comply with our `Bee Friendly' obligations.

The economic benefit of tourism in Denbighshire is continuing to grow. The latest STEAM economic impact figures published in September 2018 show that in 2017 tourism brought £490.35million into the local economy, an increase of 2.3% on 2016, and of 70% since 2007. Last year tourism supported 6,231 jobs in Denbighshire, while 5.93m people visited the county - an increase of 25% since 2007 - for a total of 11.58m days. The number of visitors to the coast increased to 3.16m, as did the number of visitor days spent (6.92m) and the number of staying visitors (900,000). In total last year there were 1.5m staying visitors who contributed a total of £331.46m to the economy. The Council continues to support tourism via strong partnership working in North Wales to capitalise on the growing tourism market.

The Council also runs projects to upskill staff working in tourism-related businesses to improve the visitor experience, creates new tourism leaflets and promotional films to reach wider audiences, as well supporting key events and festivals such as Llangollen International Musical Eisteddfod.

The total number of Council homes in Denbighshire in 2017 was 3,385. During 2017/18 a total of 957 (28%) council surveyed properties were recorded as achieving an energy rating of C or above. This will be the baseline for the project, which aims to achieve 100% by the end of this corporate plan.

Programme Progress: Good

100% of all live projects are `on target', these being:

- East Rhyl Coastal Defence Scheme
- PLANT Project : Urban Tree Planting
- Improving biodiversity in Denbighshire

The East Rhyl Coastal Defence Scheme continues to progress well and remains `on target'. The Council, supported by the Welsh Government's Coastal Risk Management Programme, has drawn up plans to install rock armouring and increase the height of the sea wall along the promenade between Splash Point and the slipway adjacent to Rhyl Golf Club. Construction is expected to take 18 months and start during 2019, subject to planning permission, other necessary consents being granted and funding agreement. Residents will have the chance to view the plans and comment on them at drop-in sessions to be held in October and November 2018. The rock armouring is being designed to dissipate the energy from storm waves so the impact on the new wall will be substantially reduced and significantly decrease the risk of flooding over the next 100 years. The design life of the scheme also includes allowances for the impacts of climate change and sea level rise. The secondary protection from the inshore walls and flood gates - along with the storm water storage and release facilities at Rhyl Golf Club - will remain to provide another layer of protection for this piece of coastline.

Highlight Reports outlining the progress and plans for all the flooding defence activity and the progress of schemes and studies were presented to the Board in September 2018. We currently have nine schemes underway relating to Coastal and Flood Risk Management.

The Wales Audit Office (WAO) is currently auditing our approach to reducing the number of properties at risk of flooding in Denbighshire. The final report is anticipated early 2019, and it may give us some ideas for how we could further improve our approach to flood management.

The Reducing Carbon Emissions business case will be presented to the Board in October 2018. The business case to Improve Energy Efficiency in [existing and acquired] Council Housing is currently being developed and will be presented to the Board in January 2019. This closely links to the Housing priority, where the ambition is that any new build Council housing will achieve an energy efficiency rating of 'A'.

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

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

Performance Status: Priority for Improvement

Overall our performance remains as a `Priority for Improvement'. As reported in the last performance report the following annual indicators remain as a priority for improvement:

- Attendance at secondary school.
- 4-5 year olds who are a healthy weight or underweight.
- Schools providing education through suitability and condition categories C & D.

The percentage increase in the salaries of young people enrolled in the Employment Bursary Project' is a new annual measure that has been added to this priority in order to measure the anticipated difference that the project will make for young people. The bursary project seeks to create opportunities for younger people in Denbighshire by enabling employed young people to undertake training / development and access mentoring that will enable them to progress within their current workplace or seek promotion elsewhere. Baseline and thresholds are in the process of being established and will be in place for the project launch in November 2018.

Programme Progress: Good

The Ready for Work project's initiatives are progressing well. Further work has been done on the preparation for the three careers events that are to be held in November. Invitations have been sent to businesses and organisations that expressed an interest.

In September, students from Ysgol Carreg Emlyn and Ysgol Llanfair Dyffryn Clwyd took part in panel-signing ceremonies as work on both schools progresses. They had the chance to sign panels that make up the structure for their new school buildings.

A new bilingual church school, in partnership with the Diocese of St Asaph, is being built in Llanfair while in Clocaenog a new single site school for Ysgol Carreg Emlyn is being built. Both schools are being funded through the Welsh Government's 21st Century Schools programme, in partnership with investment from Denbighshire County Council and are both expected to be open by the summer of next year.

Work on a £23m Catholic school in Rhyl is also progressing on schedule. A beam-signing ceremony was held with pupils and staff from Ysgol Mair primary school and Blessed Edward Jones Catholic High School. The beams will form part of the structure of the new building, which is set to open in autumn 2019.

A Highlight Report will be presented to the Board in October on the `live projects' in the 21st Century Schools Programme (Band A and B).

The Entrepreneur Space project brief, following approval, has moved into the Business Case stage and will be presented to the Board in December 2018, along with a paper on ways to address the gap in attainment between the end of primary school and secondary school.

The Support for Parents project brief, following approval, has also moved into the Business Case stage and is scheduled to be presented to the Board in February 2019.

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Corporate Plan 2017-2022

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

General Information

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

Indicators

🟨	PPPAH001Annual	The additional supply of affordable housing, including social housing, provided during the year
	CPBIM101i	% of residents reporting they felt satisfied with the availability of housing in their area (Residents Survey)
	CPBIM102i	% of residents reporting they are satisfied with the standard of housing in their area (Residents Survey)
🟨	CPPPP103i	Number of additional homes provided in Denbighshire
	CPFAH104i	The additional supply of Council Houses provided
⬜	CPCSS105i	Number of additional Extra Care Homes supported by DCC
⬜	CPCSS106i	Number of additional specialised homes supported by DCC (including DFGs and Major Adaptations)
🟩	CPPPP107i	Number of empty properties brought back into use (old definition)
⬜	CPFAH108i	Number of people on SARTH waiting list
⬜	CPBIM103i	Number of people supported into homes that meet their needs (Community Support Services Provision)
	PPP121iAnnual	The number of private sector homes improved in standard and quality due to intervention from the Council

Activities

🟩	PR003628	Denbigh Extra Care Housing	14/03/16	30/10/20
🟩	PR004023	Ruthin Extra Care Housing (Phase 2)	14/02/17	14/02/22
🟩	PR004433	Additional Council Housing Developments	01/04/16	31/03/22
🟩	PR004447	Work with RSLs and the private sector to deliver additional affordable homes	01/04/17	31/03/22
⬜	PR004448	Bring 500 Empty Homes back into use	01/04/17	31/03/22

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

General Information

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

Indicators

	CPCCM209i	The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels
🟩	THS012	The percentage of principal (A) and non-principal (B) and (C) roads that are in overall poor condition
🟩	PAM020	The percentage of principle A roads that are in overall poor condition
🟥	PAM021	The percentage of non-principal/classified B roads that are in overall poor condition
🟩	PAM022	The percentage of non-principal/classified C roads that are in overall poor condition
🟧	CPCCM201i	% Superfast Coverage in Denbighshire (>30 Mbps)
🟥	CPCCM207i	The overall likelihood of digital exclusion in Denbighshire
🟥	CPCCM202i	% of premises with Broadband of 10 Mbps or below (USO)
🟥	CPCCM205i	% mobile 4G road signal (all operators)
	CPCCM208i	Percentage of LSOAs in Denbighshire in the 10% most deprived in Wales in terms of Access to Services (WIMD)

Measures

🟨	CPQHESCAT1	Percentage of damaged roads and pavements made safe within target time (CAT1 - Category 1 defects dealt within timescale)
	HESRCSi	6 monthly Road Condition Score for around 75% of the remaining network (some C roads and almost all unclassified roads)

Activities

	PR004434	Digital Access Points	14/09/17	31/03/22
	PR004436	Target those most likely to be digitally excluded so they have the skills and means to use digital services	01/01/18	
🟨	PR004444	Invest in roads and bridges to maintain a viable, sustainable infrastructure	01/04/18	31/03/22
	PR004484	Make superfast broadband and mobile networks available to everyone	22/02/18	31/03/22
	PR004487	Better enable people to travel to work, education and services	01/03/18	31/03/22
	PR004632	Improve infrastructure to make it easier to stage events	01/04/18	31/03/22
	PR004707	Ensure Council Information and Services are Accessible Online	24/04/18	31/12/21

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

General Information

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

Indicators

	QCSS005m	The average length of time adults (aged 65 or over) are supported in residential care homes
	AnnualCSS002m	The percentage of people reporting they have received the right information or advice when they needed it
	AnnualCSS004m	The percentage of carers reporting they feel supported to continue in their caring role
	AnnualCSS014m	The percentage of people reporting that they know who to contact about their care and support
	CSSAGGR03	Number of assessments of need for support for carers undertaken during the year
	CPBIM301i	The percentage of people who agree "my local area is a place where people will pull together to improve the local area"
	CPCCM302i	The number of sessions on the Dewis Cymru Platform
	CPBIM303i	The percentage of people who feel able to influence decisions affecting their local area
	CPCCM304i	The percentage of projects that have considered the 10 National Principles of Engagement within their Well-being Impact Assessments
	CPBIM305i	The number of recorded incidents of domestic abuse
	CPBIM306i	The number of repeat offenders of domestic abuse

Activities

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

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

General Information

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

Indicators

🟩	CPCCMSTEAMi	STEAM - Total Economic Impact of Tourism (£ million)
	CPFAH401i	% of existing and acquired Council housing stock (1st April 2017 baseline) achieving an EPC (Energy) rating of C or above
	CPFAH402i	% of all new build council housing achieving an EPC (Energy) rating of A
	CPBIM403i	Percentage reduction - from a 31/03/17 baseline – in carbon emissions (tonnes) from Council assets
🟩	CPHES404i	No. of trees planted to increase canopy cover in Rhyl and Denbigh
	CPHES406i	No. of properties with reduced risk of flooding (1,000s)
	CPBIM407i	Please tell us how satisfied or dissatisfied you are with your local open spaces? Countryside, Beaches, Parks Resident Survey response Qs 3:

Activities

🟩	PR003864	East Rhyl Coastal Defence Scheme	01/01/14	31/12/20
🟩	PR004410	PLANT Project : Urban Tree Planting	02/01/18	02/01/22
🟩	PR004418	Improving biodiversity in Denbighshire	01/04/17	31/03/22
	PR004701	Reducing carbon emissions from council assets	02/04/18	31/03/22
	PR004727	Improving Energy Efficiency in Council Houses	01/04/17	31/03/22

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

General Information

Status	PRIORITY FOR IMPROVEMENT
Rationale	We want Denbighshire to be a place where young people can and want to flourish. To do this there must be excellent education provision working alongside a strong employment offer for all. We will work with our partners, schools and businesses to make this happen.

Indicators

🟧	PAM007	Percentage of pupil attendance in primary schools
🟥	PAM008	Percentage of pupil attendance in secondary schools
🟥	QECA4.6i	% of the population aged 18 to 24 claiming JSA
🟥	CPBIM504i	The percentage of children aged 4-5 years who are a healthy weight or underweight
🟩	CPECS501i	The percentage of Yr11 pupils who achieved KS4 Welsh Baccalaureate Skills Challenge Certificate (Level 2)
🟨	CPECS503i	The percentage of pupils (using Pupil Attitudes to Self and School - PASS) who respond positively against pupils' feelings about school
⬜	CPECS504i	The number of pupils involved with businesses on the Business Register
⬜	CPECS505i	The number of pupils benefiting from the Public Service Mentoring Scheme
⬜	CPBIM503i	The number of young volunteers (0-25) - recorded through Kinetic
🟥	CPEDU003/PAM006	The percentage of children achieving 5 GSCEs A*-C (Level 2, Key Stage 4), including English or Welsh (1st language) and Maths, by the end of secondary school, against the percentage that achieved the expected standard at the end of primary school (Level 4, Key Stage 2)
⬜	RSQPPP2018	The percentage of residents that are satisfied that there are job opportunities for young people at the start of their career
⬜	RSQECS2018	The percentage of residents that are satisfied that there are opportunities for young people to develop their skills
⬜	RSQBIM2018	The percentage of residents that are satisfied that there are leisure opportunities that appeal to young people

Measures

🟥	CPECS502m	The number of schools providing education through suitability and condition categories C & D
⬜	CPPPP501m	The percentage increase in the salaries of young people enrolled in the Employment Bursary Project

Activities

🟨	ECA	TechZone / ParthDechnoleg: Growth Sector Move-on Accommodation	02/09/18	31/03/20
🟩	ECA	Young Person Employment Bursary	01/10/18	31/03/22
🟩	ECA 2.3b	PROCUREMENT: Local Supplier Development	01/06/15	31/03/20
🟦	ECA 3.2a	New Growth Sectors / St. Asaph Business Park Development	01/01/15	31/03/19
🟩	ECA 4.1b,4.2a-c,4.3a	Ready for Work	01/09/17	31/03/20
🟨	ECA 4.2c	The Denbighshire Working Start Scheme	01/09/17	01/04/22
⬜	ECA 4.3a/4.4	Develop technology based shared entrepreneur space, Rhyl	16/10/18	31/03/22
🟨	MOD.ED	Modernising Education		
🟩	PR004431	Monitoring and supporting positive pupil attitudes to self and school/well-being	03/07/17	31/08/21
⬜	PR004438	Supporting Parents in Denbighshire	01/04/18	31/03/22
⬜	PR004589	Develop closer working practices to remove barriers for children and young people to successfully engage in learning, training or employment		

Programme Dashboard
Corporate Priority: Communities and Environment

Total Number of Projects	26		
	Forecasted	**Actual**	**Variance**
Total Investment In Projects	£295,602	£641	£294,961

	On Target	At Risk	Experiencing Obstacles	Off Target	None
Project Status	4	0	1	0	20
Cost Status	5	0	0	0	21
Milestone Status	4	0	1	0	21
Risk Status	3	0	2	0	21
Cashable Benefit Status	1	0	1	0	24
Non Cashable Benefit Status	3	0	1	0	22

	Project Brief	Business Case	Projects	Closed
Projects in Gateway	10	7	6	2

	2018	2019	2020	2021
Projects Due To End	0	1	1	2

Corporate Priority: Communities and Environment Project Status
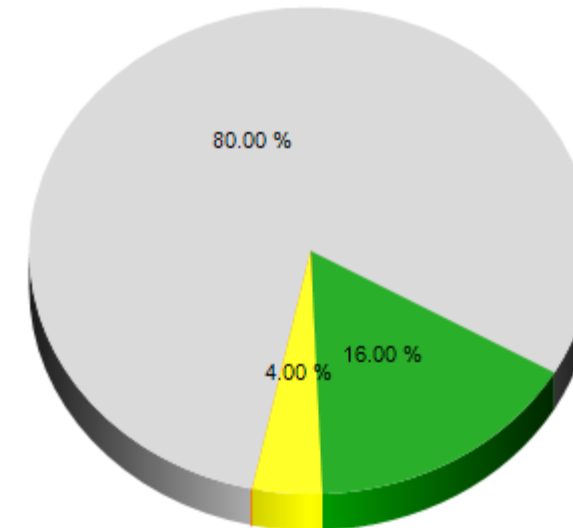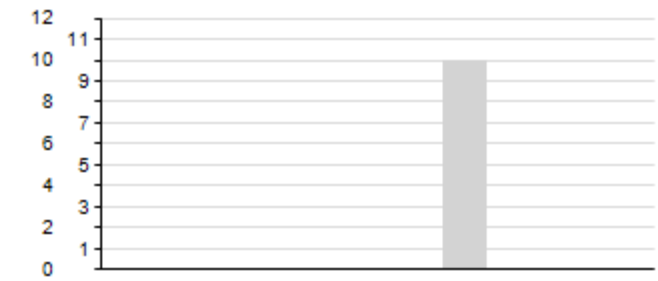
Corporate Priority: Communities and Environment Project Status (pie chart): 80.00%, 16.00%, 4.00%

Project Cost Status

Project Milestone Status
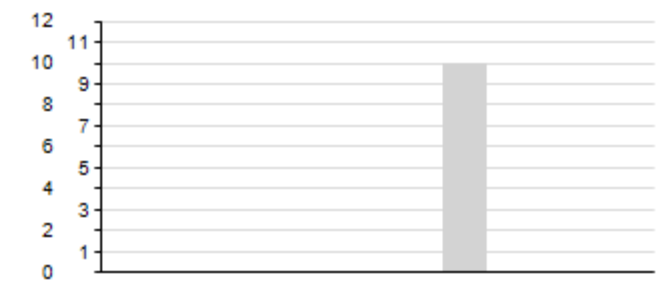
Corporate Priority: Communities and Environment Project Status

Corporate Priority: Communities and Environment - High Level Project Status as at 19/10/2018

Project Code	Project Name	Project Manager(s)	Project Executive(s)	Project Status	Current Gateway Stage	Project Start Date	Total Forecasted Cost (£000's)	Total Actual Cost (£000's)	End Date	Cost Status	Milestone Status	Risk Status	Cashable Benefit Status	NonCashable Benefit Status
PR003864	East Rhyl Coastal Defence Scheme	Wayne Hope	Tony Ward	On Target	Projects	01/01/14			31/12/20	On Target	On Target	On Target	None	On Target
PR004410	PLANT Project : Urban Tree Planting	Huw Rees	Tony Ward	On Target	Projects	02/01/18	£219		02/01/22	On Target	On Target	Experiencing Obstacles	None	On Target
PR004413	Community Planning & Development Resource	Amy Selby	Alan Smith	Completed	Closed	16/11/17			31/03/19	None	None	None	None	None
PR004418	Improving biodiversity in Denbighshire	Huw Rees	Tony Ward	On Target	Projects	01/04/17		£158	31/03/22	On Target	On Target	On Target	On Target	On Target
PR004422	Barkby Beach to Point of Ayr Coastal Risk Management Strategy	Wayne Hope	Tony Ward	None	Project Brief		£50			None	None	None	None	None
PR004424	Glascoed Road, St Asaph Flood Risk Management Scheme	Wayne Hope	Tony Ward	None	Project Brief		£550			None	None	None	None	None
PR004425	Dyserth Flood Risk Management Scheme	Wayne Hope	Tony Ward	None	Project Brief					None	None	None	None	None
PR004426	Llanbedr DC Flood Risk Management Scheme	Wayne Hope	Tony Ward	None	Project Brief		£2,670			None	None	None	None	None
PR004427	Heol Esgob, St Asaph Flood Risk Management Scheme	Wayne Hope	Tony Ward	None	Project Brief					None	None	None	None	None
PR004428	Ffordd Derwen, Rhyl Drainage Study	Wayne Hope	Tony Ward	None	Project Brief		£25			None	None	None	None	None
PR004429	Rhyl Central Coastal Defence Improvement Scheme	Wayne Hope	Tony Ward	None	Project Brief					None	None	None	None	None
PR004430	Prestatyn Central Coastal Defence Improvement Scheme	Wayne Hope	Tony Ward	None	Project Brief					None	None	None	None	None

ID	Description			Status	Stage	Date	£	£	Date	S1	S2	S3	S4	S5
PR004434	Digital Access Points			None	Closed	14/09/17	£140		31/03/22	None	None	None	None	None
PR004436	Target those most likely to be digitally excluded so they have the skills and means to use digital services			None	Business Cases	01/01/18				None	None	None	None	None
PR004440	People are involved in shaping and improving services	Sian Owen	Liz Grieve	None	Business Cases	03/04/18	£172		31/03/22	None	None	None	None	None
PR004444	Invest in roads and bridges to maintain a viable, sustainable infrastructure	Tim Towers, Garry W Davies	Tony Ward	Experiencing Obstacles	Projects	01/04/18			31/03/22	On Target	On Target	Experiencing Obstacles	Experiencing Obstacles	Experiencing Obstacles
PR004458	Supporting Carers in Denbighshire	Carys Williams, James Wood	Phil Gilroy, Karen Evans	None	Business Cases	01/04/18	£483	£483	31/03/22	None	None	None	None	None
PR004484	Make superfast broadband and mobile networks available to everyone		Alan Smith	None	Projects	22/02/18	£210		31/03/22	None	None	None	None	None
PR004487	Better enable people to travel to work, education and services	Mike Jones		None	Business Cases	01/03/18			31/03/22	None	None	None	None	None
PR004632	Improve infrastructure to make it easier to stage events		Jamie Groves	None	Business Cases	01/04/18	£420		31/03/22	None	None	None	None	None
PR004701	Reducing carbon emissions from council assets	Tom Booty	Tony Ward	None	Stage Review (Business Case)	02/04/18	£590	£	31/03/22	None	None	None	None	None
PR004707	Ensure Council Information and Services are Accessible Online	Carol Dale	Liz Grieve	None	Business Cases	24/04/18	£290,023		31/12/21	None	None	None	None	None
PR004716	Act to reduce Domestic Abuse	Catrin Roberts	Gary Williams	None	Project Brief	01/07/18	£15		31/03/23	None	None	None	None	None
PR004727	Improving Energy Efficiency in Council Houses	David Lorey	Jamie Groves	None	Business Cases	01/04/17			31/03/22	None	None	None	None	None
PR004793	Community Resource Teams	Ann Lloyd, David Soley		On Target	Projects	01/04/18	£35		31/03/21	On Target	Experiencing Obstacles	On Target	None	None
PR004806	Provide easily accessible information that supports people's independence and resilience			None	Project Brief	03/09/18			31/07/22	None	None	None	None	None
	Totals						£295,602	£641						

Programme Dashboard
Corporate Priority: Young People & Housing

Total Number of Projects	19		
	Forecasted	**Actual**	**Variance**
Total Investment In Projects	£111,798	£14,114	£97,685

	On Target	**At Risk**	**Experiencing Obstacles**	**Off Target**	**None**
Project Status	8	0	6	0	5
Cost Status	8	0	5	0	6
Milestone Status	10	0	4	0	5
Risk Status	6	1	7	0	5
Cashable Benefit Status	3	0	6	0	10
Non Cashable Benefit Status	8	0	5	0	6

	Project Brief	**Business Case**	**Projects**	**Closed**
Projects in Gateway	1	2	15	0
	2018	**2019**	**2020**	**2021**
Projects Due To End	0	5	4	1

Corporate Priority: Young People & Housing Project Status
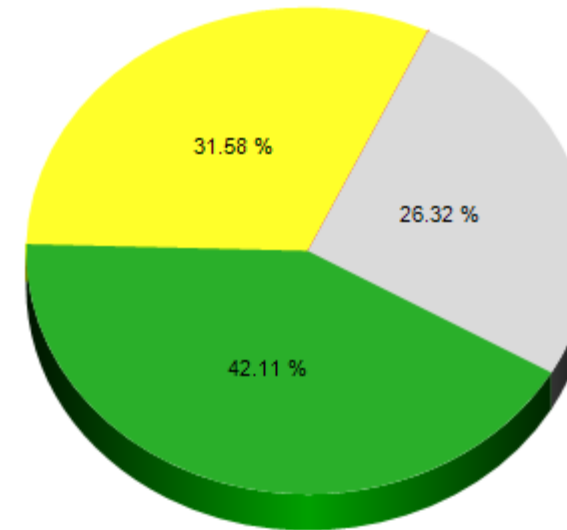
31.58 % 26.32 % 42.11 %

Project Cost Status
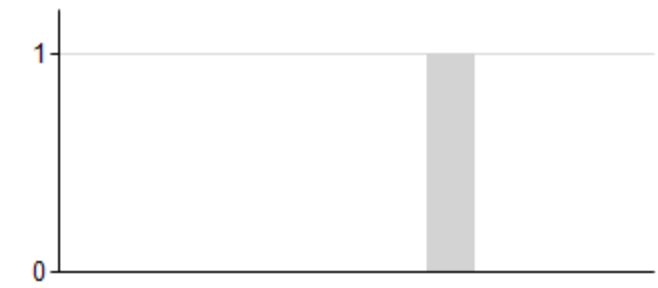
Project Milestone Status
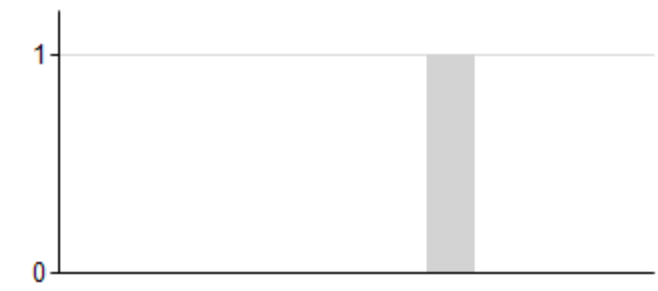
Corporate Priority: Young People & Housing Project Status

Corporate Priority: Young People & Housing - High Level Project Status as at 19/10/2018														
Project Code	**Project Name**	**Project Manager(s)**	**Project Executive(s)**	**Project Status**	**Current Gateway Stage**	**Project Start Date**	**Total Forecasted Cost (£000's)**	**Total Actual Cost (£000's)**	**End Date**	**Cost Status**	**Milestone Status**	**Risk Status**	**Cashable Benefit Status**	**NonCashable Benefit Status**
PR000319	Ruthin Town: Glasdir Development- Relocation of Ysgol Pen Barras and Rhos Street School	Carwyn Edwards	Nicola Stubbins	On Target	Projects	21/04/14	£11,223	£10,926	30/04/19	Experiencing Obstacles	On Target	Experiencing Obstacles	Experiencing Obstacles	None
PR000330	Ruthin Area Review: New Area School for Ysgol Carreg Emlyn	Carwyn Edwards, Joe Griffiths	Nicola Stubbins	Experiencing Obstacles	Projects	01/01/14	£4,765	£641	30/09/19	Experiencing Obstacles	Experiencing Obstacles	At Risk	Experiencing Obstacles	Experiencing Obstacles
ECA 2.3b	PROCUREMENT: Local Supplier Development	Arwel Staples	Helen Makin	On Target	Projects	01/06/15			31/03/20	None	On Target	On Target	None	On Target
PR003628	Denbigh Extra Care Housing	Katie Newe, Holly Evans	Phil Gilroy	On Target	Projects	14/03/16	£750	£750	30/10/20	On Target	On Target	On Target	On Target	On Target
ECA 4.1b,4.2a-c,4.3a	Ready for Work	Sian Price	Karen Evans	On Target	Projects	01/09/17	£144	£40	31/03/20	On Target	On Target	Experiencing Obstacles	None	Experiencing Obstacles
PR004006	New build 3-16 Catholic school in Rhyl	Lisa Walchester	Karen Evans	Experiencing Obstacles	Projects	08/12/16	£23,737	£1,492	31/12/19	On Target	Experiencing Obstacles	Experiencing Obstacles	Experiencing Obstacles	On Target
PR004007	Ruthin Review - New School for Llanfair DC	Joe Griffiths, Isobel Bourke-Richardson	Karen Evans	Experiencing Obstacles	Projects	05/12/16	£2,390	£180	30/11/19	On Target	On Target	Experiencing Obstacles	Experiencing Obstacles	Experiencing Obstacles
PR004023	Ruthin Extra Care Housing (Phase 2)	Katie Newe, Holly Evans	Phil Gilroy	On Target	Projects	14/02/17	£10,000		14/02/22	Experiencing Obstacles	On Target	On Target	On Target	On Target
ECA 4.2c	The Denbighshire Working Start Scheme		Liz Grieve	Experiencing Obstacles	Projects	01/09/17	£826		01/04/22	None	None	None	None	None
ECA	TechZone / ParthDechnoleg: Growth Sector Move-on Accommodation	Robin Evans, James Evans	Emlyn Jones	Experiencing Obstacles	Projects	02/09/18	£2,403		31/03/20	Experiencing Obstacles	On Target	Experiencing Obstacles	Experiencing Obstacles	Experiencing Obstacles

ID	Description	Lead	Sponsor	Status	Stage	Start	Amount 1	Amount 2	End	S1	S2	S3	S4	S5
ECA 4.3a/4.4	Develop technology based shared entrepreneur space, Rhyl	Mike Horrocks	Emlyn Jones	None	Business Cases	16/10/18	£176		31/03/22	None	None	None	None	None
PR004431	Monitoring and supporting positive pupil attitudes to self and school/well-being	Paula Roberts	Karen Evans	None	Projects	03/07/17	£85	£85	31/08/21	None	None	None	None	None
PR004433	Additional Council Housing Developments	Mark Dixon	Jamie Groves	On Target	Projects	01/04/16	£25,176		31/03/22	On Target	On Target	On Target	On Target	On Target
PR004438	Supporting Parents in Denbighshire	James Wood, Jan Juckes-Hughes		None	Business Cases	01/04/18	£30,000		31/03/22	None	None	None	None	None
PR004447	Work with RSLs and the private sector to deliver additional affordable homes	Angela Loftus	Emlyn Jones	On Target	Projects	01/04/17			31/03/22	On Target	On Target	On Target	None	On Target
PR004448	Bring 500 Empty Homes back into use	Gareth Roberts	Emlyn Jones	None	Stage Review (Business Case)	01/04/17	£30	£	31/03/22	On Target	Experiencing Obstacles	Experiencing Obstacles	None	On Target
PR004558	Transition to the new 3-16 Catholic school in Rhyl	Lisa Walchester	Karen Evans	Experiencing Obstacles	Projects	01/11/17			31/12/19	Experiencing Obstacles	Experiencing Obstacles	Experiencing Obstacles	Experiencing Obstacles	Experiencing Obstacles
PR004589	Develop closer working practices to remove barriers for children and young people to successfully engage in learning, training or employment	Julian Molloy	Karen Evans	None	Project Brief					None	None	None	None	None
ECA	Young Person Employment Bursary	Carolyn Roberts	Emlyn Jones	On Target	Projects	01/10/18	£95		31/03/22	On Target	On Target	On Target	None	On Target
						Totals	£111,798	£14,114						

Report to:	**Performance Scrutiny Committee**
Date of Meeting:	**29 November 2018**
Lead Member / Officer:	**Lead Member for Developing Community Infrastructure/ Head of Community Support Services**
Report Author:	**Statutory and Corporate Complaints Officer**
Title:	**Your Voice report – Q2 2018/19**

1.   What is the report about?

The report provides an overview of compliments, suggestions and complaints received by Denbighshire County Council under the council's customer feedback policy 'Your Voice' during Q2 2018/19. The report also includes Social Services complaints received under its statutory complaints procedure.

2.   What is the reason for making this report?

To enable the Committee to fulfil its scrutiny role in relation to the Council's performance in dealing with customer feedback and to provide the Committee with information regarding specific examples where Council services have been learning from complaints.

3.   What are the Recommendations?

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

4.   Report details

4.1   Headlines for Q2 2018/19 (please see appendix 1 for further detail):

- The Council received 88 complaints during Q2 (14% [12] more than the previous quarter). There is decrease in complaints of 20% from Q2 2017/18 and an overall decrease of 22% year on year.
- The Council received 127 compliments during Q2 (13% [16] more than the previous quarter).
- The Council received 52 suggestions during Q2 (71% [36] more than the previous quarter)

4.2   All Stage 1 complaints were dealt with to timescale in Q2 and delivering a performance of 100%. This continues the excellent performance from Q1. See table 1 for performance by service for Q2 2018/19.

4.3   Performance Q2 2018/19

- 100% (88/88) Stage 1 complaints were responded to within timescale. The corporate target is 95%
- Chart 1 in appendix 1 shows historical performance in relation to responding to stage 1 complaints. The corporate targets are purposely very ambitious, and to meet 95% represents a position of "excellence".
- 88% (8/9) of Stage 2 complaints were responded to within timescale. The corporate target is again 95%. See table 2 for Stage 2 performance by service. Although this appears low the percentage should be regarded in context as there were only 9 Stage 2 complaints. The overall performance for the authority remains at 95%, representing a position of excellence.
- Chart 2 in appendix 1 shows historical performance in relation to responding to stage 2 complaints.
- Chart 3 in appendix 1 shows historical performance in relation to the number of complaints received.
- Table 3 in appendix 1 details compliments received by service in 2018/19
- Chart 4 in appendix 1 shows historical performance in relation to compliments received by the authority.

4.4   Stage 1 complaints Q2 2018/19

There were no late Stage 1 complaints in Q2 and the performance remains notable from service feedback officers who process the complaints along with the complaints officer.

4.5   Stage 2 complaints Q2 2018/19

There was 1 late Stage 2 complaint from Planning and Public Protection and this was due to a long running issue with a citizen regarding pollution. The officer dealing with this was on leave at the time the complaint was due to be responded to. See 4.8 – this late complaint could have been avoided if the complainant had been informed.

4.6   Stage 1 outcomes Q2 2018/19

- Upheld: 42%   (37 complaints)
- Upheld in part 23%   (20 complaints)
- Not upheld 35%   (31 complaints)

4.7   Complaints regarding commissioned services: Q2 2018/19

- 9 stage 1 complaints were received regarding services provided by Civica (1 less than Q1 2018/19).
- 6 stage 1 complaints were received regarding services provided by Kingdom Security (4 less than in Q1 2018/19). This accounts for 46% of stage 1 complaints received for Planning and Public Protection during Q1. There have been no complaints received against Kingdom in September 2018.

- There was 1 Stage 2 complaint received regarding services provided by Civica (1 less than Q1 2018/19).
- There were 2 stage 2 complaints received regarding services provided by Kingdom Security (and none in Q1 2018/19).

4.8 Service Improvements as a result of complaints: Q2 2018/19

A complaint was upheld for a group that regularly used the computers at Rhyl Library only to find them double booked and unable to be accessed. This saw a review of the booking procedures at the library and now block booking of PCs will also be noted in the room booking diary to ensure there is no repeat.

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

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

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

All costs relating to customer feedback are absorbed within existing budgets.

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

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

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

Monthly reporting to the Senior Leadership Team.

9. Chief Finance Officer Statement

There are no obvious financial implications arising from the report.

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

By not dealing with complaints effectively, the reputation of the Council may suffer.

11. Power to make the Decision

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

Contact Officer:
Statutory and Corporate Complaints Officer
Tel: 01824 706409.

Your Voice information

1   Your Voice reporting periods

The following periods are used for reporting data:

>   Quarter 1: 1-Apr to 30-Jun
>   Quarter 2: 1-Jul to 30-Sep
>   Quarter 3: 1-Oct to 31-Dec
>   Quarter 4: 1-Jan to 31-Mar

2   Complaint response timescales

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

>   Stage 1: **10** working days
>   Stage 2: **20** working days

Please note: Community Support Services and Children and Family Services complaints usually follow statutory timescales.

3   Your Voice performance measures

A traffic light system is used to highlight performance in relation to response timescales to complaints. Performance is rated according to:

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

Table 1: Overall complaint response times for stage 1 complaints – Q2 2018/19

Service	Quarter 2 - Stage 1			Total Stage 1		
	Rec'd	Within	%	Rec'd	Within	%
Business Improvement & Modernisation	0	0	-	0	0	-
Legal, HR and Democratic Services	4	4	100%	5	5	100%
Customers	12	12	100%	12	12	100%
Revs and Bens (Civica)	9	9	100%	19	19	100%
Highways & Environmental Services	23	23	100%	47	47	100%
Facilities, Assets and Housing	17	17	100%	29	29	100%
Planning and Public Protection	13	13	100%	34	34	100%
COMMUNITY SUPPORT SERVICES	6	6	100%	11	11	100%
Education and Childrens Services	4	4	100%	7	7	100%
	88	88	100%	164	164	100%

Chart 1: Stage 1 complaint response times

Timescale performance stage 1

Page 64
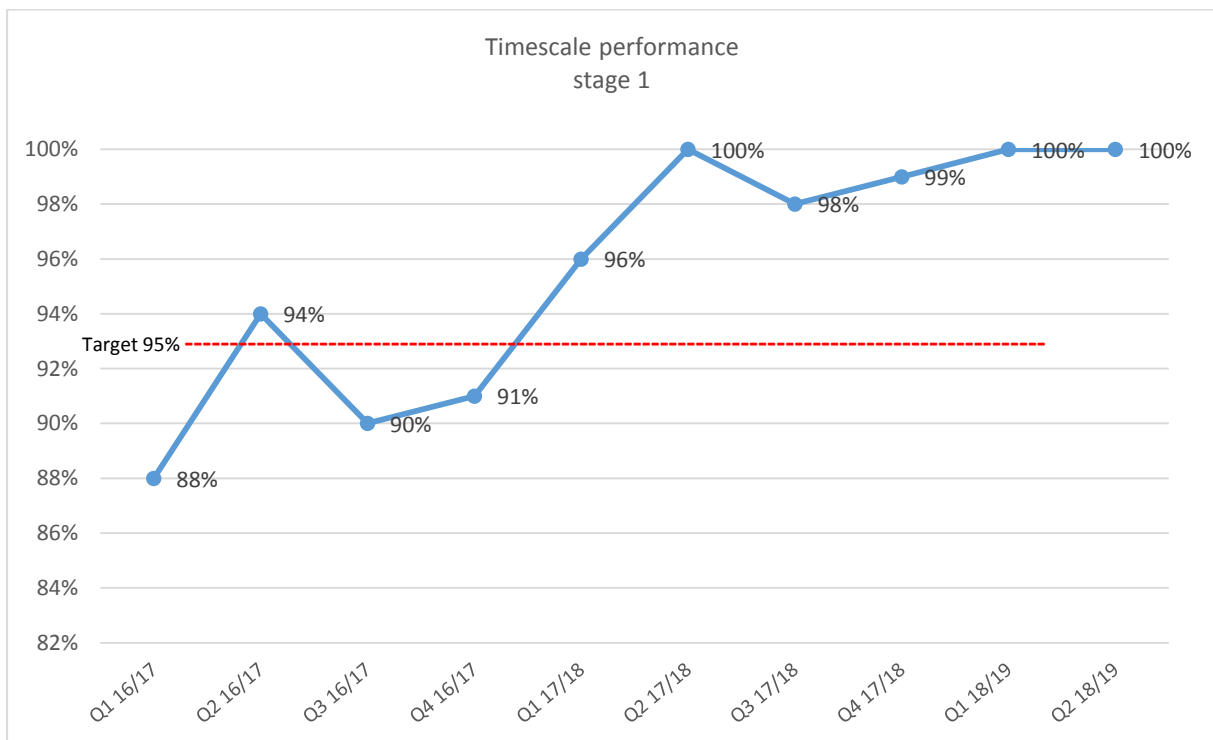
Table 2: Overall complaint response times for stage 2 complaints – Q2 2018/19

Service	Quarter 2 - Stage 2				Total Stage 2		
	Rec'd	Within	%	%	Rec'd	Within	%
Business Improvement & Modernisation	0	0	-	-	0	0	-
Legal, HR and Democratic Services	0	0	-	-	1	1	100%
Customers	0	0	-	-	0	0	-
Revs and Bens (Civica)	1	1	100%	-	3	3	100%
Highways & Environmental Services	2	2	100%	-	5	5	100%
Facilities, Assets and Housing	0	0	-	-	0	0	-
Planning and Public Protection	4	3	75%	-	6	5	83%
COMMUNITY SUPPORT SERVICES	2	2	100%	-	2	2	100%
Education and Childrens Services	0	0	-	-	3	3	100%
Corporate Total	9	8	89%	0%	20	19	95%

Chart 2: Stage 2 complaint response times

Page 65
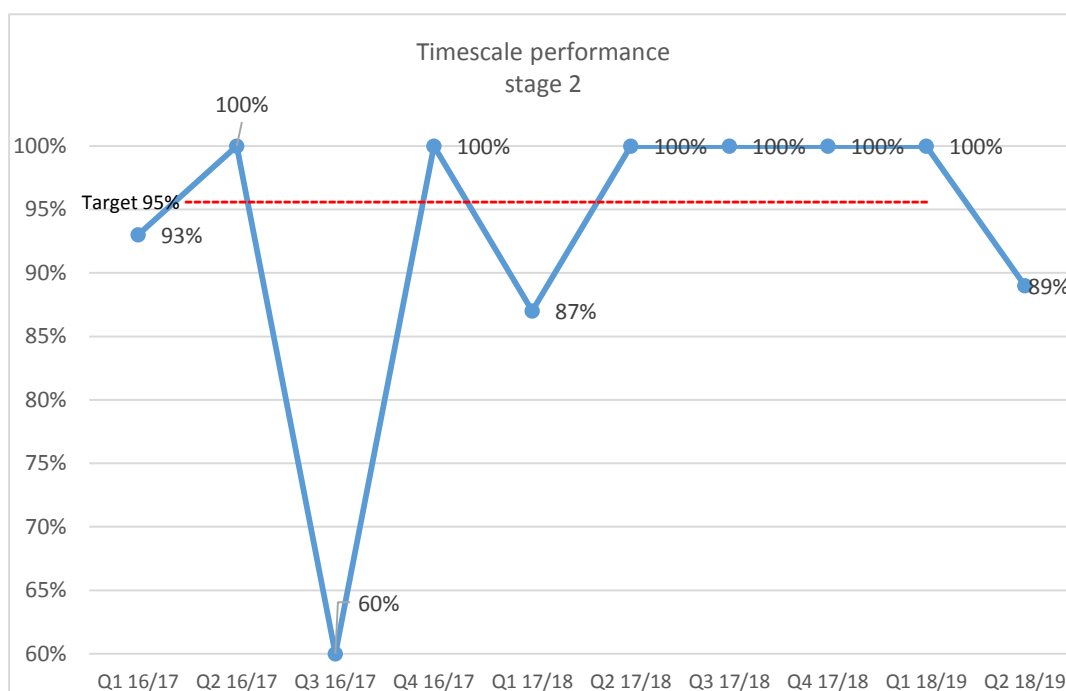
Chart 3: Total number of complaints received

Total number of complaints received

(Chart values: Q1 16/17: 145; Q2 16/17: 121; Q3 16/17: 115; Q4 16/17: 104; Q1 17/18: 99; Q2 17/18: 109; Q3 17/18: 102; Q4 17/18: 115; Q1 18/19: 76; Q2 18/19: 88)
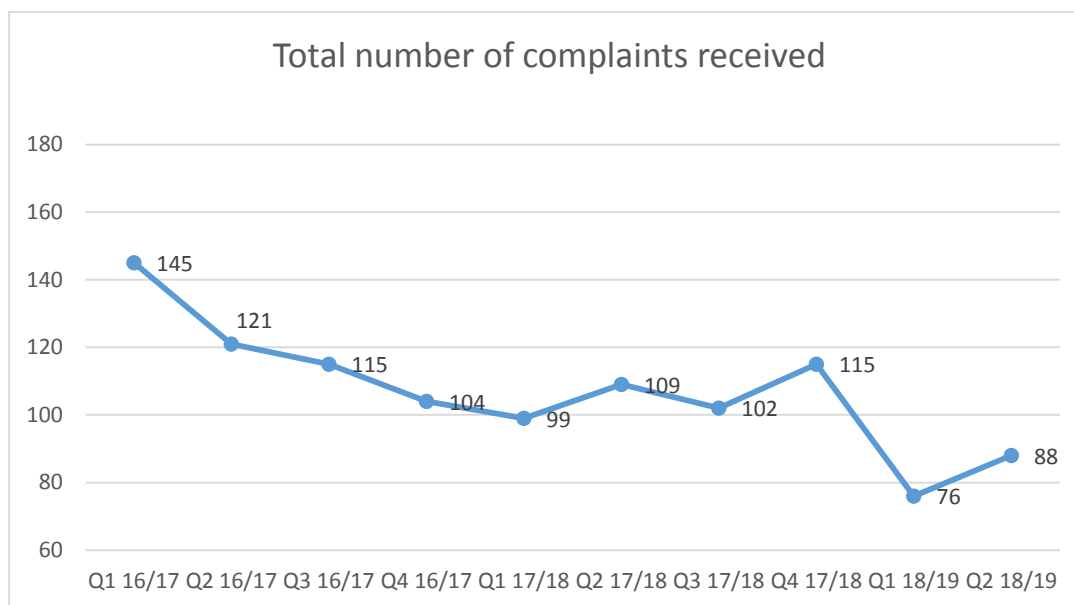
Table 3: Compliments received during 2018/19

Service Area	Q1	Q2	Q3	Q4	Total
Business Improvement and Modernisation	0	0			0
Legal HR and Democratic Services	0	0			0
Customers	4	9			13
Revenues and Benefits	0	1			1
Education and Children's Services	34	20			54
Highways and Environmental Services	16	40			56
Facilities Assets and Housing	8	20			28
Planning and Public Protection	8	6			14
Community Support Services	41	31			72
	111	**127**			**238**

Compliments received

200

180
182

161
169
160
145
144
145
140
132
127

120
111
106
100

80

60

Q1 16/17 Q2 16/17 Q3 16/17 Q4 16/17 Q1 17/18 Q2 17/18 Q3 17/18 Q4 17/18 Q1 18/19 Q2 18/19
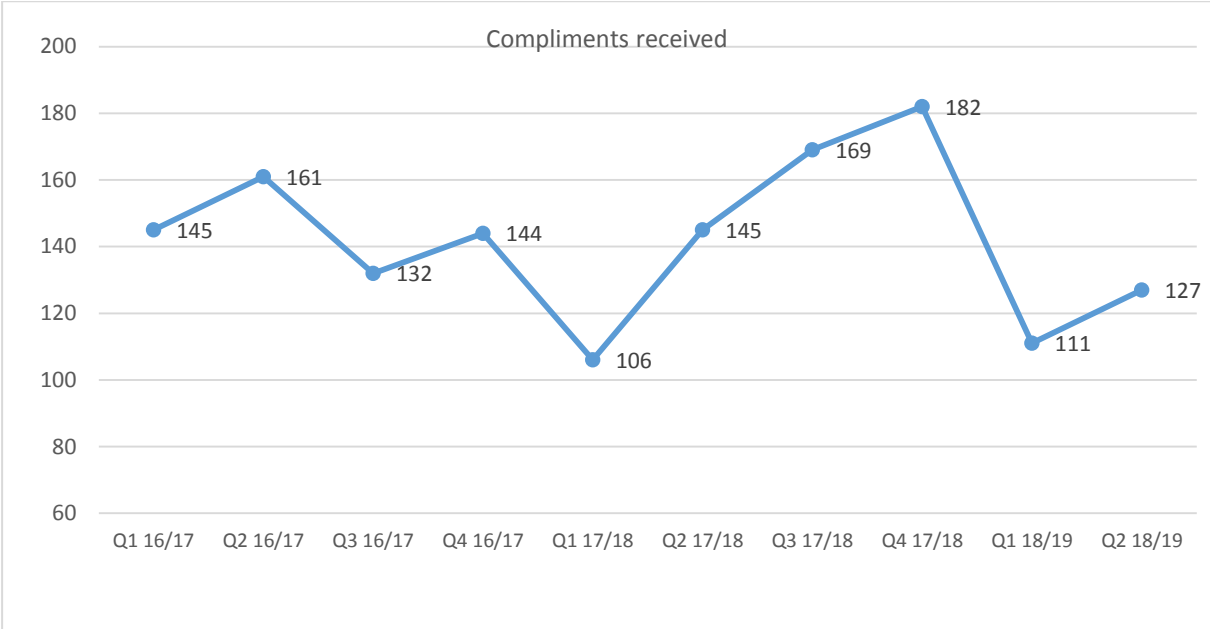
Example complaints

Stage 1 Legal HR and Democratic Services - Upheld

A complaint was lodged in September by a citizen who had applied for a position on the authority. The decision to recruit took some time and he had not been informed. Eventually, after chasing the outcome up he was informed the position had been filled and that he would receive feedback but this did not happen.
The complaint was investigated within corporate timescales and upheld with a letter of apology sent to the complainant.
As a result, the service agreed to remind all recruiting officers of the need to ensure that contact is made with all interviewed candidates after a recruiting process.

Stage 1 Highways and Environmental Services – Not upheld

A complaint was lodged by a business that had telephoned a number of times to request that their waste was collected as it had been missed.

It was investigated and found to be not upheld because at the time of the complaint there were serious fires in the area and the waste crews were unable to access the mountain that the business was set on.

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Report To:	**Performance Scrutiny Committee**
Date of Meeting:	**29th November 2018**
Lead Member / Officer:	**Lead Member for Community Infrastructure/ Head of Customers, Communication and Marketing**
Report Author:	**Service Improvement Manager**
Title:	**Customer Effort Dashboard – Q2 Update Report**

1. What is the report about?

The report provides an overview of Customer Effort and Satisfaction results derived from customer feedback, following their contact with the Council during quarter 2.

2. What is the reason for making this report?

To provide information regarding quarter 2 performance results to enable the Committee to scrutinise results for multiple customer facing council services, against the council's corporate results.

3. What are the Recommendations?

Committee considers the content of the previous annual report (presented in 27th September) and the current quarter 2 report, and confirm how often future reports should be presented.

4. Report details

4.1 Background

Following the annual Customer Effort Dashboard report in September (pl*ease see appendix 1 for a copy and associated annex),* Members requested that future reports included actual figures in addition to percentage figures.

Please see *appendix 2* for a comparison between quarter 1 and 2 results with the overall trend reported in figures and percentages as requested. These demonstrate an improvement in 7 performance areas.

Work continues with the service representatives to identify service improvements suggested via customer feedback and verbatim. The next workshop is scheduled for December 2018.

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: Customers, Communications & Marketing
Tel: 01824 712648

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, identify 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 Councils 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 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 service now being surveyed)*

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.

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	

2. Customer Effort Dashboard breakdown by service

Customer Effort Dashboard Summary Report

Current Month - August 18

	Volume					Summary Survey Results						
Service	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	Surveyable calls
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

	Volume					Summary Survey Results						
Service	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	Surveyable calls
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%

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: <mark style="background:green">Green</mark>   20% and below   <mark style="background:yellow">Yellow</mark> 20% – 35%

Orange   36% - 50%   <mark style="background:red">Red</mark>   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%
1st 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.

Appendix 2
Customer Effort Dashboard Summary Report Quarter Two – 2018

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	1,639	328	10	3%	30	8.8	8.9	50%	25%	29%	20%
Children's services	2,301	281	13	5%	65	5.9	6.9	80%	33%	73%	12%
Council Tax	6,754	1,911	144	8%	19	8.5	9.0	19%	6%	23%	28%
Customer Services	12,784	3,326	443	13%	32	7.8	8.4	41%	13%	33%	26%
Housing	9,161	799	48	6%	45	6.8	7.3	57%	30%	46%	9%
Housing Benefits	4,445	685	42	6%	11	8.8	8.9	12%	8%	9%	15%
Other	13,495	2,414	127	5%	34	7.6	8.1	42%	18%	36%	18%
Planning	1,674	322	12	4%	26	7.8	7.9	30%	0%	25%	19%
Schools	1,083	21	15	71%	45	7.3	7.5	57%	20%	50%	2%
SPOA	4,630	438	31	7%	40	7.1	7.3	48%	22%	45%	9%
Grand Total	**57,966**	**10,525**	**885**	**8%**	**31**	**7.9**	**8.3**	**38%**	**14%**	**33%**	**18%**

Quarter One - 2018

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	1,553	312	17	5%	18	8.1	8.0	20%	0%	15%	20%
Children's services	2,126	270	13	5%	72	4.6	5.6	100%	25%	70%	13%
Council Tax	7,085	1,462	130	9%	33	7.3	7.8	35%	28%	39%	21%
Customer Services	11,437	3,079	387	13%	31	7.9	8.5	39%	11%	31%	27%
Housing	3,610	1,320	111	8%	43	6.8	7.5	51%	15%	46%	37%
Housing Benefits	4,332	632	39	6%	28	7.4	8.0	29%	9%	29%	15%
Other	10,880	2,153	96	4%	34	7.6	8.2	39%	12%	38%	20%
Planning	1,701	304	18	6%	21	8.3	9.1	25%	0%	18%	18%
Schools	209	237	14	6%	42	7.0	7.6	50%	17%	45%	113%
SPOA	4,693	360	41	11%	36	7.9	8.5	56%	5%	30%	8%

| | | | | | Grand Total | 47,626 | 10,129 | 866 | 9% | | 33 | 7.5 | 8.2 | 40% | 14% | 35% | | 21% |

Quarter One vs Quarter Two – 2018

	Volume					Summary Survey Results							
Service	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		Surveyable calls
Service	86	16	-7	-2%		12	0.7	0.9	30%	25%	13%		0%
Building Control	175	11	0	0%		-7	1.3	1.3	-20%	8%	3%		0%
Children's services	-331	449	14	-1%		-14	1.3	1.2	-16%	-21%	-15%		-8%
Council Tax	1,347	247	56	1%		2	0.0	-0.1	2%	1%	3%		1%
Customer Services	5,551	-521	-63	-2%		2	-0.1	-0.2	6%	16%	0%		28%
Housing	113	53	3	0%		-16	1.4	0.9	-18%	-1%	-20%		-1%
Housing Benefits	2,615	261	31	1%		0	0.1	-0.1	3%	6%	-2%		2%
Other	-27	18	-6	-2%		5	-0.4	-1.1	5%	0%	7%		-1%
Planning	874	-216	1	66%		2	0.3	0.0	7%	3%	5%		111%
Schools	-63	78	-10	-4%		4	-0.8	-1.2	-8%	17%	15%		-2%

Grand Total	10,340	396	19	0%	-2	0.3	0.2	-2%	0%	-2%	3%

Trend

Positive trends between quarters:

	Q1		Q2
Customer Effort	33	to	31
Customer Satisfaction	75%	to	79%
Agent willingness to help	82%	to	83%
Calling the Council (after visiting website)	28%	to	29%
1st time resolution	76%	to	78%
Ease to resolve query	72%	to	75%
Ease to get through	74%	to	78%

Actual scores and volumes between quarters:

	Q1		Q2
Customer Effort	33	to	31
Customer Satisfaction	7.53	to	7.86
Agent willingness to help	8.15	to	8.35
Calling the Council (after visiting website)	13,335	to	16,810

1st time resolution	7.60	to	7.80
Ease to resolve query	7.20	to	7.50
Ease to get through	7.40	to	7.80

**average mark scored for all surveys between score of 1 to 10 (10 being the highest score)

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Report to:	**Performance Scrutiny Committee**
Date of Meeting:	**29 November 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   <u>Scrutiny Proposal Forms</u>
       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.

       <u>Library Service Standards</u>
4.8   The above item was scheduled for inclusion on the Committee's agenda for the current meeting. However, the Welsh Government's (WG) Museums and Libraries Division has informed the Council of a delay in relation to assessing this year's reports on public libraries standards. As a result the Chair has permitted the report's presentation to the Committee to be deferred until January 2019 (see Appendix 1 attached).

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 25 October. At that meeting it considered a request from the Corporate Governance Committee that the implementation of proposals for improvement following a Wales Audit Office (WAO) Service User Perspective Review – the Welsh Quality Housing Standard (dated September 2018) be monitored. The Group requested that this Committee monitor their implementation, consequently a report has been scheduled into the Committee's forward work programme for its meeting in March 2019 (see Appendix 1 attached).

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

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

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

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

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

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

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

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

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

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

11. **Power to make the decision**

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

Contact Officer:
Scrutiny Coordinator
Tel No: (01824) 712554
e-mail: rhian.evans@denbighshire.gov.uk

Note: Any items entered in italics have <u>not</u> 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
31 Jan 2019	**Cllr. Huw Hilditch Roberts**	1.	Verified External Examinations and Teacher Assessments **[Education]**	To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's pupils. The report to incorporate GwE's Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy/GwE	July 2017
		2.	The effectiveness of Well-being Impact Assessments (WIA)	To consider an approach towards evaluating the effectiveness of the Council's WIAs	To an 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. Richard Mainon	3.	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 (rescheduled October 2018)
	Cllr. Brian Jones	4.	*Draft Fleet Management Strategy (provisional scheduling – timing may change)*	*To consider the new draft fleet management strategy (including an evaluation of the use of potential alternative fuel sources to run the fleet)*	*To provide observations and recommendations on the strategy that will support the delivery of the corporate priority relating to the environment by reducing*	*Tony Ward*	*By SCVCG June 2018*

Meeting	Lead Member(s)		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
					CO2 emissions from the Council's own vehicle fleet and the realisation of financial efficiencies		
	Cllr. Brian Jones	5.	*National Report on Waste Management in Wales (including: Waste management-waste prevention Waste management - municipal recycling Waste management procurement of infrastructure)* *tbc*	*To consider the findings of the Wales Audit Office's (WAO) national study on waste management and the associated recommendations*	*To consider how Denbighshire will respond to the national recommendations in relation to waste management*	*Tony Ward/Jim Espley*	*By SCVCG July 2017 (rescheduled Nov 2017, Mar 2018 & Sept 2018 as awaiting WAO report)*
21 March	*Cllr. Brian Jones*	1.	*Draft Sustainable Travel Plan (provisional scheduling – timing may change)*	*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)*	*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*	*Emlyn Jones/Mike Jones*	*By SCVCG June 2018*
	Cllr. Bobby Feeley	2.	*Dolwen Residential Care Home*	*To consider the Task and Finish Group's recommendations relating to the future provision of services at Dolwen Residential Care Home, Denbigh*	*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*	*Task and Finish Group/Phil Gilroy/Abbe Harvey*	*July 2018*

Meeting	Lead Member(s)		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
					Dolwen with a view to ensuring that everyone is supported to live in homes that meet their needs and are able to live independent and resilient lives		
	Cllrs. Tony Thomas and Bobby Feeley	3.	Housing Services	To outline how the Services are addressing the two proposals for improvement outlined in the WAO Service User Perspective Review – the Welsh Quality Housing Standard (Sept. 2018) in relation to working with tenants: (i) to help those experiencing damp and homes that are not adequately heated, fuel efficient, or well insulated; and (ii) to review the long-term impact of the ending of the resident warden service from its sheltered housing schemes	To ensure compliance with regulatory recommendations whist supporting the delivery of the Council's corporate priorities relating to housing and resilient communities	Geoff Davies/Jamie Groves/Phil Gilroy/Ann Lloyd/Katie Newe	By SCVCG October 2018
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	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Kevin Roberts/Ann Lloyd/Phil Gilroy/Liz Grieve	June 2018

Meeting	Lead Member(s)		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
				complaints will be dealt with within the specified timeframe; (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.			
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)
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	To monitor the effectiveness of the transfer of the facility and services to an external provider	To evaluate the impact of the transfer of the facility and services on all stakeholders	Phil Gilroy/Katie Newe	March 2018

Page 90

Meeting	Lead Member(s)		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			(12 months following the commencement of the contract)	and the impact of the transfer on services-users, staff, local residents and the local community (including lessons learnt from the process)	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		
	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 support the delivery of the Council's priority relating to Resilient Communities	Phil Gilroy/Simon Rowlands/Nick Bowles	July 2018
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
	Cllr. Richard Mainon	3.	*Customer Relationship Manager (CRM) System* *(provisionally scheduled – tbc)*	*To review the implementation of the new CRM system and its performance in delivering efficient and effective customer focussed services in line with the product*	*An efficient and effective customer enquiries system that deals with enquiries quickly, to a high level of customer satisfaction, whilst*	*Liz Grieve/Ffion Angharad*	*September 2018*

5

Meeting	Lead Member(s)		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
				specification and the Council's expectations	*realising value for money for the Authority*		

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
School Improvement Plans *[Education]*	*To discuss with representatives of particular schools their progress in achieving their improvement plans*	*Provision of support to the schools to ensure they deliver their plans and improve outcomes for their pupils and the school as a whole*	*Karen Evans/Julian Molloy*	*February 2018*
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

Note for officers – Committee Report Deadlines

Meeting	**Deadline**	Meeting	**Deadline**	Meeting	**Deadline**
31 January 2019	**17 January 2019**	21 March	**7 March**	2 May	**18 April**

Performance Scrutiny Work Programme.doc
Updated 19/11/2018 RhE

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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**

Proposal Form/Request received

(careful consideration given to reasons for request)

Does it stand up to the PAPER test?

- **P**ublic interest – is the matter of concern to residents?
- **A**bility to have an impact – can Scrutiny influence and change things?
- **P**erformance – is it an underperforming area or service?
- **E**xtent – does it affect a large number of residents or a large geographic area?
- **R**eplication – is anyone else looking at it?

YES

NO

No further action required by scrutiny committee. Refer elsewhere or request information report?

- Determine the desired outcome(s)
- Decide on the scope and extent of the scrutiny work required and the most appropriate method to undertake it (i.e. committee report, task and finish group inquiry, or link member etc.)
- If task and finish route chosen, determine the timescale for any inquiry, who will be involved, research requirements, expert advice and witnesses required, reporting arrangements etc.

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
18 Dec	1	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
	2	North Wales Construction Framework 2	To appoint contractors for the project	Yes	Tania Silva
	3	Homelessness Prevention/Supporting People Commissioning Plan 2019-22	To approve the Commissioning Plan prior to its submission to the Regional Collaborative Committee and Welsh Government in January 2019	Yes	Councillor Bobby Feeley / Liana Duffy
	4	Sustainable Drainage Systems (SuDS) Approval Body (SAB)	To seek Cabinet approval for the establishment of a Sustainable Drainage Systems Approval Body	Yes	Councillor Brian Jones / Wayne Hope
	5	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	6	Local Full Fibre Network	To consider the roll-out of local full fibre networks	Tbc	Councillors Hugh Evans and Richard Mainon / Stuart Whitfield

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	7	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
22 Jan 2019	1	Budget 2019/20 – Final Proposals	To consider a report setting out the implications of the Local Government Settlement 2019/20 and proposals to finalise the budget for 2019/20.	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Recommendations of the Strategic Investment Group	To seek Cabinet's support of projects identified for inclusion in the 2019/20 Capital Plan.	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	3	Housing Rent Setting & Housing Revenue and Capital Budgets 2019/20	To seek approval for the proposed annual rent increase for council housing and to approve the Housing Revenue Account Capital and Revenue Budgets for 2019/20 and Housing Stock Business Plan	Yes	Councillor Julian Thompson-Hill / Richard Weigh / Geoff Davies
	4	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
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
26 Feb 2019	1	Denbighshire's Replacement Local Development Plan – Draft Pre Deposit (preferred strategy) for consultation.	To consider a recommendation to Council.	Tbc	Councillor Brian Jones / Angela Loftus
	2	Non-Domestic Rates (NDR) Write-Offs	To seek Cabinet approval to write off irrecoverable NDR (Business rates) as detailed within the report	Yes	Councillor Julian Thompson-Hill / Richard Weigh
	3	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
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

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
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 the implementation of the growth deal.	Yes	Councillor Hugh Evans / Graham Boase / Gary Williams
	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

Future Issues – date to be confirmed

Item (description/title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
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

Note for officers – Cabinet Report Deadlines

Meeting	**Deadline**	Meeting	**Deadline**	Meeting	**Deadline**
November	**6 November**	December	**4 December**	January	**8 January**

Updated 13/11/18 - SP

Cabinet Forward Work Programme.doc

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Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
27 September 2018	5. CORPORATE RISK REGISTER	*Resolved: - subject to the above observations* *(i) to note the proposed deletions, additions and amendments to the Corporate Risk Register (Appendix 1): and* *(ii) to recommend that the Corporate Risk Register, along with Performance Scrutiny Committee's observations, be presented to Cabinet Briefing at its meeting on 15 October for discussion.*	Lead Member and relevant officers informed of the Committee's recommendations
	6. CUSTOMER EFFORT DASHBOARD	*Resolved: -* *(i) subject to the above observations and the actions identified above being progressed to receive the report; and* *(ii) to request that a report be presented to the Committee in twelve to fifteen months' time reviewing the implementation of the new Customer Relationship Management System and its performance in delivering efficient and effective customer focussed services in line with the product specification and the Council's expectations*	Lead Member and relevant officers advised of the Committee's recommendations and follow-up report provisionally scheduled into the Committee's forward work programme for its meeting in November 2019 (see Appendix 1)

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