



To: Members of the Performance
Scrutiny Committee

Date: 12 October 2012

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Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 18 OCTOBER 2012** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams
Head of Legal and Democratic Services

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)

- (i) To receive the minutes of the Performance Scrutiny Committee held on the 6th September, 2012 (copy enclosed).
- (ii) To receive the minutes of a special meeting of the Performance Scrutiny Committee held on the 20th September, 2012 (copy enclosed).

5 REVIEW OF FOUNDATION PHASE PROVISION AND OUTCOMES OF FOUNDATION PHASE DATA, KS 2 AND KS 3 ASSESSMENTS (Pages 13 - 32)

To consider a report by the Corporate Director: Communities (copy enclosed) which outlined the findings of the Foundation Phase and the provisional exam and teacher assessment results.

9.35 a.m.

6 DENBIGHSHIRE SCHOOL FUNDING FORMULA REVIEW (Pages 33 - 70)

To consider a report by the Planning and Resources Manager (copy enclosed) which detailed the consultation proposals for the new Denbighshire School Funding Formula in mainstream and special schools. (Appendix 2 to this item is confidential).

10.10 a.m.

COMFORT BREAK

7 PLANNING COMPLIANCE UPDATE (Pages 71 - 98)

To consider a report by the Head of Planning, Regeneration and Regulatory Services (copy enclosed) which outlined the legal and other resources available to the Planning Enforcement Team and its performance in service delivery.

11.00 a.m.

8 PERFORMANCE STANDARDS REVEALED THROUGH THE COMPLAINTS PROCESS (Pages 99 - 106)

To consider a report by the Corporate Complaints Officer (copy enclosed) which presented an analysis of the feedback received via Denbighshire feedback policy 'Your Voice' for Quarter 1 of 2012/13, and highlighted areas of work currently being undertaken to improve performance.

11.35 a.m.

9 ANNUAL PERFORMANCE REVIEW REPORT 2011/12 (Pages 107 - 166)

To consider a report by the Corporate Improvement Team Manager (copy enclosed) which provided information regarding the key areas of performance for the Council, and would enable the Scrutiny Committee to carry out its performance management function.

12.10 p.m.

10 SCRUTINY WORK PROGRAMME (Pages 167 - 176)

To consider a report by the Scrutiny Coordinator (copy enclosed) seeking a review of the Committee's Forward Work Programme and updating Members on relevant issues.

12.45 p.m.

11 FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

MEMBERSHIP

Councillor Ian Armstrong
Ms C. Burgess
Councillor Meirick Davies
Councillor Richard Davies
Mrs. G. Greenland
Councillor Huw Hilditch-Roberts
Ms. D. Houghton
Councillor Colin Hughes

Councillor Geraint Lloyd-Williams
Dr. D. Marjoram
Councillor Peter Owen
Councillor Dewi Owens
Councillor Allan Pennington
Councillor Arwel Roberts
Councillor Gareth Sandilands

Voting Co-opted Members for Education (Agenda Items No. 5 & 6 only)

Ms C. Burgess
Mrs. G. Greenland

Ms. D. Houghton
Dr. D. Marjoram

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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, 6 September 2012 at 9.30 am.

PRESENT

Councillors Meirick Davies, Richard Davies, Huw Hilditch-Roberts, Colin Hughes (Chair), Geraint Lloyd-Williams, Peter Owen and Gareth Sandilands
Co-opted Members: Ms C. Burgess, Mrs G. Greenland, Ms D. Houghton and Dr. D. Marjoram.

Observer: Councillors Dewi Owens and Eryl Williams (Lead Member for Education).

ALSO PRESENT

Head of Internal Audit (IB), Corporate Improvement Team Manager (TW), Chief Executive (MM), 14-19 Network Co-ordinator (JG), Education Finance Manager (CW), Scrutiny Co-ordinator (RE) and Committee Administrator (SLW).

1 APOLOGIES

Apologies for absence were received from Councillors Ian Armstrong and Arwel Roberts

2 DECLARATION OF INTERESTS

No personal or prejudicial interests were declared.

3 URGENT MATTERS AS AGREED BY THE CHAIR

No items were raised 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

The minutes of the Performance Scrutiny Committee held on 26 July 2012 were submitted.

RESOLVED – *that the Minutes be received and approved as a true and correct record.*

5 TRANSFORMATION OF POST 16 EDUCATION

The 14-19 Network Co-ordinator (14-19 NC) submitted a report (previously circulated) for the Committee to consider the effectiveness of the delivery of post 16 education in the County and its associated costs. This was the latest in a series of reports since 2009 and demonstrated that the transformation plan was working well

by putting post 16 education into a different format, which was originally started by the Welsh Government.

The partnership was working in three geographical areas:-

- (a) Dyffryn Clwyd
- (b) Rhyl/Prestatyn and
- (c) Dee Valley

Denbighshire's participation rate for pupils continuing in the Sixth Form or at Further Education College had risen to 89.9% which was only marginally second behind Monmouth. In the Dyffryn Clwyd area participation rate for pupils continuing in the Sixth Form had risen to 63.2% in 2011.

An analysis had been carried out of both students attending their "home" schools and those who travelled to partner schools. It had shown that students who travelled to partner schools achieved on average one quarter of a grade higher than students who stayed at their "home" schools. The main reason students moved were for extra subject access or varying subject combination. In terms of costs there was a system of financial transfers done centrally with each school receiving an income for each student based on the, volume of learning and number of subjects being studied. The system allows schools to retain 20% of the funding paid into their core budgets for the post 16 education provision. School and college transport costs were a potential problem as there was no capacity within the current budget to fund increases in transportation costs. Another potential risk to the future delivery of post 16 education was the Minister for Education and Skills' national review of the Funding System.

In response to various matters being raised by Members, the 14-19 NC responded as follows:

- to research whether young people with disabilities or Asperger's Syndrome were being disadvantaged in the system. The response to be forwarded to the Scrutiny Coordinator.
- to discuss with the Corporate Director the cost of student transport to sixth forms and colleges, and whether it would be viable to introduce a charging policy for post 16 students.
- confirmed that funding was available up until the summer of 2014 from the 14-19 education budget to cover transport costs, but the Minister had to date only guaranteed grant funding up to March 31st 2014.
- 14-19 learning pathways was an unmitigated success across Wales. Standards and student participation had risen and more young people were achieving skills qualifications. There was a possibility of Government continuing funding post 2014 but possibly not in grant form specifically for this provision, it would most likely form part of the Council's Revenue Support Grant (RSG) and therefore not to be ring-fenced.

Transport charges were further discussed and it was suggested if the students were to pay for transport, this should be means tested. This was due to the impact transport charges would have on the budget of families on low income.

14-19 NC also mentioned various future school/college partnerships that were being discussed and that discussions would shortly take place with Wrexham County Borough Council with a view to partnership working in the Dee Valley area.

Members felt that due to much of the county being rural, the Council still had a duty to deliver education services for young people. A further suggestion was to change the bus times in rural areas to accommodate children travelling to schools and colleges. It was:

Resolved that subject to the above, the Committee accept the outcomes to date, costs, benefits, value for money and risks of the Transformation Partnerships in Post 16 Education in Denbighshire.

6 MONITORING OF SCHOOLS' FINANCIAL POSITION

The Head of Internal Audit (HIA) submitted a report (previously circulated) for the Committee to scrutinise the processes in place to assist schools identified as being in financial difficulty in delivering their recovery plans, reducing their deficits, and mitigating the potential impact on their educational performance. Following a previous Performance Scrutiny meeting, audit work had been carried out as requested. The Education Finance Manager's Team monitored schools and assisted at an early stage to manage school's problematic finances. The HIA confirmed action plans and robust procedures were in place.

Internal Audit found there had been significant improvement in the monitoring of schools' financial performance and that proactive work was in progress to improve the service further and deal with any improvement areas identified. The HIA briefly summarised the key outcomes from the internal audit review.

In response to questions put forward by Members, the Education Finance Manager confirmed:-

- that one option discussed with the School Budget Forum (SBF) was having a local policy based on a % of the school budget and any claw back going into a central pot to be used to support schools in financial difficulty where the situation had been caused by external factors. This option would be explored further during 2013/14. There was already in place, a policy which worked, encouraging schools to save in advance rather than borrowing. Schools in financial deficit had to apply for a licenced deficit. All schools categorised as being a "school in financial difficulty" had to produce a financial recovery plan using a template that Education Finance provides. The Finance Team scrutinised the recovery plans and discussed them with the school Finance Managers.
- whilst local education authorities had powers to clawback surplus school balances, Denbighshire in line with the majority of local education authorities did not enforce this power if presented with valid business cases illustrating the reasons why balances were being built up. Representations had also been made to the Welsh Government (WG) via

the Association of Directors of Education in Wales (ADEW) with respect to this and discussions were continuing.

It was:

Resolved – to accept the Head of Internal Audit's assurance that robust procedures were in place and that any improvements identified were being implemented.

7 DENBIGHSHIRE SCHOOL FUNDING FORMULA

The Education Finance Manager (EFM) submitted a report (previously circulated) for Committee Members to review the proposals for the framework for the new Funding Formula in mainstream and special schools.

Denbighshire was currently carrying out a comprehensive review of school funding within the county. A fundamental review had not taken place since the inception of the Local Management of Schools (LMS) in 1990.

The Council was going back to basics regarding how schools were funded and were looking at giving schools more flexibility how they spent their annual budget. Under the proposed new funding formula schools would in future receive curriculum budgets, which they would then choose how to spend i.e. teachers, curriculum activities. The Education Service Management Team and schools were working together on this project.

The previous formula was very complicated but the new formula would focus on 2 main areas:-

- Combining the 3 current individual mainstream formulas for Primary, Secondary and Special into one mainstream formula.
- Reducing the number of elements which exist within the formula to a small number of "Strategic Activity Elements" which would then focus more on "Activity Cost Driver" rather than actual costs.

It was important to focus on the core principles of the review rather than the impact on individual schools. Transitional arrangements would be in place, but the purpose of the review was not to create winners and losers but to create transparency, uniformity and equity of funding.

It was planned for the new formula to go live on 1st April 2013 with a 2 year protection guarantee built in for those schools detrimentally affected by the changes.

Training was an issue which was being looked into and planned visits to individual schools would take place. Training would assist both Governors and Head Teachers with decisions regarding funding.

Work was taking place regarding out of school clubs (after school clubs and breakfast clubs). These clubs were not statutory education functions. Although the Council did not have a role within these clubs, a piece of work would be undertaken

with a view to issuing guidance on how to manage them effectively and avoid pitfalls. An area regarding safeguarding was due to be finalised.

Concern was expressed regarding the possible amount of phone calls local Councillors could potentially receive due to some schools losing out on funding. Transitional arrangements were being put in place for any school which may lose out under the new formula. The new formula would be based on amount of funding schools received April last.

It was confirmed that School Cluster Finance Officers had now been in place for more than eight months and had been accepted well.

The EFM agreed to report back to Performance Scrutiny Committee meeting on 18th October 2012 with the final version of the consultation document on the proposed revised formula. It was:

Resolved that:-

- (a) *subject to the above observations, that the Committee accepts that the proposals would provide an effective and robust funding formula model for both mainstream and special schools in Denbighshire; and*
- (b) *the final consultation document be submitted to the Committee at its October meeting prior to its submission to Cabinet.*

At this juncture (10.45 a.m.) there was a break.

Meeting resumed at 10.55 a.m.

8 SCRUTINY WORK PROGRAMME

A report by the Scrutiny Coordinator was submitted (previously circulated) seeking members' review of the Committee's future work programme and providing an update on relevant issues. Various appendices had also been attached to the report requiring members' consideration.

The Scrutiny Coordinator reported upon the Special Performance Scrutiny meeting scheduled for 20th September 2012 which was to discuss the Council's draft Corporate Plan. The Plan was to be discussed at an informal meeting following full Council meeting on 11th September and, therefore, would be presented to Performance Scrutiny on 20th September.

Ruthin Schools Review scheduled on the Cabinet Forward Work Programme for either October or November. Clarification regarding funding should be available prior to the end of the week whereupon there would be confirmation when the item would be scheduled for discussion.

Faith based school – brief regarding joint faith education provision had been included in the Information Brief document circulated to members. Dates of 17th September and 27th September were scheduled for training for elected members and coopted members on the modernising education programme Additional

sessions or one to one sessions could be arranged for members who were unable to attend either of these events.

Appendix 1 of the Information Brief document contained an information report on Library Service Standards.

Regarding the Community Scrutiny Committee meeting being held on 13th September, 2012, the entire meeting was to be dedicated to the Rhyl Going Forward Programme.

External Examinations on Performance Scrutiny Committee Work Programme on 10th January 2013. An invitation would be sent to Prestatyn Rhyl Sixth (PR6) Form representatives to attend this meeting.

***Resolved** that subject to the amendments and agreements referred to above, the forward work programme as detailed in Appendix 1 to the report be approved.*

9 FEEDBACK FROM COMMITTEE REPRESENTATIVES

None.

Meeting concluded at 11.20 a.m.

PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 20 September 2012 at 9.30 am.

PRESENT

Councillors Meirick Davies, Richard Davies, Huw Hilditch-Roberts, Colin Hughes (Chair), Dewi Owens, Arwel Roberts and Gareth Sandilands

ALSO PRESENT

Councillor Barbara Smith

Head of Business Planning and Performance (AS), Corporate Improvement Manager (TW), Democratic Services Manager (SP), Scrutiny Coordinator (RhE) and Democratic Services Officer (RH)

1 APOLOGIES

Apologies for absence were received from Councillors Geraint Lloyd-Williams and Peter Owen

2 DECLARATION OF INTERESTS

No interests were declared.

3 URGENT MATTERS AS AGREED BY THE CHAIR

No urgent matters were raised.

4 CORPORATE PLAN 2012-2017

The Head of Business Planning and Performance (HBPP) introduced a report that had been previously circulated. He advised that the development of a Corporate Plan for 2012 – 2017 had begun before this year's election so it had been particularly important to engage with the new Council and the new councillors. The HBPP reminded the committee that a draft set of corporate priorities had been agreed by members on the 31 July 2012.

The HBPP advised that officers had then considered the actions and a 5 year financial strategy needed to support delivery of the priorities. He added that the conspicuous alignment of the corporate priorities and a supporting financial strategy within the Corporate Plan was a significant and innovative approach that few local authorities had been able to do.

The Corporate Improvement Manager (CIM) referred to the financial strategy and the anticipated capital investment of £134 million that was thought should be invested over the 5 years covered by the Plan. He advised that he expected an

additional £5 million of revenue funding would be moved to support the priorities, which would leave less money available for areas not identified as a priority.

The CIM replied to queries by outlining that the early years of the Plan would see work being done to develop activities that would deliver the priorities and actual spending would peak in years 3 and 4 as the planned activities were delivered. The HBPP confirmed that an annual delivery document would be produced each financial year providing specific details of what was expected to be delivered that year.

Councillor Colin Hughes queried how manageable it would be to scrutinise 7 corporate priorities, noting that the previous plan had only 4. He was advised that councillors and relevant officers would need to finalise the performance measures and the monitoring and reporting arrangements that would be used, but that experience learnt from developing the previous Corporate Plan would result in an improved and simpler system overall. The HBPP did acknowledge that some of the priorities and outcomes still needed to be better defined.

The Committee also discussed the following issues:

- An agreement to refer in the Corporate Plan to some benefits of the Plan being realised after the term of this Council and this Corporate Plan
- An acknowledgement that the new town plans should be developed further in consultation with local councillors and communities
- Effective engagement with residents about the aims and impact of the Corporate Plan would be essential
- The CIM agreed to examine the financial information in the draft Plan to ensure that it was consistent.
- An agreement to amend the Extra Care Housing wording to reflect an aim to develop up to 3 Extra Care Housing units across Denbighshire.
- Councillor Dewi Owens requested a copy of the Cefndy Enterprises business plan
- The outcome relating to adapting homes to meet the needs of disable residents should have a timescale and be more clearly defined
- The priorities around modernising the Council and developing the economy in particular needed further clarity in terms of activities and performance measures
- The wording used in the Plan to describe aims and outcomes should be scrutinised to aid communication and manage expectations. Examples included “we think we can” being changed to “we anticipate” etc.
- An agreement that any comments from members on the Corporate Plan Equality Impact Assessment tabled at the meeting should be sent directly to the CIM

RESOLVED that, subject to the issues agreed above, the draft Corporate Plan 2012 – 2017 be recommended to Council for approval

Report To: Performance Scrutiny Committee

Date of Meeting: October 18th 2012

Lead Member / Officer: Eryl Williams / Karen Evans

**Report Author: Gwenn Brockley / Julian Molloy
School Effectiveness Performance Officers**

Title: Teacher Assessments and Provisional Examination Results

1. What is the report about?

The performance of schools at all key stages and provisional external examinations results at Key Stage 4 and post 16. A detailed analysis of results will be provided for committee members when verified and benchmarked information is available in December.

2. What is the reason for making this report?

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

3. What are the Recommendations?

That members review and comment on the performance of schools against previous performance and the external benchmarks that are currently available, and identify any potential areas for improvement.

4. Report details: Teacher Assessment Results

4.1 Foundation Phase

To ensure accuracy and consistency across schools a more rigorous moderation process by a team of Denbighshire teachers moderated Foundation Phase Outcomes across all schools. This process ensured that procedures are robust and reliable. Currently there is no national verification process for Foundation Phase Outcomes.

It is important to note that this is a different method of assessing the progress of children. Subsequently comparisons between Foundation Phase Outcomes and the previous KS1 Assessments can only be indicative and not absolute.

However, in terms of Denbighshire ranked position in 2012 we have seen an improvement on the previous year. Denbighshire is now ranked 11th Authority in Wales compared to a ranked position in 18th in the previous year this compares favourably with our ranked free school meal position. Detailed results are in Appendix 1.

4.2 Key Stage 2 (KS2) Teacher Assessment Results

At the end of KS2 / Primary Phase Education (year 6) pupils are expected to achieve a Teacher Assessment Level of 4.

Denbighshire was ranked 12th in Wales for the Core Subject Indicator (CSI) in 2012 for KS2, a drop of 6 places compared with 2011 and equal to the ranking in 2010. Although this compares favourably with our free school meal ranked position this is disappointing as it is the LA's aspiration for all key indicators to be within the top 10 performing Authorities in Wales. However, as with the approach to assessment in the Foundation Phase there is no National verification of the Teacher Assessment at KS2. Detailed results are in Appendix 2.

4.3 Key Stage 3 (KS3) Teacher Assessment Results

Performance at KS3 has improved for the fifth consecutive year, all core subjects have made significant improvements this year. However the rate of improvement is below many other local authorities. This has moved Denbighshire from 13th to 17th in Wales and is 0.66% below the Welsh average of 72.53%. Detailed results are in Appendix 3.

4.4 Key Stage 4 External Examinations

All secondary schools have improved in the Level 1 and Level 2 thresholds. The Level 2 including English/Welsh has improved by 2.5% however two schools dipped in performance. The national trend in attainment in English and Mathematics has declined. Results at Post 16 have largely remained static.

All results at key stage 4 are provisional, verified results will be available from in November and benchmarked data in December. The Welsh Government will provide local authorities and schools with detailed valued added data in the Core Data Sets.

The percentage of pupils achieving the Level 2 incl. Eng/Welsh & Maths is 55.0% in 2012 which is 2.5% higher than 2011. Early indications indicate that the rate of increase is above other Welsh LA's.

The percentage of pupils achieving the Level 2 Threshold is 81.2%, which is 9.8% higher than last year. This is the fourth year that the Level 2 indicator has increased in Denbighshire high schools. Detailed results are in Appendix 3.

4.5 Level 3 threshold results (A Level and vocational equivalent)

The performance indicator for post 16 is the Level 3 Threshold which equates to 2 A levels or vocational equivalents.

The percentage of candidates achieving the Level 3 Threshold has improved to 98% in 2012 from 97% in 2011. Detailed results are in Appendix 3.

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

Modernising the education service to achieve a high level of performance across the county is one of the corporate priorities. The raising of attainment at all key stages particularly key stage 4 is a key objective.

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

N/A

7. What consultations have been carried out and has an Equality Impact Assessment Screening been undertaken?

N/A

8. Chief Finance Officer Statement

N/A

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

The support for schools in Literacy and Numeracy will be provided regionally from April 2013.

Challenge and support for Headteachers and management in schools will be provided on a regional basis from April 2013 by System Leaders. The recruitment of the System Leaders is taking place October 2012.

To reduce any risks to school support and challenge in Denbighshire schools, Education Officers within the Authority will need to monitor and assess the quality of the regional support when these new systems and structures are in place April 2013.

There is an opportunity for officers working for the region to strengthen the moderation process for KS3 Teacher Assessments. This should improve the quality of external moderation ensure continuity and parity of Teacher Assessments across North Wales.

Sustaining the improvement in teacher assessments and external examination results.

Uncertainty of continued 14-19 Learning Pathways Grant and ESF 'Potential' funding after 2014 that has successfully supported improvements at KS4.

Addressed by closely monitoring underperforming and high risk schools. Providing support and training for targeted schools. Regularly review school progress and intervening if insufficient progress is made.

10. Power to make the Decision

N/A

Teacher Assessments in the Foundation Phase and Key Stage 2

Foundation Phase Teacher Assessment Results

Context:

2011 - 2012 is the first year where the pupils at the end of Year Two in schools across Wales have been assessed against the new Foundation Phase assessments. Prior to this pupils were assessed on National Curriculum Levels (a child would have been expected Level 2). In the Foundation Phase there are now seven Areas of Learning:

- Personal and Social Development, Well-Being and Cultural Diversity
- Language, Literacy and Communication Skills
- Mathematical Development
- Welsh Language Development
- Knowledge and Understanding of the World
- Physical Development
- Creative Development.

Currently at the end of the Foundation Phase, teachers are required to assess and report outcomes attained by each child by means of teacher assessment in 3 Areas of Learning:

- Personal and Social Development, Well Being and Cultural Diversity (PSD)
- Language, Literacy and Communication Skills in Welsh (LCW) or English (LCE)
- Mathematical Development (MDT)

In addition there are six outcomes per Area of Learning and for information purposes the following outcomes broadly cross-reference to the previous national curriculum level descriptions:

- Foundation Phase Outcome 4 links with National Curriculum Level 1
- Foundation Phase Outcome 5 links with National Curriculum Level 2
- Foundation Phase Outcome 6 links with National Curriculum Level 3

Reliability of assessment process:

To ensure accuracy and consistency across schools a more rigorous moderation process by a team of Denbighshire teachers moderated Foundation Phase Outcomes across all schools. This process ensured that procedures are robust and reliable. Currently there is no National verification process for Foundation Phase Outcomes.

It is important to note that this is a different method of assessing the progress of children. Subsequently comparisons between Foundation Phase Outcomes and the previous KS1 Assessments can only be indicative and not absolute.

However, in terms of Denbighshire ranked position in 2012 we have seen an improvement on the previous year. Denbighshire is now ranked 11th Authority in Wales compared to a ranked position in 18th in the previous year this compares favourably with our ranked free school meal position.

Outcomes:

In 2012 the Foundation Phase Outcome Indicator - where children achieved at least Outcome 5 in the 3 assessed outcomes of :

- Personal and Social Development, Well Being and Cultural Diversity (PSD)
- Language, Literacy and Communication Skills in Welsh (LCW) or English (LCE)
- Mathematical Development (MDT)

Denbighshire's position is as follows:

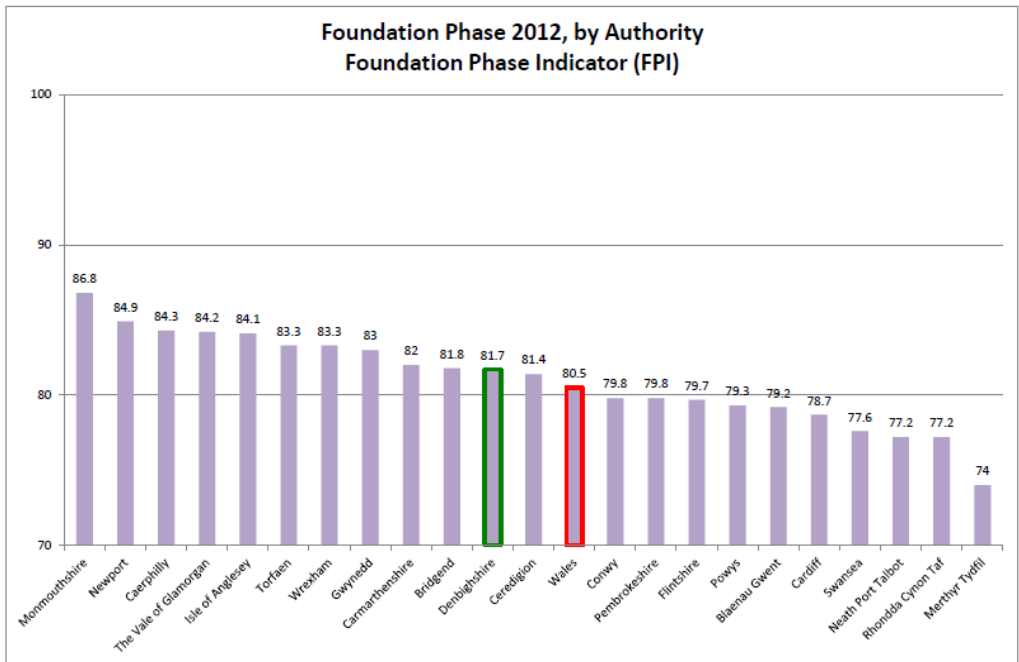
		Denbighshire 2008		Denbighshire 2009		Denbighshire 2010		Denbighshire 2011		Denbighshire 2012	
		%	Ranking	%	Ranking	%	Ranking	%	Ranking	%	Ranking
ASSESSMENTS Foundation Phase (Outcome 5+)	PSD									90.5	15
	LCE									84.0	10
	LCW									88.4	4
	MDT									88.6	9
	FPI									81.7	11
Key Stage 1 (Level 2+)	English	82.3	11	86.2	5	84.8	5	80.9	17		
	Welsh	90.4	12	89.8	13	90.7	10	89.7	17		
	Maths	88.9	5	88.9	6	89.1	7	86.7	18		
	Science	89.7	13	90.8	6	90.0	15	89.0	18		
	CSI	80.4	15	83.2	6	82.4	9	79.8	18		

Key for Assessments 2012

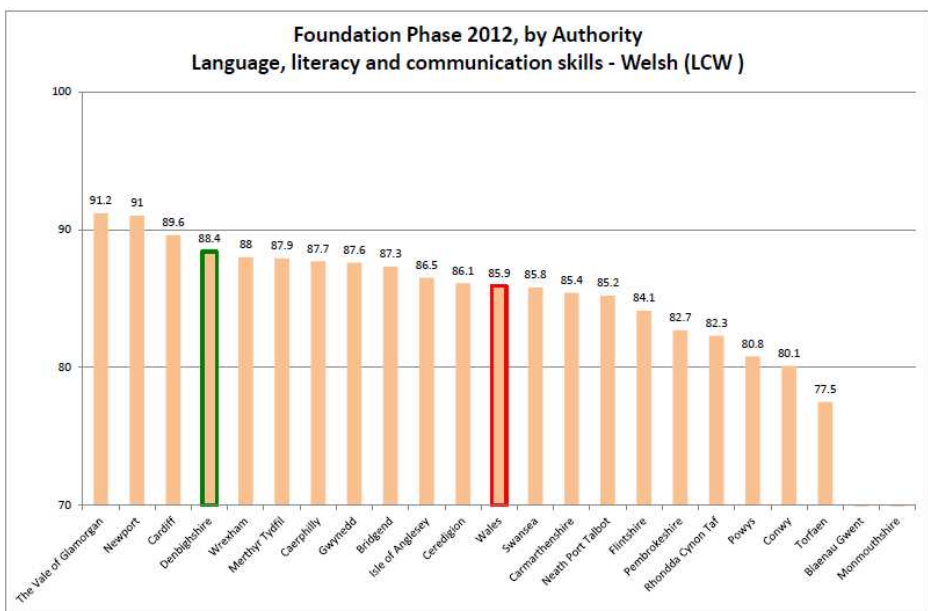
- Personal and Social Development, Well Being and Cultural Diversity (PSD)

- Language, Literacy and Communication Skills in Welsh (LCW) or English (LCE)
- Mathematical Development (MDT)
- Foundation Phase Outcome Indicator (FPI)

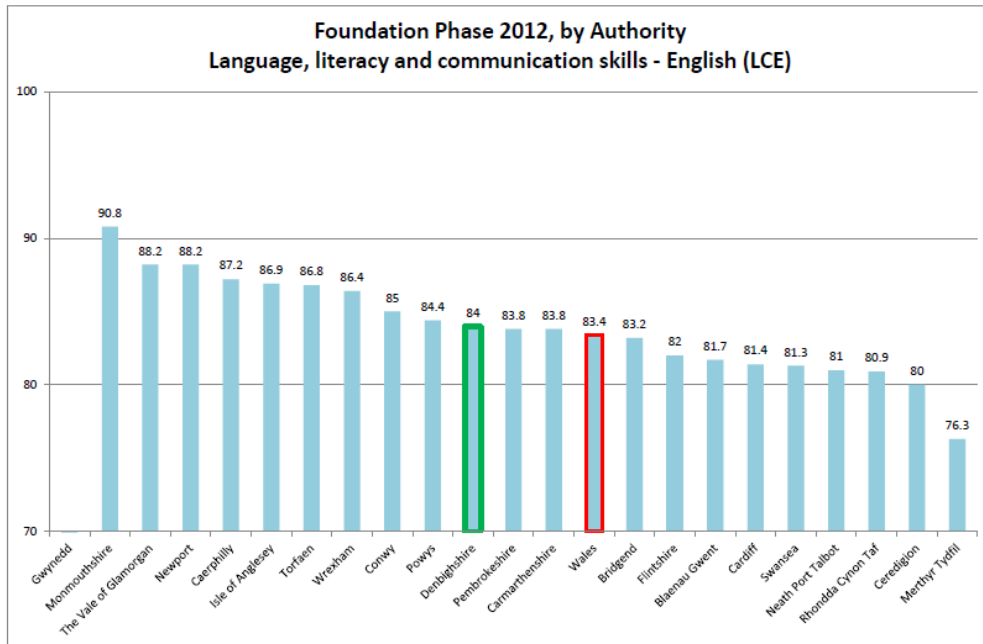
The following charts show Denbighshire's position in comparison to other Authorities in a range of indicators.



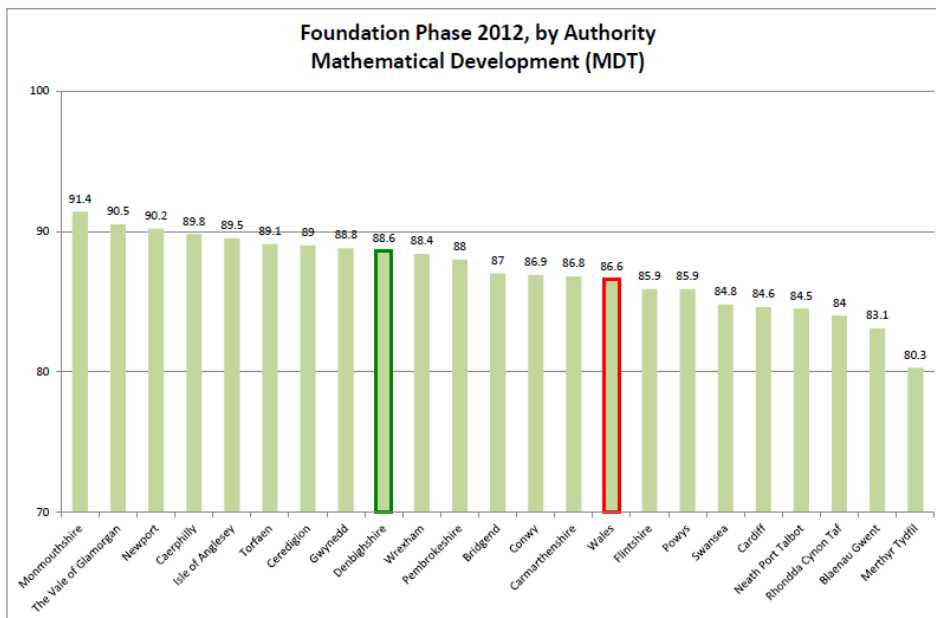
2012 Foundation Phase Outcome Indicator



Language, Literacy and Communication Skills in Welsh (1st Language) in Denbighshire is ranked at 4th in Wales an achievement to be celebrated and an improvement on the ranking of 17th last year.



Language, Literacy and Communication Skills in English in Denbighshire is ranked 10th with an improved percentage score of 3.1% over last year when Denbighshire was ranked 17th.



Mathematical development in Denbighshire also showed an improved All Wales ranking of 9th this year as compared to 18th last year.

Areas for Development.

- Review and evaluation of current provision and support.
- Targeted support for Personal and Social Development, Well Being and Cultural Diversity.

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Teacher Assessments in the Foundation Phase and Key Stage 2

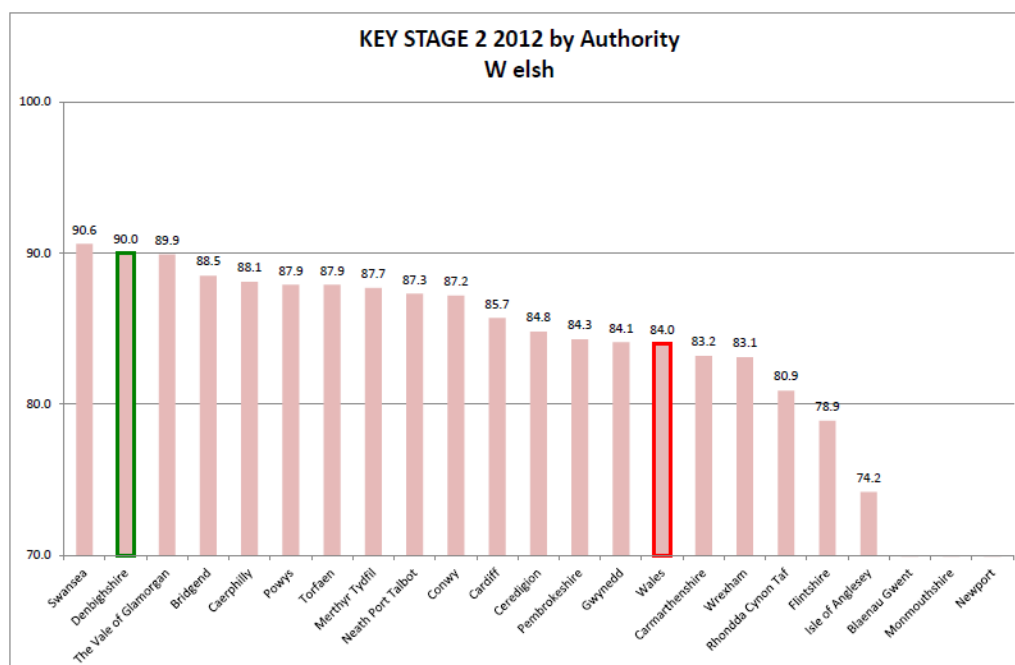
Key Stage 2 (KS2) Teacher Assessment Results

At the end of KS2 / Primary Phase Education (year 6) pupils are expected to achieve a Teacher Assessment Level of 4

		Denbighshire 2008		Denbighshire 2009		Denbighshire 2010		Denbighshire 2011		Denbighshire 2012	
		%	Ranking	%	Ranking	%	Ranking	%	Ranking	%	Ranking
Key Stage 2 (Level 4+)	English	81.8	7	80.9	14	82.0	12	85.1	8	85.6	14
	Welsh	83.7	6	81.9	14	83.4	11	85.5	10	90.0	2
	Maths	81.7	12	82.3	12	82.7	15	86.9	6	87.7	12
	Science	85.6	13	86.8	10	86.1	14	90.5	4	90.4	9
	Welsh 2nd					48.9	5	62.4	3	66.2	8
	CSI	76.5	12	76.8	12	78.1	12	82.3	6	83.5	12

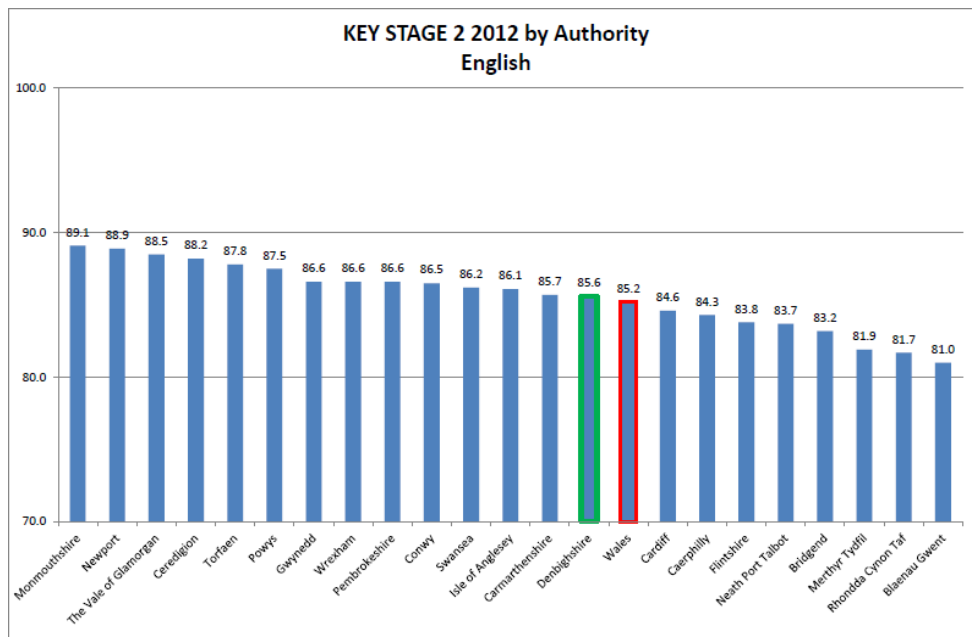
Denbighshire was ranked 12th in Wales for the Core Subject Indicator (CSI) in 2012 for KS2, a drop of 6 places compared with 2011 and equal to the ranking in 2010. Although this compares favourably with our free school meal ranked position this is disappointing as it is the LA's aspiration for all key indicators to be within the top 10 performing Authorities in Wales. However, as with the approach to assessment in the Foundation Phase there is no National verification of the Teacher Assessment at KS2.

Key Stage 2 Languages

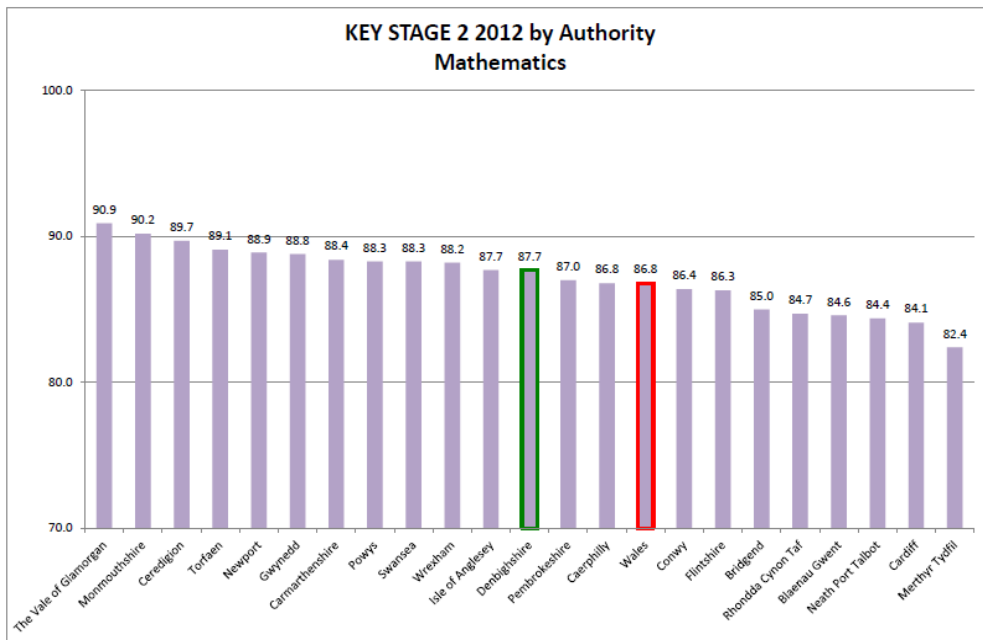


In Welsh 1st Language there was a significant improvement of 4.5 % and the All Wales ranking improved from 10th position 2011 to 2nd in 2012.

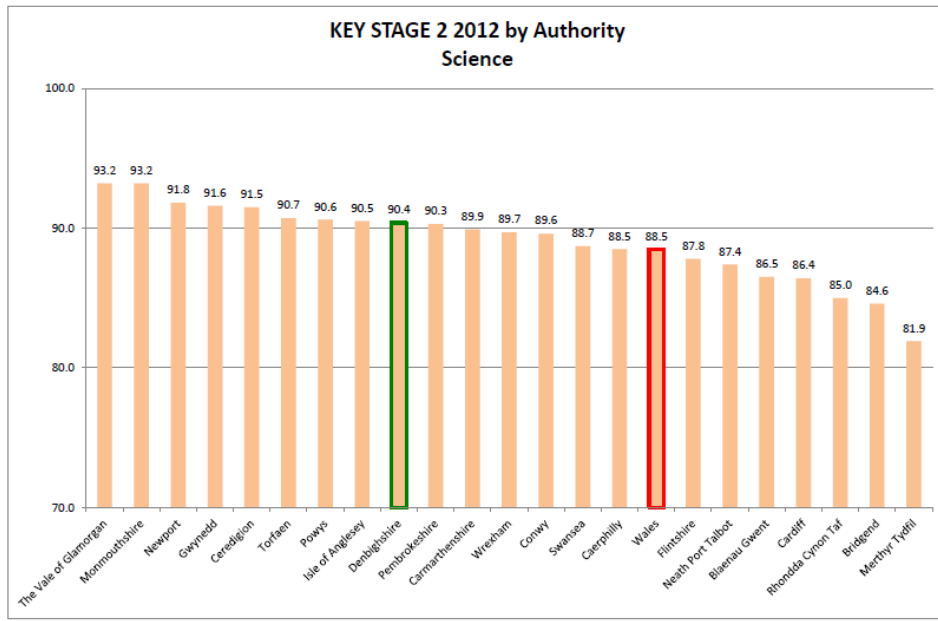
In Welsh 2nd Language there was a percentage improvement of 3.8 % in the results over the previous year , though the All Wales ranking dropped from 6th 2011 to 12th in 2012.



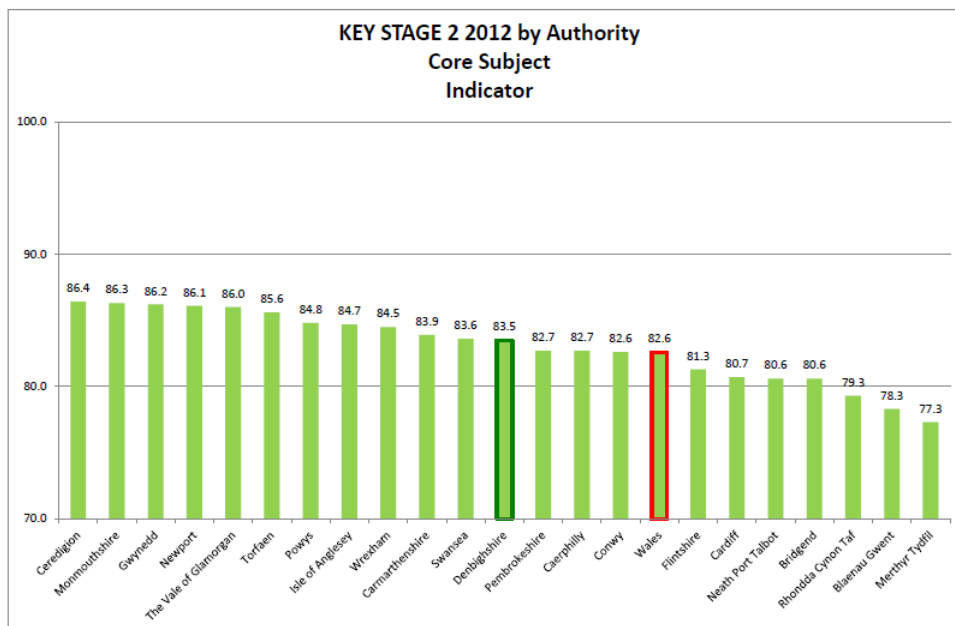
English: Compared with 2011 schools percentage performance remained fairly static in English with the ranking dropping from 8th in Wales to 14th in 2012 .



Key Stage 2 Mathematics: Mathematics improved by 0.8%, though the Wales ranking dropped from 6th in 2011 to 12th in 2012.



Key Stage 2 Science: Science shows a slight percentage drop (highlighted in red on the data chart) by 0.1%, resulting in a drop in the Wales ranking to 9th from 4th last year.



The Key Stage 2 Core Subject Indicator (CSI): The Core Subject Indicator (CSI) where pupils achieved at least a Level 4 in the Core Subjects of Language (Welsh 1st Language or English) , Mathematics and Science improved this year to 83.5% from 82.3% in 2011. However when compared to the All Wales percentages the Authority ranking dropped to 12th from 6th last year.

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Teacher Assessments KS3 and Provisional Examination Results

1 Key Stage 3 Teacher Assessment Results

Key Stage 3 Level 5 + LA Ranking

	2009		2010		2011		2012	
	%	Ranking	%	Ranking	%	Ranking	%	Ranking
English	70.8	11	72.9	12	74.3	17	77.6	16
Welsh	68.4	14	75.8	10	77	14	82.7	13
Maths	71	15	75.8	11	77	15	82	12
Science	73.7	16	76.6	13	78.4	17	85.3	10
CSI	59.8	8	63.9	13	65.5	17	71.8	14

- 1.1 Performance at KS3 has improved for the fifth consecutive year, all core subjects have made significant improvements this year. However the rate of improvement is below many other local authorities. This has moved Denbighshire from 13th to 14th in Wales and is 0.66% below the Welsh average of 72.53%.

KS3 Teacher Assessments - Level 5+

	English		Mathematics		Science		Cynraeg		CSI	
	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012
St Brigid's School	87.9%	91.2%	89.7%	96.50	87.9%	96.5%	-	-	82.8%	91.2%
Denbigh HS	74.5%	81.30	80.5%	87.00	74.5%	90.2%	62.5%	82.61%	65.1%	78.0%
Ysgol Dinas Bran	72.7%	81.60	75.3%	81.60	80.5%	82.3%	75.0%	69.60	66.2%	74.1%
Prestatyn HS	74.2%	77.40	79.7%	85.40	81.0%	87.1%	-	-	64.1%	73.2%
Bl. Edward Jones	61.3%	64.70	66.3%	75.90	68.8%	82.7%	-	-	51.3%	58.6%
Rhyl HS	61.0%	60.10	66.0%	69.30	72.3%	71.8%	-	-	50.9%	49.1%
Ysgol Brynhyfryd	87.6%	88.80	88.1%	90.20	85.6%	93.2%	86.1%	87.70	79.2%	81.5%
Ysgol Glan Clwyd	86.5%	87.70	82.6%	84.50	87.1%	91.0%	74.2%	80.00	77.5%	80.6%

KS3 Benchmarking

	English		Mathematics		Science		Cymraeg		CSI	
	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012
St Brigid's School	2	1	2	11	3	1	-	-	2	1
Denbigh HS	4	2	3	1	4	1	4	1	4	1
Ysgol Dinas Bran	4	3	4	4	4	4	4	3	4	4
Prestatyn HS	3	3	1	1	2	1	-	-	3	2
Bl. Edward Jones HS	3	3	2	2	1	1	-	-	3	1
Rhyl HS	4	4	4	4	3	4	-	-	4	4
Ysgol Brynhyfryd	3	3	2	2	4	2	2	2	3	3
Ysgol Glan Clwyd	3	3	4	4	3	3	4	4	4	3

- 1.2 Ysgol Plas Brondyffryn pupils gained 17% Level 5 in PE and 8% in History. No pupils from Ysgol Tir Morfa pupils gained National Curriculum Level 5 assessments.
- 1.3 The most improved school at KS3 in 2012 is Denbigh High School with a 13% increase in the number of pupils achieving the Core Subject Indicator (CSI). There were also significant increases at Prestatyn High, Ysgol Dinas Bran and St.Brigid's. CSI improved in all schools except Rhyl High School which declined by 0.6% in 2012.
- 1.4 The rate of improvement in English at KS3 is below the other core subjects. Schools improved from 74.33% in 2011 to 77.63% this year, this below the Welsh average of 79.33% and places the LA 16th in Wales.
- 1.5 The number of pupils achieving Level 6 in English has increased from 23.89% to 34.51% however this is below the Welsh average of 38.04%. The number of pupils achieving Level 6 in Welsh 1st language has declined from 32.22% to 26.25%, this is well below the Welsh average of 41.16%. However mathematics has improved from 48.56% to 50.19% this is above the Welsh average of 49.61%.
- 1.6 There has been an increase in the pupils gaining Level 7 in English rising from 4.21% to 8.07% again this is below the Welsh average of 9.95%. Welsh 1st language Level 7 has improved to 8.23% this is below the Welsh average of 9.30%. Mathematics at Level 7 improved this year to 21.29% and is above the Welsh average of 19.95%.

2 Key Stage 4

- 2.1 All secondary schools have improved their Level 1 and Level 2 thresholds. The Level 2 Threshold including English/Welsh has improved by 2.5% however two schools dipped in performance. This improves on the national trend, which has remained static.
- 2.2 All results at key stage 4 are provisional, verified results will be available in November and benchmarked data in December. The Welsh Government will provide local authorities and schools with detailed valued added data in the Core Data Sets by December 2012.

2.3 Level 2 including English/Welsh & Mathematics

	2010	2011	2012	Difference 2012-2011
Level 2 incl. Eng/Welsh & Maths				
St Brigids	75.0%	75.4%	71.9%	-3.5%
Denbigh High School	24.0%	40.2%	48.0%	7.8%
Ysgol Dinas Bran	46.4%	60.3%	57.2%	-3.1%
Prestatyn High School	46.8%	50.3%	52.6%	2.2%
Bl. Edward Jones	18.0%	37.3%	38.2%	0.8%
Rhyl High School	31.0%	36.3%	42.9%	6.5%
Ysgol Brynhyfryd	58.0%	67.8%	70.2%	2.4%
Ysgol Glan Clwyd	63.5%	66.5%	67.3%	0.8%
Denbighshire	44.0%	52.5%	55.0%	2.5%
WALES	49.0%	50.0%	50.0%	0.5%

- 2.4 The key performance indicator at the end of key stage 4 is the Level 2 Threshold including English/Welsh and mathematics which is the number of pupils gaining 5 GCSE A*-C's or vocational equivalents and GCSE English/Welsh and mathematics A*-C's grades.
- 2.5 The percentage of pupils achieving the Level 2 incl. Eng/Welsh & Maths is 55.0% in 2012 which is 2.5% higher than 2011. Early indications indicate that the rate of increase is above other Welsh LA's.
- 2.6 The Level 2 inc. English/Welsh & Maths increased in all schools except St. Brigid's and Ysgol Dinas Bran. Denbigh and Rhyl High Schools showed the greatest improvement.
- 2.7 The percentage of A* and A grades has increased to 18.9% in 2012 from 16.2% in 2011. The total percentage gaining the Level 1 Threshold of GCSE 5A*-G or vocational equivalents in Denbighshire this year is 93.0% in 2012 which is a 2% increase on 2011 and above the Welsh average of 91%.
- 2.8 Pupils from Ysgol Plas Brondryffyn sit examinations when they are ready, which means few pupils gain a GCSE qualification at the age of 15 missing Welsh Government performance indicator. This year, 9% of pupils achieved the Level 1 Threshold, pupils also gained D to G grades in mathematics as well as Science Foundation and English Language grades D to G. Pupils at Ysgol Tir Morfa have been successful in gaining qualifications below GCSE and Level 1.

3 The Level 2 Threshold (5 GCSE 5A*-C or vocational equivalents)

The Level 2 Threshold is the number of pupils gaining 5 GCSE A*-C's or vocational equivalents. This replaces the 5A*-C indicator used in previous years.

	2010	2011	2012	Difference 2012-2011
Level 2				
St Brigids	92.9%	94.7%	96.5%	+1.8%
Denbigh High School	45.8%	53.8%	60.0%	+6.2%
Ysgol Dinas Bran	67.0%	86.8%	98.2%	+11.4%
Prestatyn High School	65.0%	80.0%	91.9%	+11.9%
Blessed Edward Jones	37.7%	45.8%	68.4%	+22.6%
Rhyl High School	39.0%	52.0%	76.4%	+24.4%
Ysgol Brynhyfryd	82.3%	82.2%	85.9%	+3.7%
Ysgol Glan Clwyd	73.0%	78.7%	92.0%	+13.3%
Denbighshire	61.0%	71.4%	81.2%	+9.8%
WALES	64.0%	67.0%	71.0%	+3%

4 Ysgol Plas Brondyfryn provisional Level 2 results

	A	B	C	D	E	F	G	No
Maths				1	1		1	
English					1			
Science					1			

- 4.1 The percentage of pupils achieving the Level 2 Threshold is 81.2%, which is 9.8% higher than last year. This is the fourth year that the Level 2 indicator has increased in Denbighshire high schools. This is 10% above the Welsh average.
- 4.2 All schools have improved this year with Blessed Edward Jones and Rhyl High School achieving the highest increases with over a 20% improvement for the Level 2 Threshold. In addition Prestatyn High (91.9%), Ysgol Dinas Bran (98.2%), Ysgol Glan Clwyd (92.0%) and St. Brigid's (96.5%) all provisionally achieved over 90% for the Level 2 Threshold.

	%A*-C			%A*-E			%A*+A			%A*		
	2010	2011	2012	2010	2011	2012	2010	2011	2012	2010	2011	2012
St Brigid's School	84.5%	87.5%	81.7%	100.0%	100.0%	100.0%	26.8%	29.7%	14.6%	7.0%	7.8%	6.1%
Denbigh HS	60.6%	65.0%	76.3%	95.4%	95.0%	95.0%	15.6%	18.6%	13.8%	1.8%	2.9%	6.3%
Ysgol Dinas Bran	75.8%	71.4%	80.5%	99.2%	98.0%	99.4%	20.5%	18.4%	23.4%	0.8%	4.1%	5.2%
Prestatyn HS	59.6%	62.6%	69.0%	95.1%	95.7%	99.3%	8.1%	18.2%	13.4%	1.8%	0.6%	1.8%
Ysgol Brynhyfryd	84.0%	84.6%	80.9%	100.0%	99.6%	100.0%	30.5%	33.1%	30.0%	7.8%	13.4%	5.5%
Ysgol Glan Clwyd	75.1%	78.6%	81.6%	98.9%	100.0%	97.7%	21.1%	19.0%	40.6%	1.6%	3.6%	5.1%
Denbighshire	71.6%	73.0%	77.6%	97.7%	97.7%	98.6%	19.8%	22.5%	24.9%	3.6%	5.2%	4.5%
WALES	73.8%			97.1%	97.2%		24.4%	23.9%		6.5%	5.0%	

5 Provisional Level 3 threshold results (A Level and vocational equivalent)

- 5.1 The performance indicator for post 16 is the Level 3 Threshold which equates to 2 A levels or vocational equivalents. Results at Post 16 have largely remained static.
- 5.2 The percentage of candidates achieving the Level 3 Threshold has increased to 98% in 2012. This is above the Welsh average of 97%.
- 5.3 The percentage of A & A* grades have decreased to 19.4% in 2012 from 22.5% in 2011; the Welsh average is 23.6%.
- 5.4 There was a decrease in the number of candidates awarded the Welsh Baccalaureate Qualification's Advanced Diploma percentage of 95.6% is lower than 2011 by 2.5%, but still higher than the Welsh average of 82.8%. However the qualification was taken by significantly more pupils in 2012.

AS results from Ysgol Plas Brondyfryn

A	B	C	D	E
			1	
			Maths	

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Agenda Item 6

Agenda item:

Report to:	Performance Scrutiny Committee
Date of Meeting:	18th October 2012
Lead Member/Officer:	Lead Member for Education
Report Author:	Planning & Resources Manager
Title:	Denbighshire School Funding Formula Review

1. What is the report about?

- 1.1 The report outlines the detailed consultation proposals for the new Denbighshire School Funding Formula in mainstream and special schools.

2. What is the reason for making this report?

- 2.1 To inform the committee of the detailed proposals for the new funding framework and outline the potential areas of operational and financial risk.

3. What are the Recommendations?

- 3.1 Members to review the funding framework and confirm their recognition of the implications of the changes to the Formula.
- 3.2 Members to consider and comment on the methodology against each element of the Formula Review and confirm their acceptance of the justification for the funding allocations.

4. Report detail

- 4.1 The attached consultation document (appendix 1) was issued to Schools on October 1st outlining detailed proposals for a new funding framework for Denbighshire.
- 4.2 The proposals are still draft and may be subject to change pending the outcomes from the consultation. Full Implementation is planned for April 2013.
- 4.3 Appendix 2 provides an initial risk analysis of all schools showing the movement in the budget and the current level of balances. 1-2-1 consultation meetings are being held with each school over the next 2 weeks to discuss the implications within their own delegated budget so this analysis remains subjective until the full detailed discussions have taken place.

4.3 A management fact sheet has been prepared to support members in addressing some of the key issues should they arise. It is included in Appendix 3.

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

5.1 The outcome from the review will change the way in which school funding is distributed and allow schools to think differently about how they manage their delegated funding. This will support the priority of Modernising Education.

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

6.1 There is no additional cost to this review as the Funding Formula is a means of distributing the total school quantum to each individual school. The total quantum will stay the same regardless of the outcome of the review but may result in funding being realigned differently across schools.

6.2 There may be a cost associated with staff reductions for those schools who receive a reduction in funding.

7. What consultations have been carried out?

7.1 Consultation has been carried out with Head Teachers, Governors, Trade Unions, Education Officers and Elected Members.

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

8.1 There is a risk that the new formula, once finalised, may result in an array of winners and losers across all schools as so much has changed in terms of schools funding since the inception of LMS in 1990. It is important however that funding is distributed fairly and equitable to all schools so if the framework is right then we can be confident the funding awarded will be right. Transitional funding will be awarded, where necessary, to alleviate the impact of a loss of funding and each school will be supported on an individual basis to ensure they can develop their financial plans around the new formula.

8.2 It is important to consider the wider issues regarding the schools that may be losing funding as their balances and expenditure plans must play a vital role in assessing whether or not the loss of funding will have an underlying impact on the delivery of education. Many schools will spend to the level that they are funded and so this distorts what the real impact of the changes to the formula will have. It is important that the formula funds where real costs are being incurred balanced against where there is a particular level of need.

9. Power to make the Decision

- 9.1 The School Funding (Wales) Regulations 2010 give Local Authorities the power to allocate funding to schools maintained by the authority in the form of budget shares, using a locally determined funding formula.

Contact Officer:

Carly Wilson
Planning & Resources Manager
01824 712633

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Denbighshire County Council

Review of the Denbighshire School Funding Formula for Mainstream and Special Schools 2013-14

Consultation Document
2nd October 2012



CYNGOR

Sir Ddinbych

Denbighshire

COUNTY COUNCIL

For circulation to:

- *Primary, Secondary and Special School Head Teachers*
- *School Business and Finance Managers*
- *Chairs of Governors*
- *Lifelong Learning Joint Consultative Committee*
- *Performance Scrutiny Committee*

All correspondence to be emailed to carly.wilson@denbighshire.gov.uk

Dear Colleague

It is twenty two years since the introduction of Local Management in Schools (LMS) which saw the process of delegating decision-making to Headteachers and Governing Bodies. During that time Denbighshire has not seen a fundamental review of the way in which its schools are funded. There has been a huge shift in the way in which financial management in schools is undertaken, with the traditional role of an LMS officer being super ceded by a designated Finance Manager employed by a cluster of schools. This has followed the commitment to focus on empowering leadership in schools to support raising attainment for all our children and young people.

Denbighshire's funding formula is now out of date and is not fit for purpose in comparison to the way in which our schools now work. It is increasingly complex to administer and its educational rationale has been eroded over time, with the funding methodology no longer being representative of a 21st century school. I am particularly pleased with the principles underpinning the proposal for change; and the fact that the approach is a simplified one which will ensure flexibility and transparency for all schools.

Officers have spent considerable time over the last twelve months looking at our funding arrangements, listening to the views of colleagues in schools and the Schools Budget Forum and considering how other Authorities work both in England and in Wales. The paper which is presented to you is the culmination of this work, which we acknowledge is long overdue. At the outset of this process, I would like to stress that we are presenting a proposal for genuine consultation purposes and we urge you to respond with detailed comment and observations. There is an opportunity for you to comment on the core principles and the future direction of funding and in doing this you will help us to ensure that when the formula is implemented from April next year it is seen by schools as a fair and equitable distribution of resources. This is particularly important, as the fact that the funding pot is not infinite means that it will be impossible to meet the wishes of everyone in all elements. It is imperative, therefore, that the funding provided addresses the real costs accrued. I would therefore stress the importance of you providing feedback and where appropriate justification of how and why alternative proposals would better suit the needs of schools.

I have already discussed with Officers the need to ensure that there is scope for the formula to evolve even further after April 2013 and am keen to see further detailed work undertaken on some of the strategic activity elements as a Phase 2 of this review. In the meantime I'm confident that the proposed formula provides an effective approach to school funding that can continue to be developed in conjunction with the Schools Budget Forum and wider stakeholders.

Thank you to all Schools and Officers who have been involved in the development of these proposals, I look forward to hearing your views.



Karen Evans
Head of Education

1. INTRODUCTION

This document should be read in conjunction with the communication document distributed on June 1st 2012. Please note the change to the timescales with a revised schedule included in this document under section 4.

It is important to note that this consultation is concerned only with the method of distribution of the total schools quantum; it is not an opportunity to comment on the amount of funding within the total quantum. Denbighshire is committed to increasing its levels of delegation in line with the Welsh Government target of 85% by 2014-15 and will continue to work with schools to transfer centrally retained funding and activities to the frontline where appropriate. Denbighshire will also continue to fund in line with the Ministers pledge to protect school budgets and this will be the equivalent to a 2.05% increase in 2013-14.

Please also note that whilst this review does not currently extend itself to specific grants, Post 16 and Foundation Phase funding have been included as they are both distributed on a formula basis and it is highly likely these will be transferred into the Revenue Settlement Grant (RSG) within the next 2 years. Please note that Pupil number calculations for all funding elements will exclude post 16 pupil numbers unless otherwise stated.

The proposals set out within this document have been developed in partnership with schools and take into account new and existing challenges that schools are faced with. The new formula aims to make the school funding process simpler and more transparent allowing schools to be more flexible in the way they plan and manage their funding.

Please note these proposals are still draft and will be subject to change. Following the consultation period a final formula proposal will be constructed, incorporating, where appropriate, the feedback received during the consultation period.

The main considerations in developing this proposal have been:

- The size and types of schools within Denbighshire;
- The need to support and protect the most vulnerable children and young people in our schools;
- Local and national policy expectations;
- To generate long term stability within the funding process;
- To adapt funding in line with real term costs within the school setting;
- To consider the balance of funding between Primary, Secondary and Special Schools.

We are confident that the new formula captures the core principles of:

- **Equity** – understood and accepted by all stakeholders to ensure that it continues to be equitable and deliver the desired outcomes for children and young people
- **Simplicity** – empowering schools to plan their budgets appropriately through simple to use formula that doesn't place heavy reliance on the need for information supplied by the Local Authority
- **Flexibility** – being responsive to internal and external factors so that the funding can work flexibly without the need to make fundamental changes when key drivers or priorities change
- **Stability and Sustainability** – supporting schools in maintaining financial stability by giving them a platform for effective planning and strong budget management.

Included within this document are the following:

- Detailed formula framework
- Indicative budget allocations 2013-14 (based on new formula)
- Comparison of indicative budget allocations 2013-14 (old formula versus new formula)

2. PROPOSED FORMULA

The original proposed framework has been developed further and detailed below is the draft proposal on which the Denbighshire Funding Formula will be based.

Whilst the formula focuses primarily on the method of distribution of each element, the review has also focused on the balance of funding across the 3 sectors; Primary, Secondary, Special. The existing split between the primary and secondary sectors will be maintained in its current form as a comparison of spend across the sectors and across Wales suggests that we are consistent with the national picture thus giving us no reason to suggest that our balance of funding is not correct. The level of attainment across KS2 and KS4 is also fairly consistent thus not providing us with a case for redistribution of resources across sectors. To that end the formula review will involve a redistribution within sectors only and not across them.

The document attached in appendix 1 of the original communication document (released on June 1st) details how the old formula was distributed. Where necessary this can be compared with the table attached below in Appendix 1.

The main changes from the previous formula will only be the method of distribution across specific elements but with the exception of what was previously the Class Size funding now being proposed as a separate policy. The draft policy is attached in Appendix 4 for consideration alongside the Formula Review proposals.

Each of the 7 elements will have a funding allocation attached to them. That allocation will then be calculated using Activity Cost Drivers that are relevant to the nature of that element. The formula will be applied consistently to all sectors as far as possible but there will be cases where some cost drivers are only applied in primary, secondary or special due to the differences across the sectors.

- **Appendix 1** outlines the detailed formula showing the cost drivers that will be used to create each strategic activity element. It is important that stakeholders consider the effectiveness of the allocations in the context of the strategic activity priorities detailed above and not within the context of individual areas of expenditure. This will then flow with the new arrangements for financial management in schools where a single total budget will be issued, giving Head Teachers and Governors the freedom and flexibility within this allocation to choose how to deploy resources against the priorities within their schools.
- **Appendix 2** outlines the proposed allocations for each element by school based on the 2013-14 indicative data
- **Appendix 3** provides a comparison of indicative allocations for 2013-14 under the new formula against the indicative allocations previously provided in April 2012 under the old formula. (*Schools should use this information with caution as it is important to compare it alongside existing expenditure plans as budget movements may also have corresponding expenditure movements that could absorb the impact of some budget changes*)

It should also be noted that these allocations are only an 2013-14 indicative comparison of what the old and the new formula would have provided based on the data used to inform the budget released in April 2012. They are likely to change (as is always the case) once the data collection exercise is done to inform the 2013-14 final budget set.

- **Appendix 4** is the draft proposal for the future treatment of class size funding.

Schools should consider the class size policy when they are reviewing the changes to the budget as some negative movements may be offset by funding available via this policy.

3. TRANSITIONAL ARRANGEMENTS

Each school will be reviewed on an individual basis to compare the movement in budget as a result of the new formula. Transitional funding arrangements will be put in place to safeguard schools whose 3 year budget plan is affected by the changes for an interim period whilst a revised financial plan can be drafted.

An action plan will be developed that sets out how the Local Authority propose to work with those schools where there may be financial and operational risks associated with the changes from the new formula. This will give the opportunity for individual schools issues to be reviewed and for the wider financial position of the school to also be considered.

4. CHANGES TO THE TOTAL DELEGATED SCHOOLS BUDGET

Whilst the formula review is primarily concerned with the redistribution of funding you will note from the figures that there are some changes to the total quantum within each sector (as shown in Appendix 3).

The reasons for this are explained below

- **Primary - The total delegated budget has been adjusted as follows:**

Centrally Retained Funding for the Class Size Policy	(£300,000)
Increase in Foundation Phase Funding	£55,276
Delegation of Outdoor Education Funding	£39,406
Centrally for Retained Funding from the Amalgamation of Ysgol Dyffryn Ial	<u>(£45,423)</u>
Net Budget Reduction	(£250,741)

- **Secondary - The total delegated budget has been adjusted as follows:**

Delegation of Outdoor Education Funding	<u>£16,687</u>
Net Budget Increase	£16,687

- **Special - The total delegated budget has been adjusted as follows:**

Derease in Foundation Phase Funding	(£55,276)
Delegation of Outdoor Education Funding	<u>£1,622</u>
Net Budget Reduction	(£53,654)

5. REVISED TIMESCALES FOR CONSULTATION AND REVIEW

Activity	Target Date	Comments
Electronic Communication document to be distributed to all stakeholders; Joint Consultative Committee, Head Teachers, Business & Finance Managers, Chairs of Governors	June 1 st 2012	
Discuss outline framework with the Chair of Governors Forum	June 14 th 2012	
Discuss outline framework with the School Budget Forum	June 25 th 2012	
Discuss outline framework with the School Business and Finance Network	June 25 th 2012	
Discuss outline framework with the Joint Consultative Committee	July 4 th 2012	
Detailed financial modelling of the proposed Formula will be undertaken in partnership with School Finance Managers	June - Oct 2012	
Discuss outline proposals with Performance Scrutiny Committee	6th Sept 2012	Committee requested that item is scheduled at the October meeting to consider potential risk areas. Management Factsheet to also be prepared as requested by Members
Discuss outline proposals with the School Budget Forum	12 th Sept 2012	Revised timescales for the review discussed with the group following the need to push back the consultation period by 1 month.

Discuss outline proposals with the Welsh Strategic Group	24 th Sept 2012	Only the specific proposals for Welsh Language element discussed with the group
Discuss outline proposals with the Business & Finance Network	25 th Sept 2012	Meeting deferred to 3 rd October 2012
Discuss outline proposals with the Joint Consultative Committee	26 th Sept 2012	
Start of Formal Consultation period	2nd Oct 2012	
Discuss proposals with Performance Scrutiny	18 th Oct 2012	This meeting was requested following the meeting on the 6 th September 2012 so that Elected Members can consider the potential risk areas at the earliest opportunity
Discuss proposals with the Chair of Governors Forum	18 th Oct 2012	
Discuss proposals with the Business & Finance Network	23 rd Oct 2012	
Discuss proposals with the School Budget Forum	7 th Nov 2012	
End of Consultation period	9th Nov 2012	
Education Finance to work towards the finalisation of the 2013-14 Indicative Budgets	9 th Nov 2012 – 30 th Dec 2012	
Seek Cabinet approval for the implementation of the new formula	18 th Dec 2012	
Final Formula Document to be sent to all Stakeholders with Indicative 2013-14 Budgets	18 th Jan 2013	
Final 2013-14 Budgets to be confirmed	1st Mar 2013	

6. CONSULTATION FEEDBACK

The proposals set out in this document are still subject to change pending the feedback from the consultation. Stakeholders should be mindful that it is impossible to create a formula that fully meets the needs of all schools when there is finite funding available. Feedback should therefore focus on whether the proposals meet the core principles originally intended and if they reflect the real cost drivers within schools.

All feedback should be emailed to carly.wilson@denbighshire.gov.uk. The new funding formula is based on actual cost drivers and is a means of allocating funding to schools based on where real costs are being incurred. The feedback therefore must, where possible, provide justification of why

an alternative funding methodology should be used and must demonstrate how and why costs are being incurred for that activity.

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Appendix 1 – Activity Cost Drivers by Element

Strategic Activity Element	Activity Cost Drivers			
	Primary	Secondary	Special	Comments
Curriculum	Pupils - £1,812 per pupil	KS3 Pupils - £3,071 per pupil KS4 Pupils - £3,823 per pupil	3 year Average Planned Places - Band 1 pupil - £13,195 Band 2 pupil - £11,876 Band 3 pupil - £9,897 Band 4 pupil - £8,577 Band 5 pupil - £6,505	The curriculum allocation is primarily driven out on standard pupil numbers but weighted differently across the key stages in Secondary. Special Schools receive a pupil allocation based on average planned places over the last 3 years. This aims to stabilise year on year fluctuations in pupil numbers across the 2 schools allowing more accurate planning to be undertaken.
	Pupils Year 1 to 6 - £1.98 per pupil Lump Sum - £560 per school	Pupils Year 7 to 11 - £1.98 per pupil Lump Sum - £560 per school	Pupils Year 1 to 11 - £1.98 per pupil Lump Sum - £560 per school	This allocation is consistent with the North Wales agreed Formula for the funding of Outdoor Education provision. The allocation is not however ring-fenced for that purpose.
	KS1 nursery pupils only - £794 per pupil KS1 reception pupils only - £1624 per pupil KS1 year 1 pupils only - £686 per pupil KS1 year 2 pupils only - £686 per pupil		KS1 nursery pupils only - £666 per pupil KS1 reception pupils only - £1357 per pupil KS1 year 1 pupils only - £535 per pupil KS1 year 2 pupils only - £562 per pupil	KS1 pupils attract additional funding towards the Foundation Phase so the KS1 allocation is reflective of Early Years provision and is weighted across the different year groups based on staffing ratio requirements. The funding is currently Welsh Government specific grant but may in future years become part of the Local Authority Revenue Settlement It is proposed that Primary and Special will be treated consistently and receive the same unit value allocation for Foundation Phase however there is an additional top up in Primary to support Early Years provision for which Special schools are already funded in their planned places.
	Lump Sum - £45,423 per school plus an additional top up weighted as follows:	Lump Sum - £45,423 weighted per school:		The Lump Sum allocation gives schools a fixed funding stream that will support the cost of delivering the curriculum. Primary Schools will receive a fixed allocation based on average salary costs across schools. Secondary Schools will receive a fixed allocation weighted to the size of the school.

	<p>51 to 100 £6,479 101 to 250 £9,719 >250 £12,958</p>	<p><600 - 2.00 601 to 900 - 1.50 901 to 1200 - 1.00</p>		<p>Smaller schools receive more as this reflects the reality that delivering the same curriculum in smaller class sizes is more difficult in these schools.</p>
		<p>Post 16 Credit Equivalent Values (CEU's) - £23 per CEU</p>	<p>Post 16 Actual allocations</p>	<p>Post 16 funding (SEN and Mainstream) has been allocated to the value of the total grant received from the Welsh Government. Only Post 16 pupils will be used in the calculation of these allocations.</p> <p>The proposed allocations in Secondary are consistent with the agreed method of allocation for 2012-13. This has been continued in the new formula proposals but is pending further consultation scheduled for discussion in October. Post 16 SEN in Special Schools is awarded on an actual basis.</p>
	<p>FTE All Staff - £646 per fte FTE Teachers only - £4,162 per fte</p>	<p>FTE All Staff - £646 per fte FTE Teachers only - £1,373 per fte</p>	<p>FTE All Staff - £646 per fte FTE Teachers only - £2,768 per fte</p>	<p>The FTE allocation allows funding to be differentiated from standard pupil numbers where cost incurrence is more aligned to staff numbers rather than pupil numbers. This would support costs such as Maternity, Sickness and Workload.</p> <p>Workload allocations are based on the cost of a UPS 1 teacher although there is not an expectation that this solely covers teaching time at that level. Secondary allocations are reduced by 2/3's to reflect that teachers have non-contact time already scheduled into the working week.</p> <p>Special Schools are allocated an average of the Primary and Secondary allocations for FTE.</p>
	<p>Union Lump sum (where applicable) - £90 per half day</p>	<p>Union Lump sum (where applicable) - £90 per half day</p>	<p>Union Lump sum (where applicable) - £90 per half day</p>	<p>Those schools <u>to whom it applies</u> will receive a lump sum allocation equivalent to the average cost of covering compulsory union secretary time. It will be pro-rata to the amount of time that has been agreed for the member of staff to be released as per the Local Union Branch Secretary agreement. Any local agreements that have agreed an alternative amount will be protected for the life of the agreement.</p>
<p>Social Deprivation</p>	<p>Free School Meal Entitlement - £112 per FSM pupil</p>	<p>Free School Meal Entitlement - £112 per FSM pupil</p>	<p>Free School Meal Entitlement - £112 per FSM pupil</p>	<p>The allocation reflects the regulatory requirement to adjust the budget share based on social deprivation factors. The proposal is to retain Free School Meals as the cost driver for social deprivation which is consistent with the Welsh Government's approach to allocating the Pupil Deprivation Grant. The allocation would be a 25% top up to the current Welsh Government allocation of £450 per pupil for PDG</p>

Additional Learning Needs	Lump Sum - £600 per looked after child	Lump Sum - £600 per looked after child	Lump Sum - £600 per looked after child	A further allocation of a fixed lump sum per child will be awarded to any school who has a looked after child on role. This is representative of Denbighshire's commitment as a Corporate Parent to Looked after Children. The data to inform this allocation has been collected via the PLASC return.
	Lump Sum - £2500 per School	Lump Sum - £2500 per School		This recognises the cost of paying an SEN allowance at each school. It is not applicable to Special Schools as their curriculum pupil led allocation is already weighted to reflect this.
	<p>Statemented pupils - £12,439 per pupil on a 1 to 1 basis</p> <p>School Action plus pupils - £579 per pupil</p>	<p>Statemented pupils - £4,146 per pupil on a 1 to 3 basis</p> <p>School Action plus pupils - £579 per pupil</p>		<p>ALN will primarily be funded using available PLASC data for Statemented and School Action plus pupils. ALN is currently subject to a separate review for primary and will be subject to a separate consultation that may result in a pooled budget arrangement.</p> <p>Secondary then needs to be part of phase 2 of the same review which may see the allocation method changing. However the suggested allocation here will be an interim measure to address historic anomalies pending the full review.</p> <p>The ALN allocation does not extend itself to School Action as there is an expectation that 5% of the basic curriculum allocation be used to support pupils with lower level additional learning needs. This allocation is towards supporting pupils with a higher level of need within schools only.</p> <p>Special schools are not awarded additional funding for ALN as their curriculum pupil led allocation is already weighted to reflect this.</p>
Welsh Language	<p>Per pupil top up of £140 weighted per category:</p> <p>Cat 1 – 0.25 Cat 2 – 1.00 Cat 3 – 0.25 Cat 4 – 0.50</p>	<p>Per pupil (AWPU) top up of £182 weighted per category:</p> <p>Cat 1 – 0.25 Cat 2 – 1.00 Cat 3 – 0.25 Cat 4 – 0.00</p>		<p>This element is informed by the following Welsh Government definitions:</p> <p><u>Primary:</u></p> <p>Cat 1. Welsh Medium Cat 2. Dual Stream Cat 3. Welsh Medium but with significant use of English Cat 4. Predominantly English Medium but with significant</p>

	Cat 5 – 0.00			<p>use of Welsh Cat 5. Predominantly English Medium</p> <p><u>Secondary:</u></p> <p>Cat 1. Welsh Medium Cat 2. Bilingual Provision Cat 3. Predominantly English Medium but with significant use of Welsh Cat 4. Predominantly English Medium</p> <p>The weightings have been calculated with a view to ensuring that additional resources are directed where Welsh Language provision drives an additional cost for schools.</p> <p>Consideration has been given to those cases where additional costs are incurred for providing Dual Stream or Welsh Language provision as opposed to providing normal Welsh curriculum as part of the standard curriculum. These costs would be part of the Curriculum element rather than the Welsh Language element. The Welsh Language top up is intended to support schools who incur additional costs as a result of running courses via the Welsh language</p>
	Lump Sum - £2,040 per category 1, 2 & 3 school	Lump Sum - £42,908 per category 1, 2 & 3 school		The lump sum allocation is allocated only to category 1, 2 & 3 schools where applicable and is benchmarked against the cost of translation support.
Premises	Actual Cost of Business Rates/Rents	Actual Cost of Business Rates/Rents	Actual Cost of Business Rates/Rents	This will be funded on an actual basis for all schools in line with annual NNDR valuations and rental values.
	Floor Area - £32 per m ²	Floor Area - £29 per m ²	Floor Area - £32 per m ²	The premises allocation is a generic unit value that will support all premises related costs and has been calculated using benchmarked expenditure costs and indicative unit values for energy. The lower cost in Secondary reflects the greater economies of scale arising from reduced caretaking costs per m ² (i.e. 1 caretaker per secondary school versus 1 caretaker in primary schools)
Sustainability	<p>Lump sum – weighted lump sum of £45,423 if amalgamated school on 2 sites:</p> <p>0 to 100 pupils - 1.50</p>	<p>Lump sum – lump sum of £45,423 if amalgamated school on 2 sites</p>		Any school that has been amalgamated will benefit from receiving a recognised allocation to support the difficulties inherent in managing 2 sites. This includes administration and the increased staffing costs that occur as a result of the 2 schools being amalgamated. The school is funded as 1 school rather than 2 under an amalgamated model so will receive less funding in the formula than a federated school hence the increased lump

	100 to 300 pupils - 0.50 300+ pupils - 0.25			sum.
	Lump sum - £2,000 for federated schools			Any school that has been federated will benefit from receiving an allocation to support the difficulties inherent in managing 2 sites from an administration perspective. The schools still get funded as 2 schools but are managed by one Head Teacher and one Governing Body.
	Transient pupils - £200 per pupil if % transience > 10%	Transient pupils - £200 per pupil if % transience > 10%		Schools that experience transience greater than 10% of their total pupil numbers will be awarded additional funding per pupil for those pupils over the 10% threshold at the rate shown.
	Per Pupil - £1,243 top up per pupil in small schools (i.e. schools with total pupils < 50). Top up is only applied to the difference between the actual pupils on role and the threshold of 50.			This replaces the previous small school protection and provides a top up to the pupil led funding (where applicable) within the weighting shown. The value is calculated as 50% of the pupil led unit value and 50% of the KS1 year 1 pupil led unit value
		Per Pupil - £82 per out of county pupil if school receives > 50% of its pupils from out of county		This allocation is a means of supporting schools with the pressure associated with sustaining with a high level of pupils on role being from out of county. It is crucial to the future of any school in the event that the school could be unsustainable if those pupils were withdrawn from that school.
			Actual budgeted cost of residential placements	All places will be funded on a budgeted cost basis which is consistent with the means at which we recover the cost of out of county placements. This will be subject to a separate review due to the nature of the facility and the level of need of the pupils.
Business Support	Lump Sum <105 pupils 0.25 days x Grade 9 Business Manager = £2,152 0.25 days x Grade 9 Finance Manager = £2,152	Lump Sum <500 pupils 1.25 days x Grade 9 Business Manager = £10,260 1.25 days x Grade 9 Finance Manager = £10,260	Lump Sum 1.25 days x Grade 9 Business Manager = £10,260 1.25 days x Grade 9 Finance Manager = £10,260	The weighted lump sum allocations reflect the cost of the Building Capacity In Schools project and are aligned to the cost of providing Business and Finance Management support within each school.

<p>Lump Sum >105 pupils</p> <p>0.5 days x Grade 9 Business Manager = £4,304</p> <p>0.5 days x Grade 9 Finance Manager = £4,304</p>	<p>Lump Sum >500 pupils</p> <p>2.5 days x Grade 9 Business Manager = £20,520</p> <p>2.5 days x Grade 9 Finance Manager = £20,520</p>		
<p>Lump Sum - £1,832</p>	<p>Lump Sum - £3,960</p>	<p>Lump Sum - £3,960</p>	<p>Lump sum allocations have been awarded to recognise services that are charged on a fixed sum basis. The amount is calculated as a benchmark against the cost of Denbighshire's Traded Services.</p>
<p>Per Pupil - £100</p>	<p>Per Pupil - £100</p>	<p>Per Pupil - £100</p>	<p>Per Pupil allocations have been awarded to recognise services that are charged on a per pupil basis. The amount is calculated as a benchmark against the cost of Denbighshire's Traded Services.</p>
<p>Headcount - £191 per employee</p>	<p>Headcount - £191 per employee</p>	<p>Headcount - £191 per employee</p>	<p>Headcount allocations have been awarded to recognise services that are charged on a Headcount basis. The amount is calculated as a benchmark against the cost of Denbighshire's Traded Services.</p>
<p>Governors Clerk - £500 per school</p>	<p>Governors Clerk - £800 per school</p>	<p>Governors Clerk - £800 per school</p>	<p>This has been benchmarked against the cost of Clerking across Wales.</p>
<p>Free School Meals - £269 per FSM pupil entitlement</p>	<p>Free School Meals - £269 per FSM pupil entitlement</p>	<p>Free School Meals - £269 per FSM pupil entitlement</p>	<p>This is reflective of the cost of paying for Free School Meals for those pupils who are entitled to a meal.</p>
	<p>Actual cost of Leisure Centres</p>		<p>This reflects the actual cost of paying for the Dual Use agreement for the use of Leisure Centres. The charges will be in line with the financial model agreed in the Dual Use Review. Proposals are being considered as part of phase 2 of this review to include the cost of primary swimming sessions.</p>
<p>Actual Cost of Premises & Liability Insurance</p>	<p>Actual Cost of Premises & Liability Insurance</p>	<p>Actual Cost of Premises & Liability Insurance</p>	<p>All schools will be given the full budget to cover the cost of paying premises and liability insurance.</p>

Appendix 2 – Total Proposed Allocations by School

Primary School	Curriculum	Social Deprivation & Inclusion	Additional Learning Needs	Welsh Language	Premises	Sustainability	Business Support	Total Proposed Delegated Budget
YSGOL BETWS GWERFIL GOCH	124,310	672	16,676	3,090	13,293	26,980	14,527	199,548
YSGOL Y FAENOL	357,962	3,248	7,132	0	33,011	3,320	37,454	442,127
YSGOL BODFARI	132,746	336	5,995	0	11,576	21,858	14,231	186,742
YSGOL CARROG	131,266	560	16,097	2,240	14,032	24,482	14,518	203,195
YSGOL CEFN MEIRIADOG	215,606	1,008	7,711	0	15,173	0	20,669	260,167
YSGOL CLOCAENOG	152,469	112	4,237	3,387	8,178	14,364	14,525	197,271
YSGOL CAER DREWYN	248,688	2,240	58,626	5,180	33,490	2,260	25,706	376,190
YSGOL CYFFYLLIOG	142,382	224	5,974	6,520	9,413	22,482	13,732	200,726
YSGOL MAES HYFRYD	241,426	448	42,713	4,595	24,300	2,000	20,045	335,527
YSGOL Y PARC INFANTS	562,061	1,568	27,140	0	34,324	0	40,748	665,841
YSGOL FRONGOCH JUNIORS	433,153	2,464	49,703	0	39,000	0	44,405	568,725
YSGOL PENDREF	532,957	8,960	54,717	0	57,754	23,812	61,996	740,195
YSGOL TWM O'R NANT	704,471	1,344	75,697	10,545	45,374	0	53,548	890,979
YSGOL HIRADDUG	578,535	2,576	37,842	0	72,679	0	50,495	742,128
YSGOL GELLIFOR	263,597	336	4,816	0	24,649	2,000	21,055	316,453
YSGOL BRO ELWERN	146,599	224	3,658	3,317	12,694	18,862	15,422	200,775
YSGOL HENLLAN	233,422	1,456	22,487	4,350	21,686	0	22,533	305,934
YSGOL BRO FAMAU	251,485	0	5,395	0	39,979	68,135	20,281	385,275
YSGOL LLANBEDR CONTROLLED	159,938	0	5,395	0	15,196	13,739	16,147	210,415
YSGOL DYFFRYN IAL	164,714	112	5,974	7,990	21,093	9,368	17,596	226,846
YSGOL GYNRADD LLANDRILLO	116,619	224	17,255	2,967	13,522	31,352	13,262	195,200
YSGOL BRYN CLWYD	117,439	560	29,116	1,680	31,381	34,474	15,529	230,179
YSGOL LLANFAIR D.C.	305,719	672	4,237	15,620	19,057	0	25,094	370,399
YSGOL BRYN COLLEN	427,732	2,464	29,435	0	31,834	0	39,558	531,023
YSGOL BRO CINMEIRCH	243,112	224	17,255	4,455	23,569	0	18,585	307,199
YSGOL MELYD	431,792	5,040	203,172	0	42,218	0	47,723	729,944
YSGOL PENTRECELYN	142,982	224	4,816	3,195	14,395	21,233	14,807	201,651
YSGOL BODNANT COMMUNITY SCHOOL	1,256,437	8,400	67,756	0	116,251	11,356	106,102	1,566,303
YSGOL CLAWDD OFFA	666,804	5,712	7,132	0	97,854	0	64,438	841,940
YSGOL PENMORFA	1,123,715	11,200	66,233	0	110,092	6,260	100,322	1,417,822
YSGOL Y LLYS	813,976	3,136	21,308	12,015	75,663	0	61,193	987,291
YSGOL PANTPASTYNOG	213,447	0	27,958	4,087	10,517	0	17,601	273,610
YSGOL RHEWL	168,170	112	4,237	8,480	15,494	4,996	15,184	216,673
YSGOL Y CASTELL	558,193	2,128	25,382	0	53,959	0	50,301	689,963

YSGOL BRYN HEDYDD	1,173,141	6,720	104,050	0	78,689	880	92,801	1,456,281
CHRIST CHURCH C.P.	1,173,058	25,312	158,355	0	112,011	14,500	138,315	1,621,551
YSGOL DEWI SANT	1,361,006	7,280	28,835	19,540	118,302	0	102,156	1,637,119
YSGOL EMMANUEL	1,177,403	21,280	259,072	0	93,503	10,440	129,584	1,691,283
YSGOL LLYWELYN	1,372,238	12,432	69,191	0	138,848	5,500	116,586	1,714,794
YSGOL MAIR R.C.	773,179	7,168	38,421	0	85,520	1,740	73,303	979,331
YSGOL BORTHYN CONTROLLED	345,079	2,464	23,045	0	35,893	0	40,465	446,946
RHOS ST. C.P.	505,309	2,240	56,931	0	47,479	0	46,676	658,635
YSGOL PENBARRAS	690,448	112	33,747	10,387	39,349	0	49,489	823,533
ST. ASAPH INFANTS V.P.	365,141	1,792	13,522	0	27,431	2,500	30,363	440,748
YSGOL ESGOB MORGAN	243,541	1,792	43,032	0	33,249	0	26,773	348,387
YSGOL TREFNANT CONTROLLED	225,820	448	8,869	0	16,170	0	19,133	270,440
YSGOL TREMEIRCHION	215,133	0	4,237	3,965	12,239	0	16,547	252,121
YSGOL GYMRAEG Y GWERNANT	349,443	1,232	59,205	5,942	34,493	0	31,886	482,201
ST BRIGID'S	366,161	448	21,887	0	27,428	0	29,640	445,565
TOTALS	22,700,024	158,704	1,905,673	143,544	2,103,307	398,889	2,073,048	29,483,189

Secondary School	Curriculum	Social Deprivation & Inclusion	Additional Learning Needs	Welsh Language	Premises	Sustainability	Business Support	Total Proposed Delegated Budget
DENBIGH HIGH SCHOOL	2,616,861	12,544	110,713	0	273,129	0	328,253	3,341,500
YSGOL DINAS BRAN	3,587,632	10,416	152,524	252,045	319,831	0	293,743	4,616,190
PRESTATYN HIGH SCHOOL	6,110,110	30,688	227,539	0	421,871	0	446,816	7,237,023
RHYL HIGH SCHOOL	2,918,689	28,112	245,836	0	301,617	0	425,458	3,919,712
BLESSED EDWARD JONES	1,867,481	18,704	87,346	0	142,585	0	171,481	2,287,597
YSGOL BRYNHYFRYD	4,251,594	7,952	158,514	306,683	379,778	0	338,396	5,442,916
YSGOL GLAN CLWYD	3,579,249	7,056	108,298	99,562	247,440	0	265,085	4,306,691
ST BRIGID'S	1,386,044	1,344	37,282	0	52,972	0	92,087	1,569,729
TOTALS	26,317,659	116,816	1,128,052	658,290	2,139,222	0	2,361,318	32,721,357

Special School	Curriculum	Social Deprivation & Inclusion	Additional Learning Needs	Welsh Language	Premises	Sustainability	Business Support	Total Proposed Delegated Budget
YSGOL PLAS BRONDYFFRYN	1,838,386	2,576	2,400	0	92,604	667,830	91,300	2,695,096
YSGOL TIR MORFA	1,908,479	4,144	5,400	0	144,570	0	77,577	2,140,170
TOTALS	3,746,864	6,720	7,800	0	237,174	667,830	168,877	4,835,266

Appendix 3 – Comparison of 2013-14 indicative budgets

Primary School	Total Proposed Delegated Budget New Formula	Total Proposed Delegated Budget Old Formula	Difference - Increase / (Decrease)	Difference Excluding ALN (Statemented & School Action Plus)
YSGOL BETWS GWERFIL GOCH	199,548	200,110	(562)	(3,729)
YSGOL Y FAENOL	442,127	438,310	3,817	6,245
YSGOL BODFARI	186,742	193,570	(6,828)	(3,203)
YSGOL CARROG	203,195	208,040	(4,845)	(6,163)
YSGOL CEFN MEIRIADOG	260,167	276,680	(16,513)	(10,444)
YSGOL CLOCAENOG	197,271	194,400	2,871	1,134
YSGOL CAER DREWYN	376,190	372,560	3,630	2,874
YSGOL CYFFYLLIOG	200,726	196,550	4,176	4,252
YSGOL MAES HYFRYD	335,527	320,360	15,167	5,064
YSGOL Y PARC INFANTS	665,841	637,030	28,811	25,041
YSGOL FRONGOCH JUNIORS	568,725	576,030	(7,305)	(21,177)
YSGOL PENDREF	740,195	773,240	(33,045)	16,079
YSGOL TWM O'R NANT	890,979	910,730	(19,751)	(52,089)
YSGOL HIRADDUG	742,128	744,110	(1,982)	7,755
YSGOL GELLIFOR	316,453	324,010	(7,557)	257
YSGOL BRO ELWERN	200,775	210,550	(9,775)	(9,183)
YSGOL HENLLAN	305,934	331,400	(25,466)	(26,753)
YSGOL BRO FAMAU	385,275	388,120	(2,845)	(5,740)
YSGOL LLANBEDR CONTROLLED	210,415	247,340	(36,925)	(33,810)
YSGOL DYFFRYN IAL	226,846	316,160	(89,314)	(90,008)
YSGOL GYNRADD LLANDRILLO	195,200	189,020	6,180	85
YSGOL BRYN CLWYD	230,179	222,560	7,619	(2,667)
YSGOL LLANFAIR D.C.	370,399	408,580	(38,181)	(23,548)
YSGOL BRYN COLLEN	531,023	611,540	(80,517)	(36,801)
YSGOL BRO CINMEIRCH	307,199	315,550	(8,351)	(13,716)
YSGOL MELYD	729,944	717,760	12,184	(22,771)
YSGOL PENTRECELYN	201,651	196,260	5,391	7,775
BODNANT COMMUNITY SCHOOL	1,566,303	1,571,470	(5,167)	18,317
YSGOL CLAWDD OFFA	841,940	806,040	35,900	35,788
YSGOL PENMORFA	1,417,822	1,493,270	(75,448)	(39,581)
YSGOL Y LLYS	987,291	1,018,810	(31,519)	(22,207)
YSGOL PANTPASTYNOG	273,610	262,780	10,830	(10,078)
YSGOL RHEWL	216,673	206,030	10,643	8,906
YSGOL Y CASTELL	689,963	712,620	(22,657)	(18,759)
YSGOL BRYN HEDYDD	1,456,281	1,369,810	86,471	45,951
CHRIST CHURCH C.P.	1,621,551	1,644,130	(22,579)	(8,686)
YSGOL DEWI SANT	1,637,119	1,587,220	49,899	49,044
YSGOL EMMANUEL	1,691,283	1,556,190	135,093	37,999
YSGOL LLYWELYN	1,714,794	1,749,280	(34,486)	(31,136)
YSGOL MAIR R.C.	979,331	989,760	(10,429)	8,300
YSGOL BORTHYN CONTROLLED	446,946	503,040	(56,094)	(26,029)
RHOS ST. C.P.	658,635	672,280	(13,645)	(7,536)
YSGOL PENBARRAS	823,533	854,460	(30,927)	(9,495)
ST. ASAPH INFANTS V.P.	440,748	411,700	29,048	20,157
YSGOL ESGOB MORGAN	348,387	353,770	(5,383)	(41,085)
YSGOL TREFNANT CONTROLLED	270,440	289,140	(18,700)	(7,248)
YSGOL TREMEIRCHION	252,121	268,190	(16,069)	(10,216)
YSGOL GYMRAEG Y GWERNANT	482,201	487,800	(5,599)	(17,844)
ST BRIGID'S	445,565	405,570	39,995	59,937
TOTALS	29,483,189	29,733,930	(250,741)	(250,741)

Secondary School	Total Proposed Delegated Budget New Formula	Total Proposed Delegated Budget Old Formula	Difference - Increase / (Decrease)	Difference Excluding ALN (Statemented & School Action Plus)
DENBIGH HIGH SCHOOL	3,341,500	3,398,780	(57,280)	(57,280)
YSGOL DINAS BRAN	4,657,610	4,671,840	(14,230)	(14,230)
PRESTATYN HIGH SCHOOL	7,237,023	7,147,210	89,813	89,813
RHYL HIGH SCHOOL	3,923,712	3,867,150	56,562	56,562
BLESSED EDWARD JONES	2,293,757	2,308,690	(14,933)	(14,933)
YSGOL BRYNHYFRYD	5,442,916	5,402,880	40,036	40,036
YSGOL GLAN CLWYD	4,306,691	4,322,610	(15,919)	(15,919)
ST BRIGID'S	1,569,729	1,637,090	(67,361)	(67,361)
TOTALS	32,772,937	32,756,250	16,687	16,687

Special School	Total Proposed Delegated Budget New Formula	Total Proposed Delegated Budget Old Formula	Difference - Increase / (Decrease)	Difference Excluding ALN (Statemented & School Action Plus)
YSGOL PLAS BRONDYFFRYN	2,695,096	2,725,510	(30,414)	(30,414)
YSGOL TIR MORFA	2,140,170	2,163,410	(23,240)	(23,240)
TOTALS	4,835,266	4,888,920	(53,654)	(53,654)

The tables above show the movement in the budget compared to the figures released under the old formula in April 2012. These are currently being used to inform the 3 year plans for all schools. It is important that School Finance Managers prepare revised expenditure plans to reflect the changes in the budgets in order to see the real impact of the changes as any expenditure changes may also distort the real impact. For Primary schools the figures have been shown excluding SEN budgets as these have been reallocated on a new formula but will potentially be pooled centrally under the SEN review that is currently out to consultation. These changes would distort the overall movement in budget as they have no real impact on the actual school position if pooled so they have been excluded above in order to show the real changes for each school.

Appendix 4 – Infant and Junior Class Size Funding Policy

The proposed policy for the treatment of Infant and Junior Class Size Funding accompanies this consultation document. Schools should consider their ability to apply for funding against this policy when considering their revised financial position under the new formula. This policy replaces the previous funding applied within the formula for class size funding and £300k will be retained centrally to support the funding of the applications against the policy.

INFANT AND JUNIOR CLASS SIZE FUNDING



CYNGOR
Sir Ddinbych
Denbighshire
COUNTY COUNCIL

Purpose of the document

This document outlines the process by which schools may apply to the Local Authority to receive additional funding to support classes where the class size regulations need to be met.

Background

The Schools Standards and Framework Act 1998 placed a statutory duty on local authorities and governing bodies to limit infant class sizes to no more than 30 pupils. This target was set to cover reception class, year 1 and year 2 and would be enforced from 2001 onwards. Furthermore, Welsh Government is committed to ensuring local education authorities and schools maintain primary class sizes of 30 or fewer. There is not a statutory requirement for class sizes to be capped at 30 at KS2 however Denbighshire are committed to enforcing this in line with the KS1 requirement.

Grants were initially made available to all 22 local authorities to employ additional teachers and build new classrooms in order to reduce infant class sizes. A commensurate level of funding was then transferred to the Local Government Revenue Settlement in 2002 for local Authorities to deploy within their own funding regime.

It is important to note that the Local Authority is the admitting authority for all community maintained schools and has the statutory responsibility for admitting pupils. The responsibility for admitting pupils to Voluntary Aided schools (Ysgol Trefnant, Ysgol Mair, Blessed Edward Jones School and St Brigid's) rests with the governing body.

Class Size problems can arise when:

- A School teaches mixed aged classes and pupils have been admitted in excess of the admission number in particular year group(s) due to the remote locality of the school;
- Due to the size, layout and use of the school the admission number for the school results in too many pupils in particular year groups to organise single age classes;
- The Authority receives a high number of applications within the transition round for school(s) in a particular area;
- the Authority receives a high number of applications outside the transition round for school(s) in a particular area;
- The school has previously admitted additional pupils without the permission of the local Authority;
- There is high demand at schools providing bilingual/Welsh medium education;
- There is high demand at schools providing faith based education;
- It becomes necessary to create a class containing Foundation Phase (Y2) and KS2 (Y3) pupils;

In these cases schools may face budget problems if they cannot reduce class sizes to 30 pupils by the following academic year. Schools may have to employ additional staff to meet infant class size regulations or levels desired by Welsh Government at primary stage. This policy aims to address these issues and support schools with the allocation of additional funding to support additional staff where applicable.

Prior to any application for additional funding, schools must ensure they have considered the exceptions granted by the Welsh Government for consideration against class sizes as these may prevent the need for any additional funding. An extract of the regulations is detailed below:

Source: The Education Wales Regulations 1998

Permitted Exceptions - Infants: (4 to 7 year olds)

- A. Children whose statements of Additional Learning Need (ALN) specify that they should be educated at the school concerned, and who are admitted to the school outside a normal admission round.
 - B. Looked after children who are admitted to schools outside the normal admission round.
 - C. Children initially refused admission to a school, but subsequently offered a place outside a normal admission round by direction of an admission appeal panel, or because the person responsible for making the original decision recognises that an error was made in implementing the school's admission arrangements.
 - D. Children who cannot gain a place at any other suitable school within a reasonable distance of their home because they move into the area outside a normal admission round.
 - E. Children for whom education at a school which is Welsh speaking is desired where the school concerned is the only such school within a reasonable distance of their home (this also applies to pupils who are admitted outside the normal admission round).
 - F. Children admitted outside the normal admissions round for whom education at a school of a particular religious character is desired.
 - G. Children who are admitted to the school within an age group in which pupils are normally admitted (i.e. reception class only – **NOT** year 1 or 2) and after the first day of the relevant school year, where the school has not yet reached its admission number, but has already organised its classes, and the admission of the child would mean that the school would have to take relevant measures.
 - H. Children who are registered pupils at special schools, but who receive part of their education at a mainstream school.
 - I. Children with ALN who are normally educated in a special unit (resource provision) in a mainstream school, but who receive part of their lesson in a non-special class.
- Children in categories A-G above will only be treated as excepted pupils during the first academic school year in which they are admitted to the school.
 - Children in categories H and I are treated as excepted pupils only when they are in a junior class at the mainstream school or outside the resource provision (as the case may be)

Permitted Exceptions – Juniors: (7 to 11 year olds)

- A. Children whose statements of ALN specify that they should be educated at the school concerned, and who are admitted to the school outside a normal admission round.
- B. Children initially refused admission to a school, but subsequently offered a place outside a normal admission round by direction of an admission appeal panel, or because the person responsible for making the original decision recognises that an error was made in implementing the school's admission arrangements.
- C. Children who cannot gain a place at any other suitable school within a reasonable distance of their home because they move into an area outside a normal admission round.

- D. Children who are admitted to a school after the end of the normal admissions round where the admission number relevant to a child's particular year group has not previously been reached.
- E. Children for whom an education at a school which is Welsh speaking or of a particular religious denomination is desired, where the school concerned is the only such school within a reasonable distance of their home (this also applies to pupils who are admitted outside the normal admission round).
- F. Children who are registered pupils at special schools, but who receive part of their education at a mainstream school.
- G. Children with additional learning needs who are normally educated in a special unit (resource provision) in a mainstream school, but who receive part of their lessons in a non-special class.
- H. Looked after children who are admitted to schools outside a normal admissions round.

Application process

Funding will be time limited to 1 academic year and schools must submit a business case by May 31st of each financial year to have their class sizes reconsidered for the following academic year. This is to ensure that any changes in circumstances have been considered in order to make the best use of the funding available to schools.

A lump sum allocation will be awarded if the business case is approved. Schools must ensure they use this funding in line with the proposals detailed in their submission. Funding will only be awarded once the commitment to the plan has been validated by the Planning and Resources Team.

The funding will always be awarded at the start of the academic year for cases that are deemed to have met all the criteria set out in this policy. Schools will be notified if their application is successful by 30th June of each financial year. Schools will not be penalised if they commit to additional staff and then the pupil places do not materialise in September provided they have followed the process outlined in this policy.

Any pupils admitted outside of the normal admissions process (i.e. after 1st September) will not attract funding and will not be subject to the class size regulations during that academic year. Schools would however be required to make arrangements for reducing class sizes ready for the new academic year and will be permitted to submit a business case for that new academic year if they are unable to meet the regulations at that point.

Funding

The school will be awarded funding that equates to an average teacher on M4 £33,000. The amount of pupil led funding already received within the funding formula for the number of pupils over the 30 threshold will however be deducted from the funding awarded to prevent duplicate funding being received by the school. The school will also only receive the equivalent level of funding for the fte they need to recruit regardless of the level at which they recruit at (i.e. if they need a 0.5fte teacher and recruit at an M2 then they will be awarded an M4 0.5fte at £16,500 and will retain the saving, likewise if they recruit at a level higher than an M4 they will be required to fund the difference). All schools are entitled to apply to this scheme regardless of their current level of balances. The scheme aims to avoid schools being penalised financially as a result of forced admissions and the requirement to meet class size regulations.

Funding Illustration:

Class Size of 33 pupils at KS1 so 2 classes needed

Funding received through funding formula: $3 \times £1,812 = £5,436$

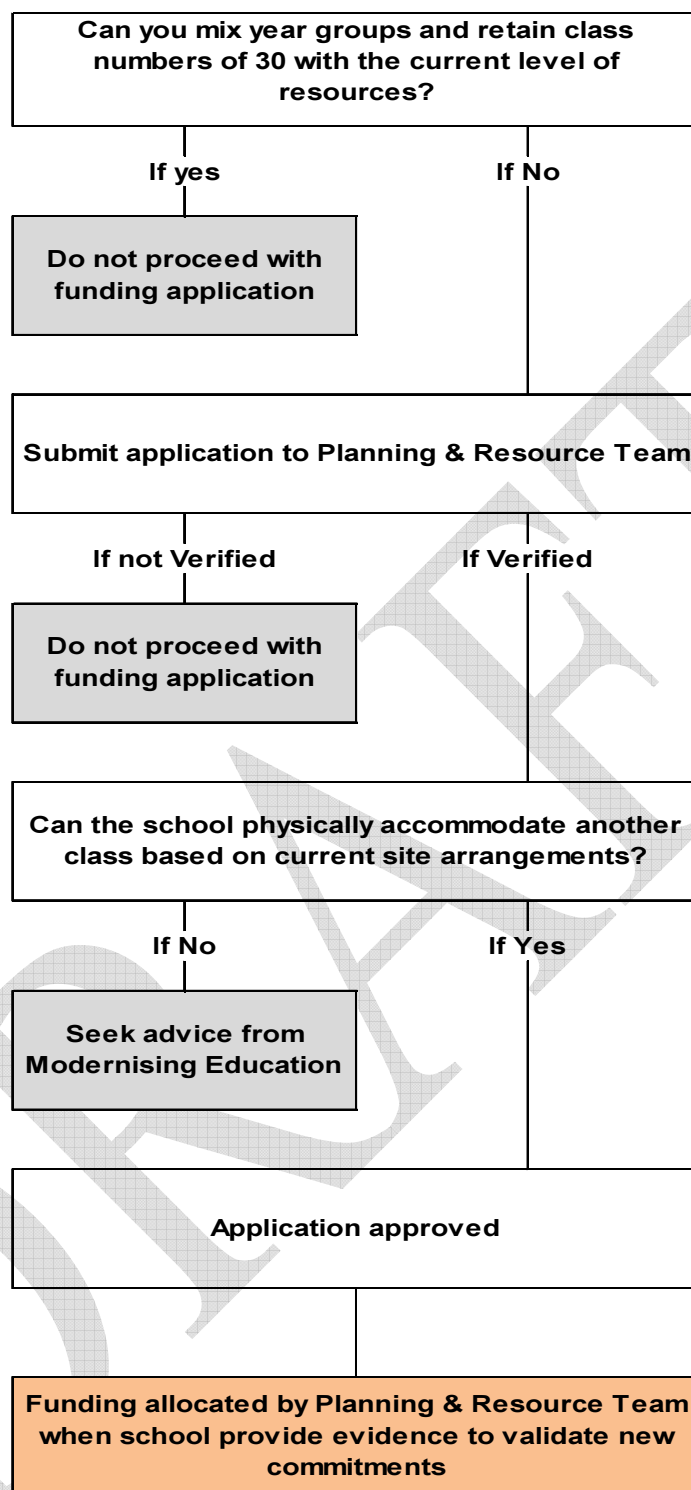
Funding awarded by Class Size Policy: $£33,000 \times 0.83576 = £27,564$

This funding will not form part the school funding regime but instead will be part of a mandatory central scheme held on behalf of schools with funding being awarded in line with the process detailed below.

In order to qualify for funding, schools must submit a business case as per the attached pro-forma that demonstrates why/how they qualify for additional funding. The business case must be submitted in line with the process set out in *flowchart 1*.

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Flowchart: Funding Application Process



Pro-forma - Funding Application

SCHOOL	HEAD TEACHER	DATE OF SUBMISSION

APPLICATION FOR ADDITIONAL FUNDING

Items to consider in your application:

- *Current number of pupils in each year group:*
- *Projected number of pupils for the start of the new academic year:*
- *Current class organisation, including teachers and support staff, Class 1, Class 2 etc.*
- *Provisional class organisation for the start of the new academic year, including teachers and support staff*
- *Any other information that you feel may support your application*

<u>VERIFICATION</u>	<u>SIGNED</u>	<u>DATE</u>
Verified by Education & School Improvement		
Validated by Planning & Resource Team		
Funding Awarded		

By virtue of paragraph(s) 14 of Part 4 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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Why has the Formula been reviewed?

It is twenty two years since the introduction of Local Management in Schools (LMS) which saw the process of delegating decision-making to Headteachers and Governing Bodies. During that time Denbighshire has not seen a fundamental review of the way in which its schools are funded. Denbighshire's funding formula is now out of date and is not fit for purpose in comparison to the way in which our schools now work. It is increasingly complex to administer and its educational rationale has been eroded over time, with the funding methodology no longer being representative of a 21st century school.

Is the review intended as a means of saving money?

The purpose of the review is solely to look at the fair and equitable distribution of resources across schools in line with where real expenditure is being incurred. It is not a means of generating savings it is simply about allocating funding based on need.

What if we don't agree with the proposals?

If don't schools don't agree with any aspects of the proposed formula they must submit their feedback through the consultation process providing a robust business justification of why the proposal is not suitable.

Will there be opportunity for further review post April 2013?

It is intended that the new Formula becomes a live document and is reviewed annually (albeit not a detailed review) to ensure we are proactive in making changes as and when they occur. This will remove the need for a detailed and fundamental review again in the future and will ensure our methodology stays current.

Are the funding allocations specified in the consultation document the actual allocations that we will receive in April 2013-14?

These allocations are the indicative allocations based on the data used to inform the April 2012 budget set. This has been done to allow schools to compare what we said they would get under the old formula, against what they would get based on the same data under the new formula. The April 2013 data will not be available until October so will inform the preparation of the 2012-13 indicative allocations ready for release in January.

What will happen if my school loses funding as a result of the changes?

All schools regardless of whether they are a winner or loser in the new formula need to consider the

detailed changes arising from the review as it could change the outcomes of future decisions made by the Governing Body. Those schools that are losing funding will need to work with their School Finance Manager and the Planning & Resource Team to review their financial position and set out a new 3 year plan. Specific consultation sessions have been earmarked for each school to attend to discuss their individual budget implications.

Will there be transitional funding to support any reductions?

Each individual school will be considered in isolation and appropriate transitional funding protection agreed based on their individual circumstances. We will not be providing generic protection for schools as this is not deemed an effective use of funding for as some schools will not need the protection even if they are seen to losing funding compared to the old formula.

For further information, guidance or support please contact Carly Wilson, Planning & Resources Manager
carly.wilson@denbighshire.gov.uk

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Report To: Performance Scrutiny Committee

Date of Meeting: 18th October 2012

Lead Member / Officer: Cll David Smith / Paul Mead

Report Author: Paul Mead

Title: Update of Planning Compliance

1. What is the report about?

The report sets out to explain the way the statutory function of Planning Compliance (Planning Enforcement) is undertaken by the Council. It will explain the work of the Planning Compliance team in dealing with potential breaches of planning control and also their role within the wider Regeneration Enforcement Group. The report will highlight current higher level priorities for the team and explain how some of the lower level work can be dealt with.

2. What is the reason for making this report?

To provide information to Committee on the role of the Planning Compliance team and to address any concerns Members may have in relation to on-going performance, priorities and resources.

3. What are the Recommendations?

That Committee notes and comments on the contents of the report and suggests possible future improvements.

4. Report details.

Background

The Town and Country Planning system in Wales regulates the use and development of all land and buildings. Local Planning Authorities may need to consider taking enforcement action against unauthorised development or any breach of a planning condition imposed as part of a planning permission.

Although in itself it is not a criminal offence to carry out an unauthorised development or make a change in land use, powers are available to Local Planning Authorities to bring unauthorised development under planning control. Failure to comply with enforcement action is an offence.

Under Part VII of the Town and Country Planning Act 1990, Local Planning Authorities have a range of enforcement powers to address breaches of planning control. These powers are discretionary.

Attached as **Appendix 1** is a Welsh Government quick guide leaflet which explains what Planning Enforcement is.

Current DCC Planning Compliance Function

In Denbighshire, Planning Enforcement is dealt with by the Development Control and Compliance team based in Caledfryn, Denbigh. The team sits within the Planning and Public Protection Service.

The team is managed by the Development Control and Compliance Manager and currently has 2no. full time Officers handling the case load for the whole County. A third Officer is currently on a sabbatical to Australia and has confirmed that he will not be returning to his post.

The team handle around 500 planning related complaints per year.

Attached as **Appendix 2** is the draft Denbighshire Planning Compliance Policy and Procedure document which sets out how the team deal with complaints. This document needs to be further reviewed and formally adopted.

Since 2011 the Planning Compliance team have been part of a Service wide Regeneration Enforcement Group. The purpose of this group was to bring together all relevant regulatory teams within the Service with the aim of regenerating “eyesore” sites through the use of various enforcement powers. The Planning Compliance team plays a key role in this group using various legislative powers to deal with untidy and derelict sites and buildings.

The group have created a scoring matrix to highlight priority problem sites. These sites often require a holistic approach in order to secure environmental and community enhancements. This approach uses planning enforcement and other enforcement powers to greater effect targeting difficult sites and land owners in a project based way resulting in a more sustainable longer term outcome. Sometimes simply serving enforcement notices to try to tidy up a vacant or problem site does not address the longer term issue of finding viable and suitable uses.

By working in this way the Planning Compliance team have had to try to prioritise work. This has been done by separating the high level planning breaches and regeneration/eyesore projects from the lower level, day to day planning breaches that are minor in nature.

Officers are aware that for an individual making a planning related complaint their complaint will be a priority. However, a good proportion of the planning related complaints received relate to relatively minor potential breaches. These can be minor changes of use or neighbour disputes that may not warrant formal action. In dealing with such breaches Officers often become mediators. Whilst this can be a valuable resource for members of the Community it may not be the best use of a professional Officers time. Tackling the eyesore sites, using professional, legal judgement and serving appropriate notices on offenders would realise wider benefits to the community in the longer term.

As part of a Service wide restructure under way Officers are looking at more efficient ways of managing the higher level planning compliance work, including eyesore sites, and the lower level cases. It is thought more appropriate to direct specialist planning compliance Officers to deal with higher level work on identified problem sites, monitoring legal agreements and ensuring planning conditions are complied with. Disputes over fence heights between neighbours, fly posting or other minor planning breaches could be more readily handled by Officers in other Public Protection or Community Safety teams.

These operational issues will be moved forward as part of the restructure process, however, Officers are confident that this more focussed approach will create more effective outcomes for all concerned in the community by using existing staff resources more efficiently. The Project Proposal document relating to the on-going restructure of the Compliance function is attached as **Appendix 3** for information.

Performance

Historically the accepted performance measure for dealing with planning complaints has been the speed that the complaint has been dealt with. The accepted all Wales target has been to deal with a complaint within 12 weeks from it being registered. Denbighshire continues to measure this performance and for last year (2011/12) it dealt with around 60% of its complaints within the specified 12 week period.

However, this indicator tends to overlook much of the more strategic work which the team are part of in addressing longer term problem sites and buildings.

It is suggested that more focussed indicators can be created around the monitoring of s.106 legal agreements, tackling problem sites and buildings, including eyesore sites, and dealing with planning compliance cases flagged up by Town and Community Council's.

Attached as **Appendix 4** for the information of Committee is a list of Planning Compliance issues categorised as high and low level. As part of the on-going re-structure process discussions will progress with relevant colleagues in Public Protection and Community Safety teams over their role in tackling some of the lower level issues.

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

The report is not seeking any formal decision. The re-focussed approach to Planning Compliance in conjunction with other regulatory powers will contribute to the regeneration aims of the Council. The work of the Planning Compliance team will also contribute to the Corporate Plan aim of achieving clean and tidy streets.

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

There should be no financial or other implications on services.

7. What consultations have been carried out?

No consultations have been carried out on this paper, although the Planning and Public Protection phase 1 restructure has been out to consultation with staff and unions.

8. Chief Finance Officer Statement

N/A

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

There are risks associated with failing to provide a co-ordinated and robust Planning Compliance function. Officers do not feel this is the case at this point. The suggestions made in this report for a more focussed approach to all regulatory functions will serve to improve the performance in this area.

10. Power to make the Decision

The power to take appropriate Planning Enforcement action is contained within Part VII of the Town and Country Planning Act 1990.



The Planning Series: 7 - Enforcement

Quick Guide

May 2011

What is enforcement

The town and country planning system in Wales regulates the use and development of all land and buildings.

Local Planning Authorities may need to consider taking enforcement action against unauthorised development or a breach of any conditions imposed as part of a planning permission.

Although in itself it is not a criminal offence to carry out an unauthorised development or make a change in land use, powers are available to Local Planning Authorities to bring unauthorised development under planning control. Failure to comply with a court order, or enforcement action taken under it, may be an offence.

When can enforcement action take place?

Under Part VII of the *Town and Country Planning Act 1990*, Local Planning Authorities have a range of enforcement powers to address breaches of planning control.

These powers are discretionary. When deciding on whether to take enforcement action, Local Planning Authorities are required to consider each case individually and whether the breaches could be resolved without taking such action.

According to *Planning Policy Wales*, the document that sets out the land use policies of the Welsh Government:

3.8.1 An effective development management process requires local planning authorities to be prepared to take **enforcement action** in appropriate circumstances. The decisive issue for the authority is whether the breach of planning control would unacceptably affect public amenity or the existing use of land and buildings meriting protection in the public interest.

3.8.2 Enforcement action taken by an authority to prevent or remedy breaches of planning control needs to be effective and timely. This means that local planning authorities should look at all means available to them to achieve the desired result. In all cases there should be dialogue with the owner or occupier of land and in some cases mediation may also be an agreed way forward. In many cases this dialogue could result in an accommodation which means that enforcement action is unnecessary. Such early dialogue or mediation would avoid enforcement action coming as a surprise to the owner or occupier.

Local Planning Authorities should also consider the gravity of the breach when deciding on the course of action (if any) it considers appropriate to resolve the problem.

Is the issue of a Completion Notice a type of enforcement?

Local Planning Authorities have the power to issue Completion Notices to encourage developers to complete development for which planning permission has been obtained. The penalty for failure to comply with a valid notice – within the specified period of twelve months, or more – is that planning permission will be deemed to have expired.

However issuing a Completion Notice is not a form of enforcement action. Issuing such a notice does not guarantee the completion of uncompleted or unfinished development; enforcement action will still be required to deal with development for which planning permission has expired because a Completion Notice has not been complied with.

Are there time limits for enforcement action?

Local Planning Authorities must take action within specified time limits.

For most types of 'operational' development, plus the change of use of a building to a single dwelling house, the time limit is **four years** after the development is completed. For any other breach of planning control the time limit is **ten years** after completion.

The Welsh Government announced in December 2009² that it would be carrying out research to establish whether or not the four year and ten year time limits should be changed.

Can the Welsh Government take enforcement action?

Local Planning Authorities are responsible for the enforcement of planning control. However if it appears to the Welsh Ministers that in any particular case an enforcement notice should be issued, it may issue such a notice, but not without first consulting the relevant Local Planning Authority. An enforcement notice issued by the Welsh Ministers has the same effect as a notice issued by the Local Planning Authority.

Is there a right of appeal against enforcement action?

There is a right of appeal against an **Enforcement Notice**, but not against a Breach of Condition Notice or a Stop Notice. An appeal against a notice may be made to the Welsh Government during the 28 day period before it comes into effect. The grounds for appeal include that planning permission ought to be granted for the activities cited in the enforcement notice or that the implied breach of planning control has not taken place.

The Planning Inspectorate, which is agency of the Welsh Government, handles appeals against Enforcement Notices.³

² *Planning Enforcement System Review, Conclusions of the Welsh Assembly Government*, December 2009

³ Further details are contained in **Quick guide: Appeals**

Denbighshire County Council

Planning Services

Planning Compliance policy and procedure

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Introduction

- 1.1 The Planning Compliance Section investigates breaches of planning control (this is where development does not have planning permission or does not meet planning conditions) and aims to resolve the breach. The purpose of this document is to give you information on what we do and how we are managed.
- 1.2 When we investigate planning compliance complaints, we will decide whether or not there is or has been a breach of planning control, and what action to take. This document provides information on our various enforcement powers, but is not a statement of law and does not describe every type of breach of planning control or enforcement action. There is more guidance on planning enforcement in the documents referred to in the appendix.

Making an planning compliance complaint

- 1.3 If you want to make a complaint to us about a breach of planning control, or you have any questions about our planning compliance policy, you should contact the Planning Compliance Section, Planning Services, Caledfryn, Smithfield Road, Denbigh LL16 3RJ. The offices are open from 9am to 5pm Monday to Thursday, and from 9am to 4.45pm on Fridays.
- 1.4 We do not normally investigate verbal or anonymous complaints. You should make your complaint in writing to the above address, or by e-mail to planning@denbighshire.gov.uk, providing details of your name and address.
- 1.5 If you want to discuss an enforcement complaint informally, you can contact a Compliance Officer (phone 01824 706727). If you would like to discuss an existing complaint, you may contact the Compliance Officer who is dealing with the matter, although you may rest assured that the officer will update you when the case has been resolved. If you feel you need to contact the Planning Compliance Section Manager, you may contact the Development Control Manager on 01824 706727 or by e-mail at planning@denbighshire.gov.uk

Making a complaint about planning services

- 1.6 We have a separate complaints procedure if you wish to make a complaint about the quality of any of our services, or about the behaviour of a member of staff of any department. Such matters are investigated by the Corporate Complaints Officer, who may be contacted by telephone (01824 706101), by e-mail (complaints@denbighshire.gov.uk), or by letter addressed to the Corporate Complaints Officer, County Hall, Wynnstay Road, Ruthin, Denbighshire LL15 1YN.

Making a complaint to the Ombudsman

- 1.7 You can also make a complaint to the Public Services Ombudsman, who will investigate if we have failed to do something we should have done. The

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Ombudsman can examine how we make decisions. This type of complaint could include cases where we have acted incorrectly, or failed to react to an enforcement complaint, or have acted unfairly or caused an unfair delay. You can get a copy of the Ombudsman's complaint form from:

- this office;
- the Public Services Ombudsman For Wales, 1 Ffordd yr Hen Gae, Pencoed, CF35 5LJ (phone 01656 641150, fax 01656 641199); or
- the Public Services Ombudsman For Wales website at www.ombudsman-wales.org.

Planning Compliance aims

2.1 Our aims are to:

- deliver an effective enforcement service that responds to the needs of our customers, maintain an up-to-date enforcement policy and set clear standards;
- make sure that our planning policies and decisions are followed;
- work in line with clear and well-publicised enforcement processes, procedures and standards;
- promote awareness of the planning enforcement system and the related planning laws;
- promote joint working with other related council services;
- protect the interests of public amenity from significant harm; and
- monitor, review and improve the enforcement service.

Organisation and management

- 3.1 We are responsible for all aspects of planning enforcement within the County of Denbighshire.
- 3.2 We have a scheme of delegation, which authorises the Head of Planning Services to carry out various planning functions, including planning enforcement. However, our planning functions which do not fall under the scheme of delegation are reported to our Planning Committee.
- 3.3 The Planning Compliance Section is part of the Development Control Service within Planning Services and is based in the Council Offices, Caledfryn, Smithfield Road, Denbigh LL16 3RJ.
- 3.4 The Planning Compliance Section informs Councillors about new enforcement complaints, new enforcement notices, appeals, prosecutions and decisions of the courts.

Service objectives

We will try to:

- record and acknowledge all written complaints of a breach of planning control within five working days of receiving them;
- investigate reports of alleged breaches of planning control quickly;
- quickly decide whether enforcement action is needed, and advise the complainant what action will be taken;

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- resolve complaints about breaches of planning control as quickly as practicable (enforcement complaints are considered to be resolved when one of the outcomes defined in the national performance standards is achieved – see section 5.1 below);
- justify decisions to issue enforcement notices at appeal;
- prosecute offenders where it is in the public interest, proportionate (reasonable considering the circumstances) and there is a reasonable chance of a conviction;
- promote the service and act upon feedback from our customers when appropriate to do so;
- promote closer working relationships with the Building Control Service and other related council services; and
- monitor performance of the service and review performance targets.

Public information

3.6 Our performance is monitored nationally in relation to:

- the number of complaints received;
- the number of complaints resolved within 12 weeks;
- the number of enforcement notices issued;
- the number of injunctions applied for; and
- maintaining an up-to-date enforcement policy.

3.7 We keep a Statutory Register of Enforcement and Stop Notices, which may be inspected by members of the public. The Register contains information relating to all Enforcement Notices issued in relation to land within the County of Denbighshire. The Register is held at the offices of the Planning Services, Caledfryn, Smithfield Road, Denbigh LL16 3RJ

3.8 Under the Freedom of Information Act 2000, members of the public and other organisations have a right to look at and make copies of information we hold. However, members of the public cannot see certain types of information, as set out in the Act, and a number of these exemptions apply to Planning Compliance investigations. The exemptions include information held for the purpose of criminal investigations and proceedings, information likely to affect regulatory enforcement or civil proceedings, personal information and information provided in confidence. Requests to see information under the Freedom of Information Act must be made in writing.

Dealing with complaints and investigating breaches of planning control

4.1 This section describes how we deal with and investigate complaints.

Complaints investigated

4.2 We do not have the resources to check that all new development has planning permission and meets planning conditions; we target our resources in order to monitor specific developments and have developed a database of certain types of development. Section 6 (Other enforcement investigations) contains more information on the enforcement investigations that we carry out.

4.3 However, we do investigate all complaints about breaches of planning control made in writing, or by e-mail with the name and address of the person making

the complaint. Complaints from members of the public only made verbally, or anonymously, will be assessed and a decision taken on further investigation. This will depend upon whether the circumstances warrant an investigation, such as a complaint of damage being caused to a Listed Building, or a tree covered by a Tree Protection Order. The circumstances under which the complaint is made and the relationship between the complainant and the contravenor, may also be a deciding factor.

- 4.4 Making a complaint in writing is preferred due to the fact that we will have a reliable record of the date and nature of the complaint.
- 4.5 The name and address of the person making the complaint are important and allow us to inform the complainant on the progress we are making in resolving the matter. Sometimes, we may need to contact the complainant to obtain further information. We will treat the names and addresses of complainants as confidential information and will not pass such detail to anyone else, unless complaints become part of court proceedings and their identity may have to be revealed by law.

Prioritising complaints

- 4.6 We will record all the complaints we receive in writing and pass them to a Compliance Officer. As part of the initial vetting process, enforcement complaints are given a high, medium or low priority, depending on how serious the matter is. We will prioritise complaints in line with the following categories.

High – matters that need an urgent, immediate or exceptional investigation or action, such as a development that is likely to result in:

- irreversible harm to a building or area of national importance;
- irreversible harm to a protected building or area of local importance, or protected trees; or
- other very serious harm to amenity (including harm to residential areas, road safety and nature conservation).

Medium – other matters that could result in significant harm to amenity (including harm to residential areas, road safety and nature conservation).

Low – other complaints and investigations about matters that are unlikely to result in any significant harm to amenity. For example, complaints about non-planning matters, such as boundary or land-ownership disputes.

Registering and acknowledging complaints

- 4.7 Details of complaints are recorded on enforcement files and on our computerised database. All recorded complaints are given a complaint reference number.
- 4.8 We aim to acknowledge all written complaints within five working days of receipt. The acknowledgement letter gives the name and contact details of the Compliance Officer dealing with the complaint, together with the complaint reference number. The letter also states that at the conclusion of an investigation we will advise the person who made the complaint on the outcome.

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Non-planning complaints

- 4.9 If we receive a complaint which is not essentially a breach of planning control, but about another Council service, we will forward the complaint letter to the relevant department. We will advise the complainant accordingly.

Other information we will need

- 4.10 In many cases, we need to check relevant planning history as part of the investigation into a complaint. We may also ask the person who made the complaint for more information.
- 4.11 Other Council departments and other organisations may hold information relevant to the investigation of an enforcement complaint. We keep a list of contact details within other Council departments and other organisations, and will carry out appropriate consultations to obtain relevant information.
- 4.12 When necessary, we will use our powers to serve a legal notice on a person to gather information about how the land is used, or to get information about who has an interest in the land. If we suspect a breach of planning control, we may serve a Planning Contravention Notice on a person who:
- is the owner or occupier of the land;
 - has any other interest in it;
 - is carrying out work on the land; or
 - is using it for any purpose.

We also have the power to serve other types of legal notices to get information.

Initial assessment

- 4.13 Following initial investigations into a complaint, we will assess whether there has been a breach of planning control, whether further investigations are needed and whether any enforcement powers should be used. We may need to carry out further investigations to obtain information, including consultations, site visits or by formally writing to people with an interest in the land. We will reassess the initial priority given to the complaint.
- 4.14 We will tell the person who made the complaint the outcome of initial investigations and how we will resolve the matter.

Site visits

- 4.15 A Compliance Officer will normally have to carry out site visits to find out:
- whether there is, or has been a breach of planning control;
 - whether we should use any enforcement powers; and
 - how these powers should be used.
- 4.16 During a site visit, an Enforcement Officer may need to record information. This may include taking measurements of land and buildings, levels and photographs. A Compliance Officer may also need to carry out discussions with the owner or occupier of the land, or other people on the site.

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- 4.17 Individual Compliance Officers have the right to enter land without a warrant for enforcement purposes. Depending on circumstances, a Compliance Officer may contact the owner or occupier of land to arrange a site visit, but in some cases the site visit will not be arranged beforehand. On arriving at a site, a Compliance Officer will contact an appropriate person on the site (if available) to explain the purpose of the site visit. A Compliance Officer will be able to produce identification and explain that they are entitled to enter the site.
- 4.18 We will consider prosecuting any person who wilfully prevents a Compliance Officer from entering any site. We may also apply to a Justice of the Peace for a warrant to enter land and when appropriate, we will ask the police to accompany our Officers.
- 4.19 A Compliance Officer will carry out site visits in line with our staff safety policies and procedures. We will record site visits, including the expected time of return, and report any delays. We will record and report any violent behaviour towards a Compliance Officer, together with potentially dangerous sites.

Resolving complaints and taking enforcement action

- 5.1 Under national performance standards, we will consider enforcement complaints to be resolved when we achieve one of the following possible outcomes:
- We have decided that planning control has not been breached.
 - The breach of planning control has stopped.
 - An application for planning permission has been made in relation to the breach of planning control.
 - We have decided not to take formal enforcement action.
 - We have served an appropriate notice.
 - Court proceedings have started.

Each of these circumstances is explained below.

No breach of planning control

- 5.2 In some cases, enforcement investigations may show that there is, or has been, no breach of planning control. In these circumstances, we will advise the person who made the complaint and close the file.

Breach of planning control

- 5.3 If planning control has been breached, we will contact the person or persons responsible with a view to resolving the matter. Where possible, we will formally write to the person or persons responsible to advise them what action we may take.

If a planning condition has been broken

- 5.4 A breach of planning control includes failing to meet any condition under which planning permission has been granted. We investigate complaints that a condition has been broken in the same way as complaints relating to other breaches of planning control. However, when appropriate, we may serve a Breach of Condition Notice to secure compliance with any planning condition.

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We may take this action instead of, or as well as, issuing an Enforcement Notice.

Planning control is no longer being breached

- 5.5 In some cases, the person or people responsible may cease breaching planning control and this will resolve the complaint.

Planning application for development already carried out

- 5.6 Any person is entitled to apply for planning permission for development already carried out to make sure they do not breach planning control.
- 5.7 We will publicise applications for planning permission in line with our publicity policy. We will advise the person making the complaint that they are entitled to inspect the planning application documents and comment upon them, but that any comments made during the planning application process will be available for public inspection.

Taking enforcement action

- 5.8 If the person or persons responsible for the breach of planning control elect not to submit a planning application, we will consider issuing an Enforcement Notice to prevent or reduce any harm to public amenity caused by the unauthorised development. By taking enforcement action, we want to put right the effects of the breach of planning control, and not to punish the person or persons responsible for the breach. We will not issue enforcement notices simply because there is no valid planning permission and no significant planning objection to the breach of planning control. We will also not issue an enforcement notice against a minor or technical breach of planning control, which causes no significant harm to public amenity.
- 5.9 When considering whether to take enforcement action against unauthorised householder-type development, we will consider what level of development would be allowed under 'permitted development' rights. The 'permitted development' rights for householder-type development are defined in the Town and Country Planning (General Permitted Development) Order 1995 (as amended).

Solving the problem by moving the development

- 5.10 We do not have to identify, or provide, alternative sites for any unauthorised development. In some cases, we may be able to suggest and encourage alternative sites for any unauthorised development. In these cases, we will assess the reasonable period needed to move the development. We will take account of this period needed in any formal action or notice.

Enforcement action against unacceptable development

- 5.11 Where unauthorised development is unacceptable and there is no reasonable chance of the development being moved to a suitable site, we will normally tell the person or persons responsible that we are not prepared to allow the development to continue. We will consider a reasonable time period for the

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development to stop, depending upon the particular circumstances and reflect this in the action we will take.

- 5.12 We will consider taking formal enforcement action in cases where unauthorised development is causing unacceptable harm to public amenity and there is little or no chance of the matter being resolved through negotiations, or voluntarily. We may need to take action quickly to prevent a situation where planning control has been breached from becoming worse and more difficult to address. When deciding whether to issue an enforcement notice, we will have to consider the Unitary Development Plan and other planning considerations.

Urgent action

- 5.13 In some cases, we will take immediate action against unacceptable unauthorised development and we will consider serving a Stop Notice or a Temporary Stop Notice to stop the development. We may also apply to the courts for an injunction, particularly in urgent and exceptional cases.

Prosecutions

- 5.14 The Head of the Planning Services has the authority to instruct prosecutions for all planning offences, taking into account legal advice on:

- whether the prosecution would be in the public interest (taking account of how serious the offence is, any unusual circumstances and any human rights issues involved);
- whether taking criminal proceedings would be in proportion to the alleged offence; and
- whether there is a reasonable chance of securing a conviction.

- 5.15 We will normally have considered public interest before we serve a formal notice, and a prosecution will usually follow where planning control is still not followed. There may be circumstances where prosecution would not serve the public interest (for example, if a developer had followed the conditions of a notice and progress is continuing). A defendant's personal circumstances must not prevent them from following the conditions of a notice, but may in exceptional circumstances be taken into account in deciding whether to postpone prosecution for a limited period.

- 5.16 Once court proceedings have been started, we will not normally withdraw the action. We will normally apply for costs from the offender in relation to planning prosecutions.

Direct action

- 5.17 If compliance with an Enforcement Notice has not been achieved within the period allowed (and in some other circumstances), we have the power to carry out the work (or ask contractors to do so) and reclaim the cost from the owner of the land. This procedure may be appropriate in cases, such as where prosecution has failed to, or would be unlikely to secure compliance with an Enforcement Notice.

Other planning compliance investigations

Advertisements

- 6.1 It is an offence to display certain advertisements without first getting our consent and we may prosecute the person or people responsible. We will normally contact the person or persons responsible and ask them to remove the advertisement. If they do not remove the advertisement within the period allowed, we may commence prosecution proceedings. It is not normal practice to withdraw a prosecution once it has started.

Listed buildings and conservation areas

- 6.2 It is an offence to carry out any unauthorised demolition work to a listed building, or carry out any alteration or extension work, which affects the character of a listed building. It is also an offence to demolish certain types of buildings in conservation areas without first getting the appropriate consent. If unauthorised work is carried out, we will normally contact the person or persons responsible and give them the opportunity to put things right, but in some cases immediate action (including possible injunction proceedings) will be appropriate without giving notice.

Condition of land affecting the area

- 6.3 If we consider that the condition of land (including buildings) has a negative effect on the surrounding area, we will consider serving a Notice (Section 215 Notice) requiring work to be carried out to remedy the situation. For example we would consider this type of action in cases where a building is in disrepair, or land is untidy. It is an offence to fail to follow the requirements of a Section 215 Notice, and we may prosecute the person or persons responsible. We could also consider carrying out the work that needs to be done and then reclaiming the associated costs from the owner of the land.

Section 106 planning obligations

- 6.4 Section 106 planning obligations may restrict the development or use of land in a specific way, or may require the owner of the land to pay the Council an amount of money. A planning obligation can be enforced through an injunction. If a requirement in a planning obligation to carry out any work on the land is broken, we have the power to carry out the work and to reclaim the cost from the person or persons involved.

Building Control

- 6.5 Our planning and building control functions are separate systems of regulatory control and are responsible for regulating different aspects of building work and development. The Planning Compliance Section encourages a close working relationship with Building Control Services.

Other investigations

- 6.6 We have access to the database holding details on all applications for planning permission and we are advised of new development by Building Control Services at the point when they are requested to inspect the early stages of any

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building works. However, we do not have the resources to check all new work to make sure it complies with all aspects of planning control.

- 6.7 We target our resources and operate a proactive monitoring system to ensure compliance with conditions attached to planning permission and Section 106 planning obligations.
- 6.8 We will also investigate specific developments and our investigations are likely to be focused towards specific types of development and developments relating to sensitive buildings and places.

Contacting the person who made the complaint

- 7.1 We will contact the person who made the complaint at the following stages of the investigation process, when appropriate.
 - We will acknowledge that we have received written complaints about a breach of planning control. We will give the person who made the complaint a reference number and the name and contact details of the Compliance Officer dealing with the matter.
 - If appropriate, we will ask for more information to help our investigation.
 - The outcome of the initial investigation to decide whether or not there is a breach of planning control. If there is no breach of planning control, we will advise the complainant.
 - If there is no breach of planning control, but the complaint relates to other Council services, we will inform the person who made the complaint that we have forwarded it to the relevant Council department.
 - If planning control is no longer being breached, we will advise the person who made the complaint that the matter has been resolved.
 - If we receive an application for planning permission for a development that has already been completed, we will publicise the planning application in line with our publicity policy. We will contact the person who made the complaint, if they have not already been contacted as part of this process.
 - If we decide to take enforcement action to deal with someone who has breached planning control. We will inform the person who made the complaint about any expected action and the outcome of the action.
 - If we start court proceedings, we will advise the person who made the complaint on the outcome of the court proceedings.
- 7.2 We will close an enforcement complaint file once we have resolved the complaint and informed the complainant.

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Appendix

Further guidance on planning enforcement can be found within the following documents:

- Enforcement Concordat: Good Practice Guide for England and Wales, DTI Small Business Service, June 2003. (www.dti.gov.uk)
- Enforcement of Planning Control, Welsh Assembly Government, Planning Guidance (Wales), Technical Advice Note 9, October 1997. (www.wales.gov.uk)
- Enforcing Planning Control - Legislative Provisions and Procedural Requirements, Welsh Office Circular 24/97. (www.wales.gov.uk)
- Enforcement of Planning Control, Royal Town Planning Institute - Practice Advice Note 6. (www.rtpi.org.uk)
- Enforcement Appeals Procedures, Welsh Assembly Government Circular 08/2003. (www.wales.gov.uk)
- Making Your Enforcement Appeal, The Planning Inspectorate, June 2003. (www.planning-inspectorate.gov.uk)
- Model Planning Enforcement Standards for Wales, Planning Officers Society – Wales, February 2005. (www.planningofficers.org.uk)
- Planning Policy Wales, Welsh Assembly Government, March 2002. (www.wales.gov.uk)
- Planning and Compensation Act - Implementation of Main Enforcement provisions, Welsh Office Circular 21/91. (www.wales.gov.uk)
- The Use of Planning Conditions in Planning Permissions, Welsh Office Circular 35/95. (www.wales.gov.uk)
- Town and Country Planning Act 1990 Section 215: Best Practice Guidance, Office of the Deputy Prime Minister, January 2005. (www.odpm.gov.uk)

PROJECT PROPOSAL

Planning, Regeneration & Regulatory Services



The Project Proposal is the first document developed to introduce a project. It should expand the initial concept or idea to broadly define the scope of the proposed project (objectives, outcomes and outputs), and provide an estimate of the resourcing time and costs associated with progressing the initiative.

Project / Activity Name:	Planning Compliance Restructure		
Head of Service:	Graham H Boase	Service Area:	Development Control and Compliance
Form Completed by:	Paul Mead	Date:	Aug 12
Project Sponsor:	Graham Boase	Project team: <i>If relevant</i>	Paul Mead Wayne Williams Jill Emerson Michael G Hughes Jayne Evans Gwen Butler Judith Williams
Project Manager:	Paul Mead		

PROJECT TYPE

Please categorise your project type. Mark one box only.

This PID is for a work programme or block allocation (ie a collection of smaller works managed coherently together eg maintenance schemes, grant schemes, highway maintenance, etc)	
The project scored 0 to 4 and is categorised as SMALL	
The project scored between 5 and 10 and is categorised as MEDIUM	x
The project scored over 10 and is categorised as LARGE	

Please complete the scoring matrix below to evidence your categorisation. This **is not** required if you have categorised the activity as a work programme or block allocation.

Criteria:	Score 0	Score 1	Score 2	
What is the total cost of the project?	Up to £50K OR Up to £150K (construction)	£50K to £150K OR £150K to £1mill (construction)	Over £150K OR Over £1 million (construction)	0
How long will it take to develop and implement the project?	Up to 3 months	3 to 12 months	Over 12 months	1
Which stakeholders are involved?	Mainly internal	Internal & external	Stakeholder opposition	1
Has Denbighshire done this sort of project before?	Many times	Once or twice	Never	1
What is the reputational risk to Denbighshire if we make significant mistakes in project delivery or the project fails?	Low	Medium	High	2
What is the financial risk to Denbighshire if we make significant mistakes in project delivery or the project fails?	Low	Medium	High	1
Total Score:				6

PROJECT PROPOSAL

Planning, Regeneration & Regulatory Services



PROJECT PROPOSAL

Planning, Regeneration & Regulatory Services

BACKGROUND INFORMATION

This section should provide a brief description of the project/activity you propose to undertake and the reason it is required. You should assume that the reader has no background knowledge.

(See separate Business Case document for general background)

- There is a wider service restructure proposal which has different options for the future of the Planning Compliance function, outside of the DC Team.
- This project seeks to examine the current workload of the planning compliance team and to explore how best to deal with this workload. This could involve the transfer of some or all of the function out of the DC team with the aim to distinguish between high priority, technical planning compliance functions and the lower priority, reactive work.

Planning compliance forms part of the statutory function of a Local Planning Authority. The role involves the investigation of possible breaches of planning control including the failure to comply with legal agreements and planning conditions and the progression of any appropriate action to remedy such breaches.

The scope of this project is as follows:-

- To identify current service demands on the planning compliance Officers
- To identify admin and support needs for planning compliance
- To create a detailed list of complaint types identifying high and low level compliance cases.
- To create more formalised links between planning compliance and legal services.
- To create clear working arrangements between planning compliance, regeneration, public protection and community safety teams.
- To create an up to date planning compliance policy.
- To set realistic performance measures.
- To create up to date standard letters, notices and related documents.

PROJECT PROPOSAL

Planning, Regeneration & Regulatory Services

OUT OF SCOPE

If this Project Proposal is approved please detail any elements (e.g. activities, functions, services, geographic areas) which will be specifically excluded from the project. Note that in-scope activity should have been defined in the Background Information section above.

Not known at this stage.

OUTPUT

An output is what is physically created by the project e.g. a new or refurbished building, a policy or strategy document, a re-structured organisation or service, an event, a new software system installed, etc.

- Restructured planning compliance function
- Revised set of procedures, protocols, standard letters and notices.
- Revised PI's
- Reporting strategy

OUTCOME

An outcome is what happens, or what should happen, as a consequence of delivering the output e.g. improved educational attainment, safer working practices, cheaper or more efficient service delivery, etc.

- Fewer complaints
- Regeneration and better use of land and buildings for communities
- Recovery of monies owed to the Council through legal agreements
- Better quality developments
- Better monitoring of land uses and developments

INTER-DEPENDENCIES

Please provide further information if this project or activity will have dependencies with other projects, service reviews or council activities.

PROJECT PROPOSAL

Planning, Regeneration & Regulatory Services

The project will link to the wider service restructure and the development of a team communication and consultation strategy.

OVERARCHING AIMS - CORPORATE PRIORITIES / SERVICE OUTCOMES

This section should identify how the project / activity supports Denbighshire's corporate priorities and the services' key outcomes

The project will support the Council vision to provide a more customer focussed service closer to its community. It will also link directly to the service aim of regeneration and better use of land and buildings.

TIMESCALES

This section should outline the desired timescales for the activity. It should include all key milestones including when the project / activity is proposed to commence and when the project / activity will be complete (and the output detailed earlier achieved).

Date	Milestone
Sept 12	Meet with staff and Head of Service to scope project - done
Sept 12	Undertake audit of complaint types – done *Prepare Scrutiny Report*
Oct 12	Establish high/low level work areas and set out in a strategy document
Oct12	Meet with colleagues in Legal, Public Protection and Community Safety to discuss the above strategy document. Meet with staff to discuss staff resources and admin/support needs
Nov 12	Agree structure of team and split of work areas between teams
Jan 13	Launch restructured planning compliance function with relevant SLA's between departments
On-Going	Regular inter-team meetings, reporting and reviews.

COLLABORATION

Is this a collaboration project?	Yes		No	x
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CAPITAL COSTS

PROJECT PROPOSAL

Planning, Regeneration & Regulatory Services

The capital cost of a project is an important consideration in terms of whether or not it should proceed. Note that even some non-construction projects may have a requirement for capital costs. For example, fund the acquisition of new ICT hardware or undertaking alterations to a building. At this stage it is acceptable to present a cost range.

Estimated project capital cost or cost range	£0
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REVENUE COSTS

The revenue cost of a project is an important consideration in terms of whether or not it should proceed. Please indicate below the expected revenue impact of the project or activity.

What is the impact of this project in terms of the revenue requirement for:	increase	neutral	decrease	not known
staff costs (salaries and associated)?				X
energy costs (heating, lighting, ICT, etc)?		X		
other property related costs (rental, insurance, etc)?		X		
ongoing ICT costs (licences, etc)				X
mileage of Denbighshire fleet vehicles?				X
mileage for business travel by Denbighshire Employees using their personal vehicles?				X
OTHER (please enter)				
OVERALL REVENUE REQUIREMENT				X

If necessary, please use the box below to provide any further details in relation to the revenue funding information you have provided (e.g. any assumptions made, estimates of potential revenue savings, income that may be generated by the project to offset revenue expenditure, etc).

--

EQUALITIES IMPACT

The Council has a duty to ensure compliance with the Equalities Act (2010) which is intended to protect individuals from unfair treatment and promote a fair and more equal society. The following section is designed to assess the possible equalities impact of the proposed project or activity. If you require further guidance on or assistance with completing this section please contact Denbighshire's Corporate Equalities Officer: karen.beattie@denbighshire.gov.uk

What is the expected impact of this project/activity in terms of the following equality groups:	positive	neutral	negative	not known
• Age (younger and older people)		X		
• Disability (physical, vision, hearing impairments, learning difficulties, mental health)		X		
• Gender reassignment				X
• Marriage or civil partnership				X
• Race (including migrant workers, gypsy and travellers)				X
• Religion/Belief				X
• Sex including male, female, transgender)				X
• Sexual Orientation (lesbian, gay, bisexual,				X

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transgender))				
• Relationships between groups may require clarification				X
• Welsh Language and/or culture		X		

If you have indicated that the project or activity may have an impact on equalities (positive or negative) you may be required to complete an Equalities Impact Assessment (EqIA)

VERIFICATION:

Head of Service (or above): I certify that:

- The project will address a service need and deliver benefits
- The project makes a necessary contribution to the overall strategy of the organisation
- The estimated cost can be justified by the anticipated improvement in services

And that I have assigned the following individuals into the key project roles:

Head of Service:		Signature:	<i>Insert electronic signature</i>	Dated:	
Project Sponsor:		Signature:	<i>Insert electronic signature</i>	Dated:	
Project Manager:		Signature:	<i>Insert electronic signature</i>	Dated:	

Frequency of Reporting: <i>Producing the "Project Status Report"</i>	Monthly
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Please return to Eleri Williams in Business and Performance

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PLANNING COMPLIANCE WORKLOAD PRIORITIES

HIGH LEVEL WORK

The following sets out the list of Planning Compliance workload priorities:-

- Monitoring s.106 agreements
- Monitoring planning conditions
- Planning Committee authorised enforcement cases
- Work related to cases on the Regeneration Group League Table
- Unauthorised work to protected sites/buildings (i.e LB, TPO, Town Centre cases)
- Significant untidy land/building cases
- Unauthorised development (non-householder)
- Unauthorised changes of use (major)
- The pursuance of cases where a retrospective planning application has been refused

LOW LEVEL WORK

The following sets out the list of minor planning compliance work which could be dealt with outside of the team:-

- Minor untidy land cases
- Street advertising
- Fly posting
- Unauthorised minor development (householder)
- Unauthorised changes of use (minor)

The above lists are not exhaustive. The way cases are categorised may vary dependant on the nature of possible breaches.

Officers from Planning and other regulatory teams will work co-operatively and in accordance with a Service Level Agreement to ensure all work is dealt with appropriately and expediently.

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Report To:	Performance Scrutiny Committee
Date of Meeting:	18 October 2012
Lead Member / Officer:	Jackie Walley, Head of Customers and Education Support
Report Author:	Steven Goodrum, Corporate Complaints Officer
Title:	Performance standards revealed through the Complaints process

1 What is the report about?

To present analysis of the feedback received via Denbighshire County Council's customer feedback policy 'Your Voice' for Quarter 1 of 2012/13. The report will also highlight areas of work currently being undertaken to improve performance.

2 What is the reason for making this report?

To provide information regarding any performance issues identified by 'Your Voice', and to make recommendations to address these accordingly.

3 What are the Recommendations?

- 3.1 That the Committee notes the suggestions about improving council performance in terms of complaints handling.
- 3.2 Members to suggest any additional performance information they wish to be included in future reports.

4 Report details

Highlights

The Council's overall response times to complaints according to the 'Your Voice' timescales have improved significantly in Quarter 1, with 91% responded to within timescale. Although still short of the corporate target this is up from 64% in the previous.

The authority received 177 compliments during quarter 1 which was an increase of over 70% on the previous quarter. It was also the highest volume for over 12 months.

Complaint response times

Following the presentation at the Performance Scrutiny Meeting on 28 June 2012, greater emphasis has been placed on monitoring service response times to complaints. Services have been reminded how to use the corporate system for recording and updating complaints and

they have been provided with reports highlighting outstanding complaints.

Quarter 1 closed at the end of June 2012 so the impact of the recommendations from Committee was too late to measure. However, there has been a noticeable improvement in the overall performance of the council in responding to complaints within the 'Your Voice' timescales – up to 91% in Quarter 1 compared to only 64% in Quarter 4.

Despite falling below the corporate target, both Housing Services and Social Services have shown an improvement from previous quarters. With the additional measures proposed in this report it is anticipated that this upward trend will continue for these and all services.

Despite the overall number of recorded complaints received in Quarter 1 increasing by 18%, the volumes remain relatively low, averaging 30-40 complaints per month across the authority. Despite this only half of the service areas were able to respond to 100% of complaints within the relevant timescale.

Improving performance

As a council, we need to improve how we handle complaints. The aim is to respond to at least 95% of complaints within the stated timescales.

We need to demonstrate that we listen to our customers and change things for the better based on what they are telling us.

It is proposed that two generic standards be adopted across the authority:

- **Complaints are handled within timescale; and**
- **Service improvements are made as a result of customer feedback.**

Weekly Service reports

A weekly report will be circulated to officers responsible for co-ordinating responses to complaints in the services. This will list all of the complaints recorded during the week and any outstanding complaints from previous periods. Its aim is to provide them with information that will help their complaints to be more effectively managed, and to prevent timescales being missed.

Presentation at Middle Managers Conference

In order to raise the profile of 'Your Voice' and focus attention on enhancing the customer experience, a presentation will be given to all 'Middle Managers' on 17 October 2012.

Focus on the customer

In order to improve the confidence that our customers have in the authority we need to demonstrate that we listen and respond to feedback. It is intended that a 'pre-complaint' feedback element is introduced into 'Your Voice' to encourage dialogue and interaction with our customers.

Recognise good performance

'Your Voice' is currently referred to as the council's complaints policy. However, it also has a wider context and references Compliments under the banner of 'Feedback'. We want to encourage and recognise this aspect of the policy.

Compliments provide the council with examples of where it is delivering good service and getting things right. If analysed properly then compliments can be used to identify best practice that could be applied to other areas or services within the council.

5 How does the decision contribute to the Corporate Priorities?

An excellent Council, close to its community.

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

No cost – existing role of Corporate Complaints Officer.

7 What consultations have been carried out?

Report to Senior Leadership Team on 20 September 2012.

8 Chief Finance Officer Statement

Not applicable.

9 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.

10 Power to make the Decision

Not applicable.

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Appendix A – ‘Your Voice’ information

A1 Your Voice’ reporting periods

A1.1 The following periods are used for reporting data in regards ‘Your Voice’:

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

A2 Complaint response timescales

A2.1 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: **25** working days
Stage 3: **15** working days

A3 ‘Your Voice’ performance measures

A3.1 A traffic light system will be used to highlight performance in relation to response timescales to complaints. Performance is rated according to:

Red	less than 80% of complaints responded to within timescale
Orange	when more than 80% but less than 90% of complaints responded to within timescale
Yellow	when more than 90% but less than 95% of complaints responded to within timescale
Green	more than 95% of complaints responded to within timescale

A3.2 To assist with identifying whether a service area’s performance has changed from the previous period(s), the following key has been developed:

Symbol	Indication
▲	Improvement in performance
▼	Decline in performance
◀	No change in performance
–	No data for period for comparison

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Appendix B – ‘Your Voice’ Quarter 1 2012/13 data

B1 Overall complaint response times

Service Area	Quarter 4 (11/12)				Quarter 1 (12/13)			
	Recd	Within	%	Status	Recd	Within	%	Status
Social Services Adults	11	5	45%	▼ R	14	11	79%	▲ R
Social Services Children	12	4	33%	▼ R	18	17	94%	▲ Y
Social Services combined	26	10	38%	▼ R	32	28	88%	▲ O
Business Planning and Performance	0	0	n/a	–	0	0	n/a	–
Legal and Democratic Services	0	0	n/a	–	1	1	100%	– G
Customer Services	1	1	100%	▲ G	4	4	100%	◀ G
Environment	24	24	100%	◀ G	26	25	96%	◀ G
Finance and Assets	8	6	75%	▲ R	7	5	71%	▼ R
Housing Services	21	1	5%	▼ R	26	21	81%	▲ O
Regeneration	1	1	100%	◀ G	1	1	100%	◀ G
Planning and Public Protection	19	18	95%	▲ G	17	17	100%	▲ G
Highways and Infrastructure	11	8	73%	▼ R	24	23	96%	▲ G
Leisure, Libraries and Community Development	14	12	86%	▼ A	9	9	100%	▲ G
Modernising Education	0	0	n/a	–	0	0	n/a	–
School Improvement and Inclusion	0	0	n/a	–	1	1	100%	– G
Other	1	0	0%	– R	1	1	100%	– G
Total	126	81	64%	▼ R	149	136	91%	▲ Y

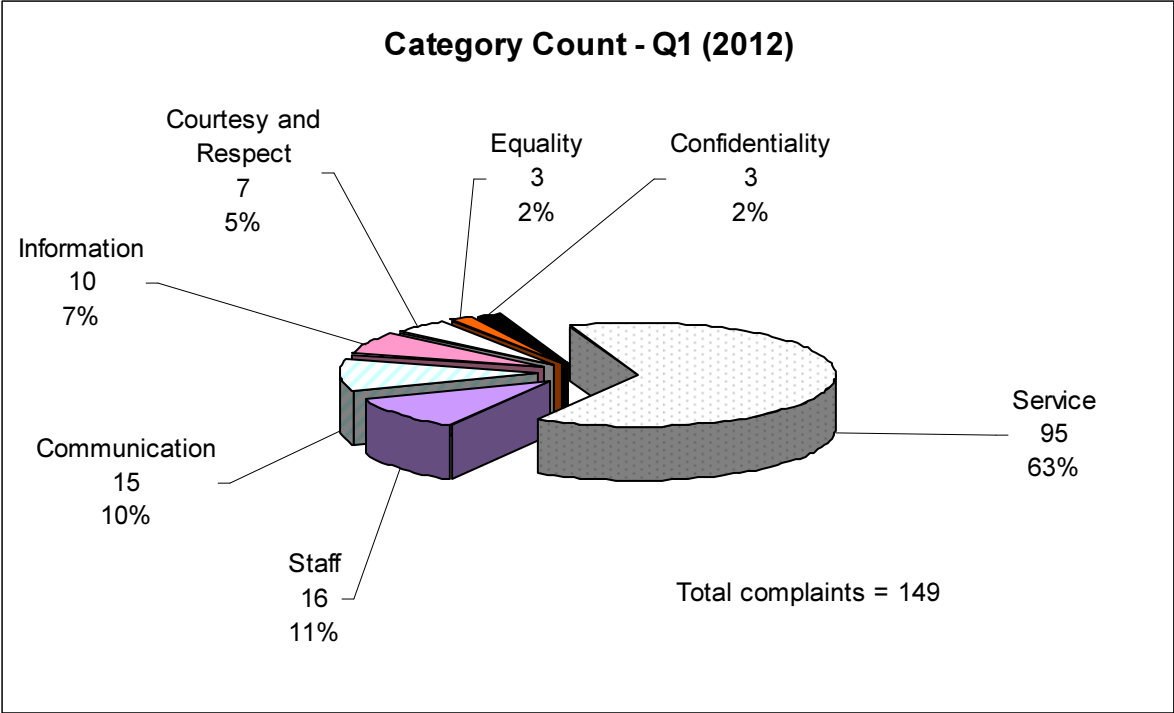
B2 Response times according to stage

	Count	Within	
Stage 1	137	125	91%
Stage 2	8	7	88%
Stage 3	3	3	100%
Ombudsman	1	1	100%
Total	149	136	91%

B3 Compliments received

Service Area	No	
Social Services Adults	68	38%
Social Services Children	10	6%
Social Services combined	78	44%
Business Planning and Performance	0	0%
Legal and Democratic Services	1	1%
Customer Services	2	1%
Environment	42	24%
Finance and Assets	0	0%
Housing Services	24	14%
Regeneration	1	1%
Planning and Public Protection	7	4%
Highways and Infrastructure	12	7%
Leisure, Libraries and Community Development	10	6%
Modernising Education	0	0%
School Improvement and Inclusion	0	0%
Total	177	

B4 Complaint categories



Report To:	Performance Scrutiny Committee
Date of Meeting:	18 October 2012
Lead Member / Officer:	Cllr Barbara Smith, Lead Member for Modernisation and Performance / Alan Smith, Head of Business Planning and Performance
Report Author:	Tony Ward, Corporate Improvement Team Manager
Title:	Denbighshire County Council Annual Performance Review 2011-12

1. What is the report about?

The council is required to publish an annual report of its performance by 31st October each year. This report is about the council's Annual Performance Report for 2011-12, which was discussed by Council on 9th October 2012.

2. What is the reason for making this report?

To provide information regarding the key areas of performance for the council, and to enable the Performance Scrutiny Committee to carry out its performance management function.

3. What are the Recommendations?

It is recommended that Members consider the attached report and identify any areas of performance that require further scrutiny and should therefore be planned into the Committee Forward Work Programme.

4. Report details.

The council's Corporate Plan 2009-12 set the strategic direction for the authority, and was agreed in July 2009. The council also published an annual Corporate Plan Delivery Document for 2011-12 to outline how it intended to contribute to the delivery of its Corporate Plan during that financial year. In addition, each council service produced a service plan for 2011-12 to describe how it intended to contribute to the delivery of agreed outcomes for the communities of Denbighshire. The annual performance report provides a retrospective evaluation of the council's success in delivering against these plans during 2011-12, and therefore of whether the council has successfully fulfilled its obligation to make arrangements to secure continuous improvement.

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

The Annual Performance Review includes a specific evaluation of our success in delivering our corporate priorities. It not only evaluates our performance in relation to the council's key indicators and performance measures, but it also shows how the corporate priorities have had an impact locally within the six areas of Denbighshire.

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

The only costs associated with this report are those related to printing the report to make it available in council reception areas, libraries, one stop shops, etc. This will be done in-house, with the costs being absorbed by Business Planning and Performance.

7. What consultations have been carried out and has an Equality Impact Assessment Screening been undertaken?

The Annual Performance Review 2011-12 has been developed by the Corporate Improvement Team, in consultation with other council services. The performance information contained within the document has been provided by services, and has been drawn from the Ffynnon performance management system. The draft document has been discussed by CET and circulated to SLT for comment. Consultation has also taken place with the Wales Audit Office, who provided initial feedback on whether the report was likely to enable the council to meet the statutory requirements of the Local Government (Wales) Measure 2009.

An Equality Impact Assessment has not been undertaken on this report, as it is a retrospective evaluation of performance, and therefore the decision to approve the report has no potential impact on people sharing protected characteristics.

8. Chief Finance Officer Statement

There are no significant financial implications arising from the report.

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

Failure to produce the Annual Review by the 31st October deadline would be likely to result in statutory recommendations from the Wales Audit Office, with significant implications for the reputation of the Council.

10. Power to make the Decision

The Corporate Plan and the Annual Performance Review are key elements of the Wales Programme for Improvement (2010), which is underpinned by the statutory requirements of the Local Government Act 1999 and Local Government (Wales) Measure 2009.

DENBIGHSHIRE COUNTY COUNCIL

Annual Performance Report

2011/12



This document is available on request in other languages and / or formats



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Page 110
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Introduction

Our Corporate Plan 2009-12 has now ended, and this document evaluates the progress made during 2011/12 and throughout the duration of the plan. In 2009, we published an ambitious Corporate Plan, which contained a number of goals for 2009-12, including that we would be a 'high performing council, close to its communities'. We also identified four main priorities for the council, as well an ambition to improve the way the council works.

I am pleased to say that we have made significant progress with all of these goals during the last three years and that overall we have been successful in delivering our Corporate Plan 2009-12.

I am particularly proud to say that we are now a high performing council, which shows that we are consistently delivering high quality services to our residents.

Back in 2009, we said that we would use a set of '2012 Indicators' to compare our performance with other councils in Wales and to assess whether we were high performing. We are now in the top quarter of councils in Wales for fifteen of the nineteen indicators. This is a significant achievement and a considerable improvement from our position in 2009. Last year, we also performed in the top quarter of councils in Wales for sixteen of the twenty-four National Strategic Indicators used by the Welsh Government to assess local authority performance across Wales. This was again more than any other council in Wales. I am therefore confident in saying that, not only are we

now a high performing council, but we are one of the highest performing councils in Wales.

Despite the clear progress we have made as a council during the past three years, we were not able to achieve all of the goals we set ourselves in our Corporate Plan 2009-12. This report will highlight those areas, and outline the reasons why we were unable to meet all of our ambitions. Our extensive consultation and engagement work has highlighted that some of these issues are still extremely important to our communities. These important issues are identified as priorities for the council in our new Corporate Plan 2012-17. Again, this report will indicate the areas of work we will continue as priorities in our new Corporate Plan.

The information supporting this Annual Performance Review is generated by applying our comprehensive Performance Management Framework. This framework enables us to assess where we are in terms of delivering our priorities. Details of our Performance Management Framework are included in Chapter 5.



Dr Mohammed Mehmet, Chief Executive

Our Finances

The council sets a revenue budget each year. This revenue budget covers the costs of the services the council provides, and is paid for by service users, Welsh Government Grants, Council Tax and Business Rate payers. For 2011/12, the revenue budget was £258m.

In 2010/11, in order to meet the reduced budget settlements forecast as part of the UK Government spending cuts to address the national debt, we began the process of identifying where we could make financial savings. The council set a four-year savings programme to deliver approximately £18m by the end of 2014/15. The initial saving target was to reduce the revenue budget by £6.3m in 2011/12. The target saving was delivered.

We made a pledge to meet the required savings whilst protecting frontline services, through a combination of reviewing management structures; developing new ways of working; and supporting early retirement and voluntary redundancy from council employees.

All services underwent a Service Challenge to identify areas for savings and to explain how we could achieve these while protecting frontline services. We used this information as the basis to develop a Medium Term Financial Plan, which sets out how the council will make these savings over the next four years.

As part of its revenue budget setting process for 2011/12 the Council allocated £1.5 million for investment in its priorities, allocated as follows:

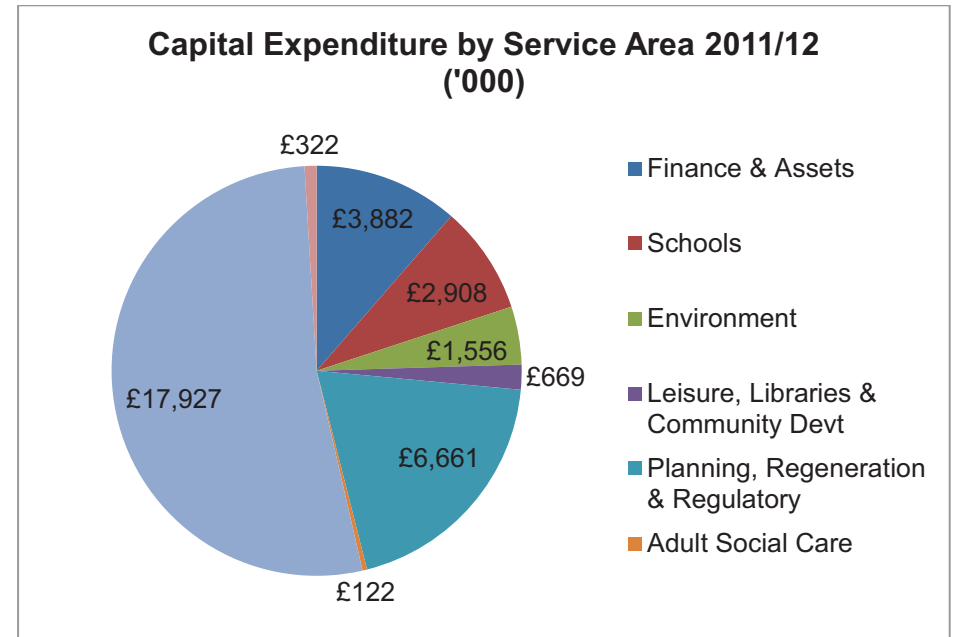
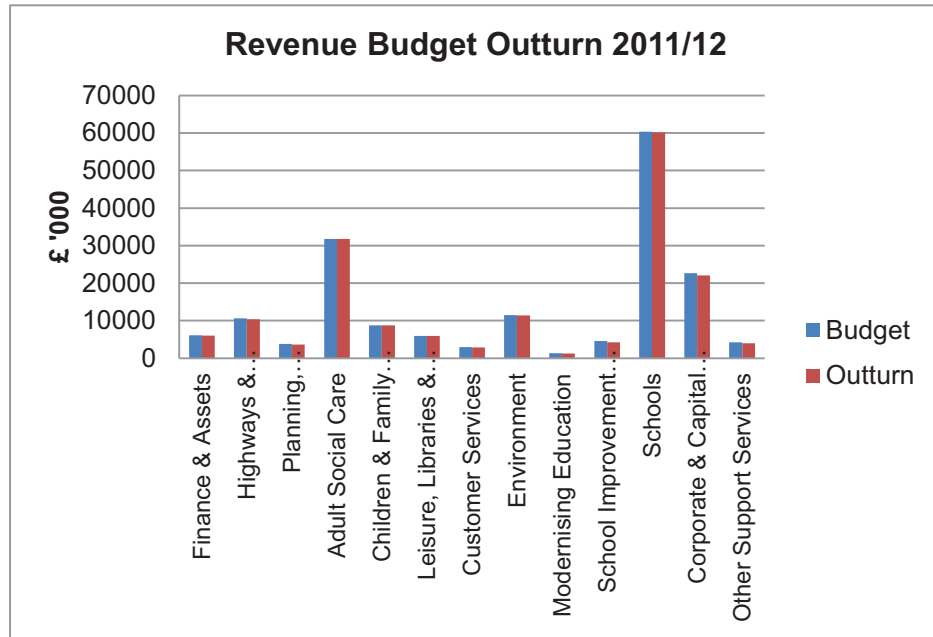
Priority Area	£
School Improvement & Modernising Education	£250k
Adults Social Care	£250k
Highways	£650k
Regeneration	£175k
Member Area Support & Town Plans	£175k
Total	£1,500k

In 2012/13 the amount allocated to these priorities was reduced to £1.0m.

By the end of the year, the council had spent £1.6m less than it budgeted for on services and corporate budgets, including making a budgeted contribution to balances of £300k.

	2012/13	2013/14	2014/15
Forecast Net Expenditure (£ '000)	180,480	183,070	185,432
Forecast Income (£ '000)	177,037	179,871	181,821
Savings Required (£ '000)	3,443	3,199	3,611
Savings Identified (£ '000)	-3,443	-2,700	-2,111
Further Savings Required (£ '000)	0	499	1,500

Our Finances



The final revenue position meant that it has been possible to make a net contribution to reserves and balances of £4.5m.

The council will have to take care and manage demands for services while the amount of money available to pay for them is reduced. Reductions in the amount the council spends each year will continue to be required, and some very tough decisions will have to be taken to ensure the council continues to operate within its means.

Capital investment in council assets amounted to over £40m in 2011/12, which included £6m spent on improvements to the council’s housing stock. The remaining £34m was invested in

other council services as illustrated below. The Highways and Infrastructure service achieved the greatest capital spend in the council, which is part of an on-going programme to improve and maintain the road network and other infrastructure. This is followed by significant investment in Regeneration projects and investment in maintaining schools and other council buildings.

High Performing Council, Close to its Communities

In the Corporate Plan 2009-12, the council made a pledge to become a ‘High Performing Council, Close to its Communities’. The council committed to measuring the successful delivery of this pledge in the following ways:

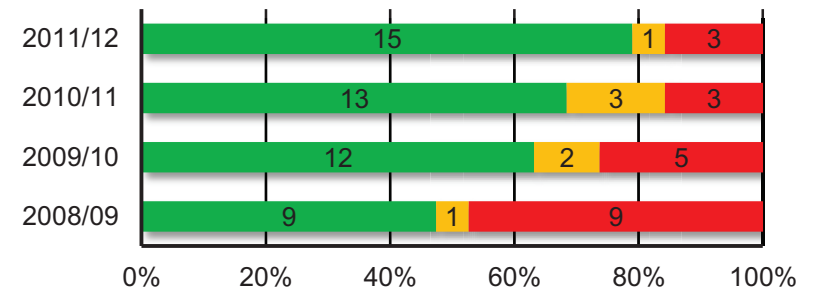
A HIGH PERFORMING COUNCIL

To measure the successful delivery of a ‘High Performing Council’ we chose a set of national indicators to help evaluate whether we were on track. These were identified as the ‘2012 Indicators’, and we used this set to compare performance against other local authorities in Wales.

The council had the ambition to perform within the top half of authorities in Wales for all of the 2012 Indicators by 2012. However, for those indicators where the council was already in the top half at the start of the Corporate Plan, the aim was to improve this position to be in the top quarter of authorities in Wales. Where the council was in the top quarter at the start of the Corporate Plan, the aim was to maintain that position. These targets were aspirational, and we made it clear that it may be possible to demonstrate becoming a ‘high performing council’ even if we did not manage to achieve all of these ambitious targets. As can be seen from the chart below, we managed to make significant progress with the 2012 Indicators during the period of the Corporate Plan, moving from being in the top quarter of councils in Wales for 9 of the 19 Indicators in 2008/09

to being in the top quarter for 15 Indicators in 2011/12. We believe that this shows that we have succeeded in becoming a high performing council during the period of this Corporate Plan. A detailed breakdown of performance against each of the 2012 indicators is included in Chapter 5.

2012 Indicators



	2008/09	2009/10	2010/11	2011/12
■ Upper Quartile	9	12	13	15
■ 2nd Quartile	1	2	3	1
■ Below Median	9	5	3	3

Despite the overall improvement shown by the 2012 Indicators, we were unable to achieve the ambition of being within the top half of councils in Wales for three of the 19 Indicators. It is important to understand the reasons why we were not able to meet our ambition for these three indicators, and a brief explanation follows on Page 5.

High Performing Council, Close to its Communities

The three '2012 Indicators' for which we were unable to achieve performance within the top half of councils in Wales for 2011/12 were:

EDU002i: The percentage of all pupils who leave compulsory education, training, or work-based learning without an approved external qualification

We have managed to reduce the percentage of pupils who left without an approved qualification from 1.8% in 2008/09 to 0.82% in 2011/12. Although this is a significant improvement, the current position remains relatively high in percentage terms and leaves us in the bottom quarter of councils in Wales. This indicator does also tend to fluctuate from year to year due to the aptitude and potential of individual cohorts. The greatest proportion of pupils who left without a qualification in 2011/12 were from the Rhyl area.

Further improvement in this area continues to be a priority for the council, and it therefore forms part of our Corporate Plan 2012-17 and our Education Service Plan.

SCA/019: The percentage of adult protection referrals completed where the risk has been managed

Although our performance for the risk management of adult protection referrals during 2011/12 has improved when compared to the baseline in 2008/09 (87.4% compared to 81.9%), we have

fallen into the bottom half of councils in Wales for this indicator following a decline on 2010/11 performance. However, it should be noted that the majority of councils in Wales have very similar performance in this area, with only a six per cent difference between the upper and lower quartile boundaries in Wales.

Again, further improvement in this area continues to be a priority for the council because this is an important indicator for the protection of vulnerable adults. This indicator therefore forms part of our Corporate Plan 2012-17 and our Adult & Business Service Plan.

SCC/033b: The percentage of former Looked After Children with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19

As always with this indicator, we are dealing with small numbers of people, and one or two people who are not known to be in suitable, non-emergency accommodation can make a big difference to the overall percentage. The cohort for 2011/12 contained fourteen people, and two of these were known to be serving custodial sentences. According to the definition of the indicator, custody does not qualify as suitable, non-emergency accommodation. Apart from the two people in custody, the remaining twelve were in suitable accommodation.

High Performing Council, Close to its Communities

CLOSE TO THE COMMUNITY

We identified two methods for measuring our success in bringing the council 'Close to the Community'. The first was by delivering the outcomes of our corporate priorities, which have been developed to address community needs. The second was by considering the results of our Residents' Survey.

Overall, we achieved a higher percentage of our outcome measure targets during 2011/12 (61%) when compared to 2010/11 (55%), although this is lower than the percentage achieved in 2009/10 (66%). Each year, we have tried to set targets that are challenging and require demonstrable improvement, and this means that we are unlikely to achieve all our targets in any one year. A detailed evaluation of our success in delivering the outcomes of our Corporate Priorities is included later in the report, but overall we are satisfied that we have made good progress in delivering improvements for our communities through our priorities.

The Resident's Survey, which was conducted for the first time in 2009 and then again in 2011, went out to a random selection of 6,000 households in Denbighshire. The results help us to plan our activity based on community needs and perceptions, and in turn allow the community to judge our performance. We identified two particular questions where we hoped to see improvements in the 2011 survey, because they would provide an indication that

we had become closer to the community. We are pleased to see that residents were more positive in their responses to both of those questions in the 2011 survey. The table below summarises the progress we have made with our 'Close to the Community' indicators.

Description	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
% of priority outcome measures on target	66	55	>66	61
% of residents ¹ responding positively to the statement: "My Council Acts on the Concerns of Residents"	46	n/a	>46	54
% of residents ¹ responding positively to the statement: "My Council Treats All People Fairly"	64	n/a	>64	68

During 2011/12, the council's Corporate Director for Learning and Communities has led on the development of a new programme of work to ensure that the council continues to become 'closer to the community'. We have implemented a number of initiatives during

¹ Excluding don't knows

High Performing Council, Close to its Communities

2011/12, which will help to ensure that the council understands, and responds to the needs of our communities. These initiatives are discussed in Improvement Objective 5, 'Improving the way the council works', and include:

- Our Town and Community Council Charter.
- A Devolution and Empowerment Project.
- Our Town Plans.
- Member Area Groups.

Town and Community Council Charter

The Charter represents a mutual agreement between the two tiers of local government. It sets out how we aim to work together to develop and promote local needs and aspirations for the benefit of local communities, whilst recognising our respective responsibilities as autonomous, democratically elected statutory bodies. This document builds on existing good practice and embraces the shared principles of openness, respect, and our common priority of putting residents at the centre of service delivery. The Charter is endorsed by 32 of the 37 Town and Community Councils and was ratified in November 2011.

Devolution and Empowerment Project

As part of the devolution and empowerment project, Llangollen Town Council decided that in the interests of the community, they would like to take on the freehold title of the Town Hall and the

successful transfer took place earlier this year. It allows the Town Council the opportunity to develop the property as a community asset. As a result, Llangollen Town Council has been able to secure both capital and revenue funding, for which the County Council was ineligible. This project supports our vision to devolve more responsibility and empower our communities and associated Town and Community Councils, which supports our overall aim of bringing the council closer to its communities.

Town Plans

The Town Plans will play a key role in revitalising local communities during the period of new Corporate Plan 2012-17. The council has actively engaged with local communities in the development of, and signing-up to the Town Plans, which are aimed at enabling local communities to take a more active role in the planning and delivery of activity in their local areas.

Member Area Groups

Our Member Area Groups (MAGs) were strengthened by an allocation of £50,000 to support projects designed for the benefit of the communities within each area. The MAGs have become an important tool for consulting with local members (for example, regarding the Highways Maintenance Programme), and also for raising local issues in need of scrutiny.

Improvement Objectives

The council's Improvement Objectives for 2011/12 reflected the four corporate priorities identified in the original Corporate Plan 2009-12. However, also contained within the original Corporate Plan were Improvement Themes, designed to address perceived weaknesses within the council and reflect a political will for organisational change. Our fifth Improvement Objective, 'Improving the way the council works', was developed to incorporate those Improvement Themes.

IMPROVEMENT OBJECTIVES FOR 2011/12

- Adapting services to address demographic changes.
- Reducing deprivation, and growing Denbighshire's economy sustainably, by strategically targeting resources.
- Modernising the education service to achieve a high level of performance across the county.
- Securing a sustainable road network and flood defences.
- Improving the way the council works.

This chapter of the report provides an evaluation of our success in delivering those Improvement Objectives. The structure of the Improvement Objectives, as defined in the council's Performance Management Framework, allows the evaluation of outcomes by indicators and performance measures to determine if the council was successful:

- **Indicators:** 'indicate' whether we have been successful in delivering an outcome. The council is often not in complete control of Indicators, but they are important as they tell us about the delivery of outcomes for our communities.
- **Performance Measures:** 'measure' the success of the council's efforts to support the delivery of outcomes for our communities.

Within this report, we have provided an overall assessment of each of the outcomes within our Corporate Plan. We have given each outcome a colour to reflect the progress made during the period of the Corporate Plan. The colours represent the following:

STATUS	PROGRESS EVALUATED AS...
GREEN	EXCELLENT
YELLOW	GOOD
ORANGE	ACCEPTABLE
RED	IMPROVEMENT REQUIRED

Demographic Change

Adapting service delivery to address demographic changes

The council identified the need to focus on two key challenges arising from population changes in Denbighshire. The first challenge was to provide opportunities for older and disabled people to lead healthy, active, and independent lives. The second challenge was to plan for the needs of those who become frail and dependent, and in need of care.

The council aimed to deliver three outcomes for our communities as part of the demographic change priority. This section of the report provides a balanced evaluation of our success.

Outcomes from our 'Demographic Change' Priority:

- Older people are able to live independently for longer.
- People with learning disabilities are able to live independently for longer.
- Community initiatives meet the needs of an increasing population of older and disabled people.

OUTCOME: OLDER PEOPLE ARE ABLE TO LIVE INDEPENDENTLY FOR LONGER

This outcome is about enabling older people to live safely and independently in their community, without the need for long-term care packages. To do this the focus was on services that promote independence (i.e. intermediate care). Revisions to this outcome in 2010/11 saw the removal of two redundant indicators, and they therefore do not form part of the overall evaluation of this outcome.

OVERALL EVALUATION	PROGRESS EVALUATED AS...
GREEN	EXCELLENT

The council can demonstrate excellent progress in promoting independence since the baseline year (2008/09). Our strategy to reduce dependency on care homes and help more people to live independently within their community appears to be having an impact. However, our focus on supporting independence has not ended, and we know that more work is needed in the coming years to continue this work. This is why this area will continue as a priority in our Corporate Plan 2012-17.

Demographic Change

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Progress
Council helped me to live independently (%)	62.9	70.8	Increase	Green
Council will help when I need social care support (%)	63.1	70.1	Increase	Green
Clients supported in the community (aged 65+) (%)	84.6	84.2	87	Yellow
The % of Extra Care flats occupied (%)	n/a	100	100	Green
People who no longer need a social care service (%)	n/a	69	55	Green
Clients supported in care homes (aged 65+) (rate)	26.0	22.7	25.75	Green

There has been a reduction in the number and rate of clients supported in care homes, an increase in the number of clients no longer in need of social care support, and continued support to those clients who do still need social care support within the community. Feedback from our Resident's Survey was positive, revealing an improved perception of social care and independent living support.

Despite the progress made since 2008/09, we did not meet all our targets for 2011/12. The percentage of carers of adult service users who were offered an assessment has increased from 70.5% in 2008/09 to 75.6% 2011/12, but fell short of our target of 85%.

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Progress
Additional Extra Care Flats (number)	0	139	139	Green
Older people receiving 'Telecare' (number)	387	425	400	Green
People receiving 'Reablement and Intake' (number)	n/a	2549	500	Green
Carers of adult offered an assessment (%)	70.5	75.6	85	Red
Clients with a care plan reviewed during the year (%)	65.0	80.5	85	Red
Clients with their needs and care plan reviewed (%)	n/a	85.6	90	Yellow

This remains an area for improvement, which we aim to rectify through an examination of processes and procedures in 2012/13. However, it should be noted that the percentage of carers who receive support following assessment continues to increase, with 97.5% of those assessed in 2011/12 receiving appropriate support. Another area where we were unable to meet our target last year was reviewing care plans. We reviewed 80.5% of our clients' care plans during the 2011/12, which is a substantial improvement from 65% in 2008/09, but below our target of 85%.

Demographic Change

OUTCOME: PEOPLE WITH LEARNING DISABILITIES ARE ABLE TO LIVE INDEPENDENTLY FOR LONGER

This outcome aims to enable people with learning disabilities to live safely and independently in their community. To do this the council aims to shift the balance from those requiring support in care homes, by offering the necessary support to those individuals who can benefit from independent living in their own home.

OVERALL EVALUATION	PROGRESS EVALUATED AS...
GREEN	EXCELLENT

The council can demonstrate excellent progress with helping people with learning disabilities live independently for longer. The council has been successful in shifting the balance by increasing the number and rate of people supported at home and reducing the number and rate of people living in care homes.

A key area of work has been the Intensive Supported Independent Living arrangements to build housing facilities for people with learning disabilities. Following a delayed start due to planning complications, the project was completed as per the revised schedule. In March 2012, the contract for support was awarded, and tenants moved into the accommodation in July 2012.

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Progress
The rate of adults (learning disability) supported in Care Homes	0.70	0.54	0.55	Green
The rate of adults (learning disability) supported to live at home	3.82	4.47	4.20	Green

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Progress
The number of adults (learning disability) supported in Care Homes	40	30	32	Green
The number of adults (learning disability) supported to live at home	217	250	240	Green

Demographic Change

OUTCOME: COMMUNITY INITIATIVES MEET THE NEEDS OF AN INCREASING POPULATION OF OLDER AND DISABLED PEOPLE

This outcome is about the council delivering community initiatives where the aim is to meet the needs of an increasing population of older and disabled people with the aim of improving the health and wellbeing.

OVERALL EVALUATION	PROGRESS EVALUATED AS...
YELLOW	GOOD

The council can demonstrate good progress with ensuring that community initiatives meet the need of an increasing population of older and disabled people.

The key indicators from the Resident's Survey present a positive picture of peoples' perception of social care support. However, the key indicator from the New Work Connections (NWC) project shows that we supported fewer people into education, employment, or training than we had hoped. The New Work Connections project works with those furthest removed from the labour market, and the support is often long term. Although we did not meet our target during 2011/12, the support provided is extremely valuable and any move into education, employment, or training represents a significant step forward for those individuals.

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Progress
Council helped me to live independently	62.9 (%)	70.3 (%)	Increase	Green
Council helped vulnerable people live independently	71.5 (%)	77.2 (%)	Increase	Green
Council will help me when I need social care support	63.1 (%)	70.1 (%)	Increase	Green
NWC: The number of people supported out of NEET ²	n/a	95	279	Red

The New Work Connections targets reflect the original proposals in the project. Discussions are underway with the Wales European Funding Office to re-profile the targets, which are likely to be significantly lower. However, we expect further improvements in terms of the number of people supported by the project during 2012-13 now that training services and a full staffing complement are in place.

The figures for disabled people participating in disability sport sessions show a decrease in 2011/12 as they represent swimming figures only. Unfortunately, there was no Disability Sport Officer in post from June 2011 until April 2012, which severely limited the variety of disability sport sessions.

² Not in Education, Employment, or Training

Demographic Change

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Progress
NWC: The number of people gaining qualifications	n/a	8	131	Red
NWC: The number of people helped into employment	n/a	25	37	Red
NWC: The number of people participating	n/a	536	350	Green
Number of people supported below 60% poverty lines	850	1138	1000	Green
Benefit and tax credit gains confirmed (£m)	7.0	8.2	7.0	Green
The total value of debts resolved (£m)	15.0	17.2	15.0	Green
Disabled people participate in disability sport sessions	8504	3012	8500	Red
Older people enrolled on the 'First Click' programme	215	823	400	Green
Older people participating in physical activity	n/a	130	200	Orange
People involved in the 'tele-buddies' scheme	20	62	40	Green

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Progress
% completion rate of National Exercise Referral Scheme	n/a	51	41	Green
% of adult protection referrals with risk managed	81.9	87.3	95	Red

The risk management of adult protection referrals has improved from the baseline; however, performance across Wales is improving at an accelerated rate, which is why we set a target of 95% to improve our relative position with other councils. Unfortunately, we were unable to achieve that target in 2011-12. This was one of our '2012 Indicators', and was discussed in more detail on page 5.

Regeneration

Reducing deprivation, and growing Denbighshire's economy sustainably, by strategically targeting resources

Our 'Regeneration' priority identified the need for the council to focus on the pockets of severe deprivation in Denbighshire. The council aimed to draw external funding to regenerate the areas of significant deprivation in the north of the county. In addition, the council aimed to coordinate a rural development plan to diversify rural economies and support rural communities.

This priority was comprised of three outcomes, designed to have a positive impact on the challenges faced by the council to improve the rural economy and draw in funding to regenerate the north of the county.

Outcomes from our 'Regenerating our Communities' Priority:

- Pockets of high socio-economic deprivation in the northern coastal strip, particularly those in Rhyl, will be tackled to allow them to catch up with other parts of Wales.
- We will support sustainable economic growth by: increasing the number and quality of job opportunities; improving opportunities for business growth and start-ups; and ensuring that housing of the required quality and quantity is available.
- The rate of decline in the rural economy will be reduced.

Regeneration

OUTCOME: POCKETS OF HIGH SOCIO-ECONOMIC DEPRIVATION IN THE NORTHERN COASTAL STRIP, PARTICULARLY THOSE IN RHYL, WILL BE TACKLED TO ALLOW THEM TO CATCH UP WITH OTHER PARTS OF WALES

This outcome aims to bridge the gap between the most deprived communities in Rhyl and the rest of Wales by focusing on three areas: economy, education, and environment.

OVERALL EVALUATION	PROGRESS EVALUATED AS...
ORANGE	ACCEPTABLE

The council is not yet able to demonstrate that it has successfully bridged the gap between the most deprived communities in Rhyl and the rest of Wales. However, according to the Welsh Index of Multiple Deprivation (WIMD), which uses key indicator data to assess levels of deprivation in Wales, there has been a relative improvement in the most deprived areas of Rhyl. In the 2008 WIMD, Rhyl had three Lower Super Output Areas (LSOAs) in the top five most deprived areas of Wales. In the 2011, WIMD, only one of these LSOAs (Rhyl West 2) remained in the top five most deprived in Wales.

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Progress
Satisfaction with local area as a place to live (Rhyl)	76.6	74.2	Increase	Red
% of residents (Rhyl) saying local area was better	69.3	65.6	Increase	Red
Average Capped Points Score in Rhyl	245	264	314	Red
Incidence of criminal damage in Rhyl	74.0	29.0	56.5	Green
Relative reduction JSA claimants in Rhyl LSOAs	3.86	3.98	3.30	Red

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Progress
People supported below 60% poverty lines by WRU	181	266	732	Red
HMO taken through licensing scheme	0.00	41.0	30.0	Green
% of year 11 pupils in Rhyl continuing in education	77.8	78.4	80.0	Orange

Regeneration

Despite the improvements shown by the WIMD, our Resident's Survey shows a worsening perception of Rhyl by those who reside there. However, the majority of planned activity in Rhyl has progressed well, and it is hoped that this will have a positive impact on the overall outcome as measured by the Indicators in future years. Reducing deprivation remains a key focus for the council; and it is clear that more work is required in order to tackle these issues. This is why the council has decided to include this within the 'Developing the Local Economy' Priority in our Corporate Plan 2012-17.

We had hoped to see a reduction in Jobseeker's Allowance (JSA) claimants in each LSOA in Rhyl and reduce the difference between the Rhyl LSOAs and the Denbighshire figure. However, the Rhyl area continues to have a significantly higher proportion of the population claiming JSA, and the gap was larger in March 2012 compared to the baseline in March 2009. Although there was an improvement in education attainment in Rhyl, the area remains significantly below the Denbighshire and Wales average. The one area where we did see a positive improvement was the significant reduction in criminal damage in Rhyl.

Although showing as Red, the figure for the number of people supported below the 60% poverty lines by the Welfare Rights Unit (WRU) does not tell the whole picture. The performance measure in this outcome only counts people supported by the WRU, but there has been a conscious shift towards collaborative working, meaning that Denbighshire's Citizens Advice Bureau, Rhyl Benefits Advice Shop, and the councils' Welfare Rights Team now take more of this

work on. The measure within our Outcome Agreement with the Welsh Government is the same measure, but it also includes the collaborative work. The collaborative measure in the Outcome Agreement indicates excellent performance for this area of work.

We were successful in taking more Houses in Multiple Occupation (HMOs) through the licensing scheme than anticipated during 2011/12, and we did see an increase in the proportion of pupils in Rhyl continuing in education after Year 11.

Regeneration

OUTCOME: WE WILL SUPPORT SUSTAINABLE ECONOMIC GROWTH BY INCREASING THE NUMBER AND QUALITY OF JOB OPPORTUNITIES, IMPROVING OPPORTUNITIES FOR BUSINESS GROWTH AND START-UPS, AND ENSURING THAT HOUSING OF THE REQUIRED QUALITY AND QUANTITY IS AVAILABLE

This outcome is all about what the council can do to support sustainable economic growth in a wider economic climate through targeted activity.

OVERALL EVALUATION	PROGRESS EVALUATED AS...
ORANGE	ACCEPTABLE

Based on progress achieved from the baseline year, the council is not yet able to demonstrate excellence in supporting sustainable economic growth, although this has been hampered by the general condition of the national economy.

The Denbighshire population is more economically active when compared to Wales, with the recent reduction in economic inactivity putting Denbighshire in better position than we were at the start of the Corporate Plan. The JSA claimant rate in Denbighshire has also fallen since a high in January 2012, however, the difference between Denbighshire and Wales remains unchanged at 0.20%.

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Progress
Ratio of average house prices to median earnings	6.81	5.11	6.84	Green
Relative reduction in economic inactivity	26.7	25.0	27.5	Green
Relative reduction in JSA Claimants in Denbighshire	0.00	0.20	0.21	Orange

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Progress
Supporting people below 60% poverty line	161	266	732	Red
Number of social enterprises assisted	2.00	10.0	18.0	Red
Number of businesses receiving council assistance	53.0	-	n/a	n/a

As noted earlier, the figure for the number of people supported below the 60% poverty line does not reflect the recent shift towards collaborative working. The measure within our Outcome Agreement with the Welsh Government, which includes the work now undertaken by Denbighshire's Citizens Advice Bureau, Rhyl Benefits

Regeneration

Advice Shop, and the councils' Welfare Rights Team, indicates excellent performance for this area of work.

The assistance for social enterprises is a collaborative effort with Irish partners, and the outputs from this project did not meet the original expectation.

OUTCOME: THE RATE OF DECLINE IN THE RURAL ECONOMY WILL BE REDUCED

This outcome focuses on what the council is doing to improve the condition of the rural economy through the delivery of specific improvement activity.

OVERALL EVALUATION	PROGRESS EVALUATED AS...
GREEN	EXCELLENT

Based on progress achieved from the baseline year, the council can demonstrate excellence in terms of its aim to reduce the decline in the rural economy. The successful completion of activity associated with the Rural Development Plan (RDP), Business Plan One, in early 2011/12 contributed significantly to the overall success of this outcome.

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Progress
Total number of micro enterprises receiving assistance	0.00	7.00	7.00	Green
The gross number of additional visitors	0.00	4518	3000	Green

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Progress
Gross number of jobs created in rural micro business	0.00	21.0	13.0	Green
Financial assistance to micro rural enterprises	0.00	34.0	29.0	Green
The number of village facilities improved	0.00	21.0	12.0	Green

Modernising Education

Modernising the education service to achieve a high level of performance across the county

The Modernising Education priority encompasses three work streams: improving standards in schools and promoting inclusion; modernising schools; and supporting services to schools. These three areas of work aimed to contribute to the council's overall ambition for Denbighshire to perform within the top 10 councils in Wales for key stage attainment.

This priority is comprised of one outcome, designed to have a positive impact on the challenges faced by the council to improve education standards in the county following an Estyn Inspection of Denbighshire County Council in 2007.

Outcome from our 'Modernising Education' Priority

- Denbighshire will be within the top 10 performing authorities in Wales for educational attainment.

OUTCOME: DENBIGHSHIRE WILL BE WITHIN THE TOP 10 PERFORMING AUTHORITIES IN WALES FOR EDUCATIONAL ATTAINMENT

This outcome focuses on what the council is doing to improve the condition of the rural economy through the delivery of specific improvement activity.

OVERALL EVALUATION	PROGRESS EVALUATED AS...
GREEN	EXCELLENT

Based on progress achieved since the baseline year, the council can demonstrate excellent performance, having successfully improved educational attainment across all indicators except attainment at Key Stage 1. In addition, the council is a top ten performing authority for all indicators except those at Key Stages 1 and 3. The improvements at Key Stages 2 and 4 are particularly significant as these stages reflect the ages when pupils leave primary and secondary education.

Modernising Education

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Progress
The average point score by pupils aged 15	326	450	440	Green
% achieving the level 2 threshold including English / Welsh & Maths	40.4	52.5	52.5	Green
% achieving the level 2 threshold or vocational equivalents	51.5	71.4	66.0	Green
% achieving Core Subject Indicator at Key Stage 1	80.4	79.8	83.5	Red
% achieving Core Subject Indicator at Key Stage 2	76.5	82.3	79.5	Green
% achieving Core Subject Indicator at Key Stage 3	59.4	65.5	66.5	Red
% achieving Core Subject Indicator at Key Stage 4	40.3	51.3	50.0	Green

The lower performance at Key Stage 1 reflects the exclusion of two large and successful primary schools from our overall results. Their exclusion was due to their participation in the foundation phase pilot. The inclusion of these two schools would have had a positive impact on the overall position.

Performance at Key Stage 3 has improved since the baseline in 2008-09, but significant improvements across Wales meant that we

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Progress
Satisfaction with primary education (5-11)	91.2	93.2	Increase	Green
Satisfaction with secondary education (11-16)	78.9	81.6	Increase	Green
Days lost fixed-term exclusions (<5) (rate '000 pupils)	126	53.2	Decrease	Green
Days lost fixed-term exclusions (>5) (rate '000 pupils)	3.50	0.90	Decrease	Green
% attendance by pupils in secondary & special schools	91.2	91.7	91.9	Orange

were unable to improve our relative position to be within the top ten councils. It should be noted that Denbighshire placed a significant focus on making improvements at Key Stages 2 and 4 during 2011-12, and this will have contributed to the larger relative improvement at these crucial stages.

All our improvement activities were completed, and this helped us to achieve our performance measure targets by increasing satisfaction with education, reducing exclusions from school, and increasing pupil attendance. All of these were essential to support the overall aim of improving academic achievement. Some of these activities will continue within our Education Service in order to maintain the improvements achieved.

Roads and Flood Defences

Securing a sustainable road network and flood defences

The road network in Denbighshire, including the infrastructure supporting this network, is one of the county's major assets. It is a complex and evolving asset that underpins almost all activity in the area. Historic underinvestment created a significant backlog of maintenance, which this priority sought to address. In addition, Denbighshire suffered from a number of flood events and the council has a key role to play in defending our communities.

This priority is comprised of two outcomes, designed to have a positive impact on the challenges faced by the council to improve the condition of our road network and protect vulnerable communities from the risk of severe flood events.

Outcomes from our 'Roads and Flood Defences' Priority

- Residents and visitors to Denbighshire have access to a safe and well managed road network.
- Properties have a reduced risk of flooding.

OUTCOME: RESIDENTS AND VISITORS TO DENBIGHSHIRE HAVE ACCESS TO A SAFE AND WELL-MANAGED ROAD NETWORK

This outcome reflected the council's ambition to provide residents and visitors with a safe and well-managed road network. The outcome included improvements in road safety and management as well as improving the overall quality of our road network.

OVERALL EVALUATION	PROGRESS EVALUATED AS...
ORANGE	ACCEPTABLE

Overall, the council is not yet able to demonstrate excellence in the condition of our road network. However, recent improvements in the condition of our roads since 2010/11 suggest that the council is making progress towards the achievement of this outcome due to the significant additional investments made over the past two years. It has taken some time for that investment to have an impact because Denbighshire started from a low base, where our roads were significantly worse than many other parts of Wales.

Roads and Flood Defences

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Progress
Satisfaction 'maintaining main roads in good condition'	63.8	60.8	Increase	Red
Satisfaction 'maintaining streets in good condition'	64.8	62.8	Increase	Red
Satisfaction 'maintaining footpaths in good condition'	68.1	63.9	Increase	Red
Category C (Street works) inspected within timescales	n/a	n/a	n/a	n/a
A, B & C roads that are in overall poor condition	8.48 (%)	11.2 (%)	n/a	n/a
% of PCN notices that relate to on street infringements	55.4	72.6	70.0	Green
Accidents involving Injury (per 100 km)	3.10	2.36	4.00	Green
Accidents involving Serious or Fatal Injury (per 100km)	0.67	0.47	0.65	Green

There have been recent improvements (from 2010/11 to 2011/12) in our road condition indicators for class B and class C roads, and a slower rate of deterioration than is the case in other authorities in Wales for our class A roads. This has been possible due to the additional investment in our road network because of being a corporate priority. It is unfortunate that the results of the Resident's Survey were slightly worse in 2011 than in 2009. However, the impact of the additional investment in our road network during

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Progress
Number of days taken to repair street lamp failures	2.04	1.20	1.00	Orange
Number of participants in cycle training (aged 9-11)	763	711	700	Green
The number of council subsidised participants in Pass Plus	112	97.0	110	Red
% of highway in red/yellow bands of SCRIM measure	7.31	9.07	1.16	Red
% of roads with an overall poor Road Condition Index	n/a	2.64	n/a	n/a
% take up of children's Traffic Club	31.0	31.0	35.0	Orange

2010/12 is only now becoming clear, and we expect a more positive response in our next Resident's Survey.

Our safety indicators show an excellent level of performance and an improving trend, although poor performance in relation to the SCRIM measure of skid resistance could represent a risk to the safety elements of the outcome.

The Road Condition Index is a significant innovation, and the collection of the first year's data during 2011/12 will help to provide the context to future year's targets. There is some variation across the county in relation to the percentage of roads in Group 1 (the

Roads and Flood Defences

poorest condition). The Dee Valley in particular has a higher percentage of roads in Group 1.

The ORANGE rating applied to the streetlamp repair measure is slightly misleading, as performance is outstanding compared to other authorities in Wales despite being slightly worse than our achievement in previous years.

The Pass Plus indicator reports a fall in numbers compared with previous years, however, a more sophisticated approach to benchmarking may give us a clearer understanding of whether this is genuinely RED performance or simply a variation with acceptable levels.

OUTCOME: PROPERTIES HAVE A REDUCED RISK OF FLOODING

This outcome entirely relates to the council's flood defence works, where we seek to protect an increased number of properties from the risk of frequent flood events.

OVERALL EVALUATION	PROGRESS EVALUATED AS...
YELLOW	GOOD

Based on progress achieved since the baseline year, the council can demonstrate good performance, having successfully delivered flood defence schemes in Llangollen and Denbigh. These schemes have reduced the flood risk for a significant number of properties in these areas.

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Progress
% of high risk properties with a lower flood risk	0.00	3.92	4.49	Red
Number of high risk properties with a lower flood risk	0.00	580	665	Red

Roads and Flood Defences

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Progress
The number of people accessing information via website	n/a	1372	1200	Green
The number of people engaged in public events	n/a	1587	1000	Green
The number of pupils participating in flood awareness	n/a	619	500	Green

Phase 3 in 2012/13. However, discussions are on-going and we remain positive about the potential for funding in 2013/14.

We were unable to deliver protection to the number of properties originally targeted during 2011/12 because the necessary Welsh Government funding was not available to deliver the Corwen Flood Defence Scheme. This meant that we were unable to meet the targets for the overall indicators, despite all our approved improvement activity progressing on track.

In February 2012, the council approved a bid for £100,000 to carry out initial design work for the Corwen scheme. Subsequently, the Welsh Government awarded a grant of £309,000 to enable the scheme to be progressed to the pre-construction stage, i.e. design completed and contract documents prepared. However, the Welsh Government then indicated that funding for the construction phase of the scheme would not be available during the financial year.

The West Rhyl flood defence scheme was planned in three stages, and match funding from Welsh Government has had to be applied for in each phase. Phases 1 and 2 have been completed, but the Welsh Government was unable to guarantee match funding for

Improving the way the Council works

Each year the Wales Audit Office (WAO) undertakes two assessments of the council. These reviews evaluate our performance as a council, and assess our prospects for further improvement.

There is a close relationship between our 'prospects for improvement' and the Improvement Objective: Improving the way the council works. The evidence from the WAO assessments provide useful context to our performance analysis.

In the latest Improvement Assessment letter of Denbighshire County Council, in September 2012, the Auditor General for Wales published the following conclusions, based on work carried out by the WAO and other relevant regulators:

1. I believe that the council is likely to comply with the requirement to make arrangements to secure continuous improvement during this financial year.
2. The council is making reasonable progress in both areas for improvement identified in my last Annual Improvement Report, which were:
 - a. The council should use its annual review of its governance arrangements to provide a more robust self-assessment of their effectiveness.
 - b. By September 2012, the council should establish in more detail how it will support the Rhyl Going Forward delivery plan.

3. The council's current arrangements for developing, using, and supporting technology are likely to support continuous improvement once the council further strengthens its ICT governance arrangements and successfully completes Phase 1 of its ICT strategy.

There were no new recommendations of proposals made in the letter from the Auditor General for Wales.

An internal analysis of progress looks to our Business Transformation Programme. This programme provided the management of this Improvement Objective, with the Programme Board providing the leadership to ensure transformation into a high performing council, which provides relevant and cost-effective services that meet the needs of its communities and residents.

Unlike our other Improvement Objectives, the detail for this did not feature in our Corporate Plan because its management was by a separate process, through the Business Transformation Programme Board.

Although the Business Transformation Programme was successful and ensured that many improvement projects were completed, a review of our corporate programmes resulted in a decision to terminate our existing programme boards in spring 2012, in order to establish new boards aligned to the 2012-2017 Corporate Plan.

Improving the way the Council works

The outcomes from 'Improving the way the council works':

- Customer Service Excellence: We will have a customer-focussed culture.
- Efficiencies: We will be a smaller organisation and have reduced our expenditure by at least £25 million by March 2015.
- Progress through People: We will have a well-motivated workforce that will consistently deliver high quality services.
- Capital Strategy & Assets: We will have a smaller property portfolio that will be appropriate for the services we deliver.
- Business Tools & Processes: Business tools and processes will be consistent and complied with across the organisation.
- Progress through Technology: Where appropriate, we will conduct our business electronically. Business mileage will reduce, and we will use less paper and require less storage space.
- Preparation for the 2012 Council: There will be an increased diversity of election candidates. Members will receive relevant and timely training and they will work electronically to reduce costs and improve efficiency.
- Constitution Review: Officers will have access to a user-friendly accessible reference, enabling lawful, efficient, and effective decision making.
- Information Management: The council will have robust governance in place for information management.

The Business Transformation Board delivered improvements across a range of areas in 2011/12. The review of assets; development of new working models; and a move to an outcome focused business planning process contributed to the councils' ability to deliver the savings required by the efficiency agenda in 2011/12. The improved performance of the council was demonstrated by national and local statistics, and was also reflected in the 2011 Resident's Survey which found that the percentage of those who were fairly satisfied or very satisfied with the way the council was performing had increased by 7%, from 44% (2009) to 51% (2011).

However, 21% fewer residents were satisfied with 'how to get involved in local decision making' in 2011 compared to 2009. In response to this, additional work was carried out in 2011/12 to promote the role and responsibilities of the Councillor in preparation for the 2012 local elections, and to increase the diversity of people standing in the elections. The success of this campaign was demonstrated by 540 people standing in the elections in 2012, which is a 7% increase from 2004, and a turnover of just below 50% of new County Councillors in 2012.

People also did not feel well informed about what the council spends its money on, with only 41% in 2011 being 'very' or 'fairly' satisfied compared to 51% in 2009. This has been addressed through the new Corporate Plan, which includes information about the additional money required to deliver our priorities.

Corporate Performance Summary

This section provides an insight of council performance in a useful thematic structure covering safeguarding, environment and transport, housing, education, and leisure and culture.

Performance analysis will source evidence from the National Performance Measurement Framework, Self-Assessment Reports, and recent Regulatory Inspection Reports.

To help provide an insight into public perception we perform a Resident's Survey. Our most recent Resident's Survey reflects this public perception during 2011 and highlights excellent public perception by a range of services within the council. There are high levels of satisfaction with Leisure (85%), Libraries (94%), waste collection (90%), recycling (90%), primary education (93%), secondary education (81%), children's social services (75%), and adult's social services (81%). Satisfaction had increased or stayed the same for all these services compared to 2009.

The Welsh Government uses the National Strategic Indicators (NSI) to assess the performance of local authorities at a national level. In 2011/12, Denbighshire performed in the top quarter of councils in Wales for 16 of the 24 Indicators (66.7%). This makes Denbighshire the highest performing council in Wales when judged against the National Strategic Indicators. It is clear that there has been a general trend of improving performance in the National Strategic Indicators by Denbighshire County Council during the period of our Corporate Plan 2009-12.

Corporate Performance Summary

SAFEGUARDING

As a local authority, we provide support to some of the most vulnerable people in our communities. Safeguarding covers both adults and children, and although not a specific Improvement Objective in the Corporate Plan, an outcome on safeguarding was included in the Corporate Plan Quarterly Performance Report in order to maintain a focus on children and vulnerable adults to ensure they remain safe and protected from harm.

This is important as we provide a range of support to ensure that adults and children remain safe and have the support they need in order to achieve the best they can in life. It is also important to account for their views when planning their care.

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OVERALL EVALUATION	PROGRESS EVALUATED AS...
ORANGE	ACCEPTABLE

Based on an analysis of the indicators and performance measures, the council can demonstrate acceptable progress in this area since 2010/11, although there are a number of indicators and performance measures that remain significantly below target. Improvements in this area remain a high priority for the council, which is why it forms an important part of our Corporate Plan 2012-17.

INDICATORS	Baseline	2011/12 Data	2011/12 Target	Progress
Sickness Absence in Children and Family Services	15.4	17.0	10.9	Red
% adult protection referrals complete with risk managed	92.7	87.4	95.0	Red

Our performance for the risk management of adult protection referrals during 2011/12 (87.4%) improved compared to 2008/09 (81.9%). Although we are in the bottom half of councils in Wales for this indicator, the majority of councils have very similar performance in this area, with only a six per cent difference between the upper and lower quartile boundaries in Wales. Improvement in this area continues to be a priority for the council.

In 2011/12, sickness absence in Children's and Family Service increased, and the Service has relatively high levels of sickness absence when compared to other services within the council. However, the Service has done a lot of work recently to review this situation and has introduced procedures aimed at improving their position. This has already started to have an impact, and we expect the sickness absence figures to be much lower in 2012/13. Although we understand that the levels of sickness absence need to improve, we do not believe that there is a direct link between levels of sickness absence and safeguarding.

Corporate Performance Summary

PERFORMANCE MEASURES	Baseline	2011/12 Data	2011/12 Target	Progress
% of referrals that were re-referrals	38.8	19.6	30.0	Green
% of Child Protection Conferences held (timeliness)	73.2	98.1	95.0	Green
% of Core Group meetings held (timeliness)	86.2	89.1	85.0	Green
% of (statutory) Child Protection Reviews (timeliness)	100	100	100	Green
% of (statutory) Child In Need plan reviews (timeliness)	50.9	55.2	78.5	Red
% of visits (statutory) LAC within regulations	72.9	83.7	90.0	Red
% of Core Assessments completed (<35 days)	74.6	72.7	75.0	Yellow
Average time of Core Assessments (over 35 days)	84.6	67.4	n/a	n/a

Denbighshire performs well (top quartile) for initial assessments, where there is evidence that the child has been seen by the Social Worker.

Although the majority of the service performance measures have shown improvement and have met our targets, two remain below target.

- The percentage of reviews of child in need plans carried out in accordance with the statutory timetable has improved since 2010/11. We acknowledge that the current position is still not where we want it to be. The Service has established a task and finish group to resolve the practice, process, and recording issues that are contributing to the current levels of performance.
- The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations has improved significantly since 2010/11. Again, this is not yet where we expect performance to be. The Service continues to focus on improving our performance against these measures via the Children and Family Services Plan.

The Annual Council Reporting Framework 2011/12 highlights key strengths and areas for improvement for social services (Adults and Children). The main findings demonstrate good practice in responding promptly to referrals of children, the timeliness of initial assessments, child protection conferences, and the provision of holistic early intervention support for families experiencing difficulty. We have good placement stability for children in foster care, although prolonged care proceedings are increasing the duration of time children spend in foster care compared to other areas. The current challenges include ensuring reviews of looked after children and children in need are

Corporate Performance Summary

carried out in accordance with statutory timescales, and plans for permanence are in place at the second review of a looked after child.

Adults' social services have been effective in managing and removing the risk to vulnerable adults, increasing the rate of older people supported in the community, ensuring prompt transfers of care between hospital and community / residential settings and providing support services to carers. However, there continues to be challenges in ensuring that all carers are offered a review of their needs, ensuring people only go into residential care once all alternative services have been investigated, and ensuring any barriers to people having greater autonomy in their choice of care, by taking up direct payments, are removed.

The tables below provide details of the National Strategic Indicators and our performance, where the trend column represents the comparison for 2011/12 with 2010/11.

Code	Description	2008/09 Baseline	2010/11 Outturn	2011/12 Outturn	2011/12 Rank	Trend
SCA001	Delayed transfers of care	0.51	0.71	0.50	2	↑
SCA002a	Older people in community	89.1	65.9	67.21	16	↑
SCA002b	Older people in care homes	26.0	26.0	22.72	16	↑

Code	Description	2008/09 Baseline	2010/11 Outturn	2011/12 Outturn	2011/12 Rank	Trend
SCC002	LAC school changes	18.7	12.3	8.51	6	↑
SCC033a	Former LAC in contact	100	100	100	1	↔
SCC033b	Former LAC in suitable accommodation	92.9	91.7	85.71	19	↓
SCC033c	Former LAC not NEET	50.0	91.7	64.29	5	↓
SCC037	LAC average point score	191	193	197.5	11	↑

Corporate Performance Summary

ENVIRONMENT AND TRANSPORT

As a local authority, we ensure that our communities where we live and work are clean and safe environment. Our Environmental service has maintained a good public realm service, whilst reducing costs. The Environmental service ranks fifth in Wales (top quartile) for the Keep Wales Tidy independent street cleanliness inspections, gaining our highest ever score, coupled with eighth in Wales (above median) for highways and relevant land inspected, of a high or acceptable quality.

The council also has a significant role to help secure the future for the next generation to ensure that resources are reduced, reused, and recycled. Our Environmental service has made significant progress in waste management having some of the highest recycling rates and lowest landfill rates in Wales (top quartile).

As part of our Improvement Objective, Denbighshire has delivered their largest Highways Capital Maintenance programme and successfully reversed the trend of decline for our A, B and C roads in combination, that are in overall poor condition. The challenge remains for the service to continue with this focused maintenance and improvement work and improve our overall rank position for road quality.

Fly tipping is a serious environmental crime, which can cause long lasting contamination, pollution, and put human health at

risk. Following an incident report of small-scale fly tipping on public land the local authority is required to clean this up within five days. We recognise our performance has declined in recent years; however, we continue to remove over 90% of incidents within five days of report and are among the best authorities in Wales (top quartile) where reported fly tipping incidents lead to enforcement activity.

The table below provides details of the National Strategic Indicators and our performance, where the trend column represents the comparison for 2011/12 with 2010/11.

Code	Description	2008/09 Baseline	2010/11 Outturn	2011/12 Outturn	2011/12 Wales Rank	Trend
STS006	Fly Tipping	100	97.0	90.66	15	↓
THS007	Concessionary Bus Pass	76.1	76.8	80.17	13	↑
WMT004	Waste to Landfill	64.0	42.9	40.79	5	↑
WMT009	Waste for Recycling	31.7	55.1	40.79	5	↓

Corporate Performance Summary

HOUSING

As a local authority, we have a key role to play to ensure that there is a sufficient supply of affordable and appropriate housing to meet the needs of our communities. In Denbighshire, the supply of affordable housing is greater than Welsh average (above median) for the provision of additional affordable housing units as a percentage of all new housing units.

For disabled people of all ages, housing is a key enabler of independent living. Adapted housing enables people to maintain their independence, remain in their communities, and exercise choice in the way they live their lives. Disabled Facilities Grants can help towards the cost of adapting a disabled person's home. The council is successful in providing some of the fastest response times (upper quartile) to housing adaptations to ensure appropriate housing for those who require disability adaptations.

In addition to housing, homelessness is an extreme form of social exclusion and one that the council is committed to tackling. Denbighshire has been consistently the best performing authority in Wales for homelessness prevention, ranking first in Wales for five years in succession.

Empty homes represent a potentially underutilised housing resource. They can also become a focus for increased levels of crime, vandalism, anti-social behaviour, and drug-abuse.

Denbighshire performs well (top quartile) returning long-term vacant private sector dwellings to occupation.

In addition, the council has a key role to play reducing greenhouse gas emissions within our locality in terms of the way we manage our buildings, where Denbighshire shows the greatest carbon reduction in Wales (top quartile) of all local authorities.

The table below provides details of the National Strategic Indicators and our performance, where the trend column represents the comparison for 2011/12 with 2010/11.

Code	Description	2008/09 Baseline	2010/11 Outturn	2011/12 Outturn	2011/12 Rank	Trend
EEF002	Carbon Emissions	-9.18	-2.03	16.10	1	↑
HHA013	Homelessness Prevention	97.8	98.1	97.69	1	↓
PLA006	Affordable Housing	37.2	54.0	31.03	7	↓
PSR002	Disabled Facilities Grants	322	283	219	3	↑
PSR004	Vacant Houses returned to occupation	8.25	16.9	18.54	3	↑

Corporate Performance Summary

EDUCATION

As a local authority, we currently maintain eight secondary schools, two special schools, and forty-nine primary schools, to educate over 14,000 pupils. The recent Estyn Inspection reinforces the good progress made improving education as part of our Improvement Objective, where Estyn 2012 has judged standards in Denbighshire to be 'Good' and cited the leadership management processes as 'Excellent'. The Estyn Inspection also identified the new scrutiny structure and the level of performance challenge within the authority as appropriate to enable benefits to education service performance. Praise was given to the authority for the culture of openness between officers, members, external departments, and our excellent relationships with schools. This external inspection provides a record of accomplishment and we feel that this has put the council on a firm footing for future improvements.

The table below provides details of the National Strategic Indicators and our performance, where the trend column represents the comparison for 2011/12 with 2010/11.

Code	Description	2008/09 Baseline	2010/11 Outturn	2011/12 Outturn	2011/12 Wales Rank	Trend
EDU002i	All children without qualification	1.80	0.74	0.82	18	↓
EDU002ii	LAC without qualification	0.00	6.67	0.00	1	↑
EDU011	Average point score	326	402	450	4	↑
EDU015a	SEN, including exceptions	100	100	100	1	↔
EDU015b	SEN, excluding exceptions	100	100	100	1	↔

Corporate Performance Summary

LEISURE AND CULTURE

As a local authority, we attract nearly 3 million customer visits per year to our leisure centres, youth centres, and libraries. This represents the authority's largest 'customer facing' services and one where Denbighshire has some of the highest rates for participation in Wales. In particular the level of user participation in sports and leisure activities in our leisure centres is among the highest in Wales (upper quartile), as is the level of use of our public libraries (upper quartile).

The table below provides details of the National Strategic Indicators and our performance, where the trend column represents the comparison for 2011/12 with 2010/11.

Code	Description	2008/09 Baseline	2010/11 Outturn	2011/12 Outturn	2011/12 Wales Rank	Trend
LCL001	Library visits	8221	7289	7424	2	↑
LCS002	Sport and leisure centre visits	8730	11500	10449	5	↓

Outcome Agreements

The council, like all councils in Wales, has developed a set of ten outcome agreements with the Welsh Government. The outcome agreements set out how we will work towards improving outcomes for local people within the context of the Welsh Government's national priorities. By their nature, the delivery of most citizen centred outcomes requires the involvement of multiple organisations for successful delivery. As a result, outcome agreements must have a strong collaborative element, as well as evidence of partnership working in order to have the greatest impact.

SCORE EXPECTATION	PROGRESS EVALUATED AS...
8 of 30	EXCELLENT

Our self-assessment suggests the potential for the maximum loss of 3 points due to some missed targets. We expect to receive confirmation shortly of the assessment from the Welsh Government, but we remain confident of satisfying the requirement for the full Outcome Agreement Grant in 2011/12, as any score between 25 and 30 will result in the full payment of the grant.

	TITLE	DELIVERY CONFIDENCE	SCORE EXPECTATION
1	Quality of Life	GREEN	3
2	Good Social Care	GREEN	3
3	Reduce Poverty	GREEN	3
4	Children's Well-Being	AMBER	2
5	Education and Skills	AMBER/GREEN	2
6	Community Safety	AMBER/GREEN	3
7	Low Waste Society	GREEN	3
8	Environmental Protection	GREEN	3
9	Culture and Heritage	GREEN	3
10	Value for Money	GREEN	3

The Corporate Plan in your Area

The council agreed the formation of six community areas in March 2009 as part of its commitment to bringing the council closer to the community.

Whilst the majority of the Corporate Plan aims to bring about improvements across the county, a number of schemes within each priority focus to deliver specific improvement in each community area.

The following sections contain a summary of what the council delivered during 2011/12 in each community area in relation to our corporate priorities.

The six community areas are:

- Rhyl Area
- Denbigh Area
- Prestatyn Area
- Ruthin Area
- Elwy Area
- Dee Valley Area



Rhyl Area

The Rhyl Area includes the five wards of the town of Rhyl itself. The area has an approximate population of 25,569 people, who are represented by eleven County Councillors.

What we said we would do ...	What we did during 2011/12 ...
A new Regeneration Strategic Framework for Rhyl.	We published the new Rhyl Going Forward strategy in November 2011
Construct an extension of the quay wall, new quayside commercial units, a new square, and state of the art cycle and pedestrian bridge. These will provide significant improvements to the Rhyl Harbour area.	<p>During 2011/12, we:</p> <ul style="list-style-type: none"> • Agreed the concept for the design of the facilities. • Undertook consultation with the harbour users. • Undertook detailed design of the new facilities. • Gained the additional funding required for the project. • Undertaken public consultation and gained planning permission. • Gained the majority of the necessary consents to carry out the work. • Placed advanced orders for construction materials in readiness for the start on site. <p>Construction began on 30 July 2012.</p>

What we said we would do ...	What we did during 2011/12 ...
West Rhyl coastal flood defence scheme.	The West Rhyl flood defence scheme was planned in three stages, and match funding from Welsh Government has had to be applied for in each phase. Phases 1 and 2 have been completed but the Welsh Government was unable to guarantee match funding for Phase 3 in 2012/13. However, discussions are on-going and we remain positive about the potential for funding in 2013/14.
The NEET (Not in Employment, Education or Training) Rhyl Project, targeted at Rhyl High School. To change the futures of a group of vulnerable learners and help them achieve and attain in an imaginative learning pathway.	The 'Potential' project is the extension of the original Project NEET: Rhyl. The 'Potential' project expanded engagement with those pupils in Rhyl who are NEET, or in danger of becoming NEET, to cover all of Denbighshire. The project provided alternative learning settings for about 100 pupils, with around 85% gaining some form of qualification following engagement.

Rhyl Area

What we said we would do ...	What we did during 2011/12 ...
Potential new build replacement for Rhyl High School is a priority in the council bid for 21st Century Schools funding.	The council secured approval from the Welsh Government in December 2011 for its overall programme for the 21st Century Schools Programme for Denbighshire. Following this, the council has been in discussions regarding the phasing of the Programme, which is scheduled to run from 2014 to 2021.
Community grant funding for a computer suite in the Oak Tree Centre for young people, and for refurbishment of the Wellington Community Centre to make the facilities fully accessible.	The Oak Tree Centre grant has not been claimed yet. They are awaiting match funding and hope to progress the project soon. The Wellington Community Centre refurbishment was completed on schedule in June 2011.
Carry out resurfacing work on Warren Road, Prince Edward Avenue, and Ernest Street (improvements to this road and safe access to the school). The A548 coast road and Grosvenor Avenue will be a feature of the maintenance work.	These projects were completed during the year.
Synchronise traffic signals to reduce delays and congestion in the town centre.	Signals have now been synchronised to the optimum possible for preventing delays.

What we said we would do ...	What we did during 2011/12 ...
Carry out maintenance work on the Foryd bridge, Bryn Hedydd road culvert and Redwood Drive culvert.	We deferred work on the Foryd Bridge until 2012, which is now underway. Work recently started on the Redwood Drive Culvert. There is a delay to the work on the Bryn Hedydd Culvert while further design work is completed.

Denbigh Area

The Denbigh Area includes the three wards of Denbigh town (including Upper Denbigh and Henllan) and the wards of Llandyrnog and Llanrhaeadr-yng-Nghinmeirch. The area has an approximate population of 14,051 people, who are represented by seven County Councillors.

What we said we would do ...	What we did during 2011/12 ...
The Intensively Supported Independent Living (ISIL) development for people with Learning Disabilities at Henllan.	The ISIL is now complete, and has been occupied since July 2012.
Renovating some of Denbigh's historic buildings as part of phase two of the Denbigh Townscape Heritage Initiative (THI).	Grants of £520,000 have been paid in the 2011-2012 financial year towards 10 building projects, and a second phase of the Railings and Gates scheme, which was funded by Housing Renewals and managed by THI. Projects completed this year include Ty Thomas Gee (19 Vale Street), 2 Crown Square, 28 High Street (former Crown Carpets), Coronation Buildings, 15/17 Bridge Street, and 90/92 Vale Street - carried out in conjunction with Empty Homes. The Open Doors Denbighshire event in September was one of the most successful to date, with several of the recent and on-going projects being open to the public for free during the Denbigh weekend.

What we said we would do ...	What we did during 2011/12 ...
	The Denbigh Phase II THI is now running down, and will finish towards the end of 2012, with an anticipated total spend of £5.75m.
Community grant funding for a Woodland Centre developed by the Cae Dai Trust, and for the Bro Cinmeirch Community Hall.	The Cae Dai Trust project has been completed, with match funding provided by the Denbighshire Rural Development Plan Key Fund. Part of the grant has been claimed by Bro Cinmeirch, and we are currently waiting to see whether the remainder of the grant is required.
We have facilitated a shared headship between Ysgol Bryn Clwyd and Ysgol Gellifor, and are working with both schools to move towards a formal federation agreement between the two governing bodies.	We have facilitated a shared headship for Ysgol Bryn Clwyd with a neighbouring school, which will enable both schools to move towards a formal federation agreement between the two governing bodies. The Federated arrangements between the two schools were approved during the summer of 2011, and as of September 2011, the schools now operate via single Governing Body and a single Head teacher.
New gymnasium at Denbigh High School and new Denbigh Youth Centre.	Funding was secured in 2011 to develop a new activity studio in Denbigh. The council has now developed plans that involve the

Denbigh Area

What we said we would do ...	What we did during 2011/12 ...
	<p>demolition of the existing gymnasium structure to be replaced by a new build activity studio. Work will begin on this development in October 2012. Denbigh Youth Club is currently located in a temporary building in Middle Lane, Denbigh. Tai Clwyd, a Charitable Housing Association, have secured funding for a development that will see Youth Services relocate to this new venue in partnership with a number of other services and organisations. The site is currently being cleared in preparation for construction.</p>
<p>Bridge maintenance work at Pont Llyn Pandy and Candy Mill Railway Bridge.</p>	<p>The Pont Llyn Pandy work has been completed during the year. However, the Candy Mill Railway bridge maintenance has been delayed due to on-going third party negotiations.</p>
<p>Resurfacing at Llangwyfan Crossroads and several roads in the Henllan area. Work will also begin on the A543 near Llyn Brenig to improve the surface condition on this popular route. Denbigh bypass also features in the maintenance programme.</p>	<p>These projects were completed during the year.</p>

What we said we would do ...	What we did during 2011/12 ...
<p>The Denbigh Area is covered by the Rural Development Plan, which enters its second phase in 2011-12. Support will be available for rural transport, tourism, energy generation, local businesses, and to encourage entrepreneurs.</p>	<p>Many Rural Development Plan projects benefited the whole of the rural area and, in some cases, the whole county. Specific projects supported within the Denbigh area during 2011-12 included: interpretation boards at the Llyn Brenig Visitor Centre; rebuilding and remodelling of Cae Dai Museum, Denbigh; and redevelopment and upgrade of Rhewl Pavilion.</p>

Prestatyn Area

The Prestatyn Area includes the four wards of the town of Prestatyn and the Meliden ward. The area has an approximate population of 19,622 people, who are represented by ten County Councillors.

What we said we would do:	What we did during 2011/12:
Community grant funding for enhancements to the Scala Cinema and Arts Centre.	£12,200 was awarded and the enhancement works have been completed.
Community grant funding for heating improvements at Nant Hall Road Presbyterian Church.	This project was completed on time.
Begin an extension to Ysgol y Llys Welsh medium primary school.	The funding contracts were agreed with the Welsh Government in December 2011. This has enabled an overall investment between the council and the Welsh Government of £3m to be secured. Design work started on the project in December 2011 and it is hoped that construction work will commence on site by April 2013 for completion by the summer of 2014.
Complete the amalgamation of Bodnant Infants and Junior schools, with the new 'Bodnant School' being operational by 1st January 2012.	The new Bodnant Community School came into being as of the 1st January 2012.

What we said we would do:	What we did during 2011/12:
Refurbishment of Prestatyn Youth Centre.	The council carried out some improvements to Prestatyn Youth Centre, improving access and the overall aesthetics of the building. This work included refurbishment of toilet areas, external and internal redecoration, a new glazing system, and an upgrade of the old heating system.
Alternative premises for Prestatyn Library.	Funding applications were completed in early 2012 and submitted to CYMAL (Welsh Government's Museums, Archives, & Libraries Section). Confirmation was received in March 2012 that the authority had been awarded £300,000 towards the proposal to relocate the existing library from Nant Hall Road to King Avenue. Works are on-going to deliver this proposal.
Refurbishment of the sports hall and outdoor facilities at Prestatyn High School.	The outside tarmac tennis courts were replaced in 2011 with a synthetic all-weather pitch surface with new associated high-level fencing and floodlights suitable for a range of recreational activities. This was a £320,000 project with benefits to both community users and pupils

Prestatyn Area

What we said we would do:	What we did during 2011/12:
	<p>of Prestatyn High School. The sports hall refurbishment was completed in February 2012 at a cost of approximately £182,000. This work included a Granwood sprung flooring system, new fixed sports equipment, a rebound sports wall, and full redecoration.</p>
<p>Micro-asphalt treatment at Bastion Road, the main road down to the beach, and at the top of Fforddlas. This will link to a scheme to provide a footway as part of the Offa's Dyke Path.</p>	<p>These projects were completed during the year.</p>
<p>Re-surfacing work on Kings Avenue will link into the junction improvements being undertaken as part of the stadium development in the town. Other works relating to the stadium development on High Street include a shopping park development and bus station redevelopment.</p>	<p>Re-surfacing work on Kings Avenue is now due in October 2012 because of delays to other related works. Other work relating to the stadium development was substantially complete but on going at the time of writing. Substantial progress had been made with the bus station development in particular.</p>

Ruthin Area

The Ruthin Area includes the five wards of Ruthin, Efenechtyd, Llanarmon-yn-Ial / Llandegla, Llanbedr Dyffryn Clwyd / Llangynhafal, and Llanfair Dyffryn Clwyd / Gwyddelwern. The area has an approximate population of 13,130 people, who are represented by seven County Councillors.

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What we said we would do:	What we did during 2011/12:
The opening of the Awelon Extra Care Housing development in Ruthin.	The Awelon Extra Care Housing was opened in December 2011, and is now fully occupied.
Community grant funding for improvement to Cae Ddol lake, and for the refurbishment of Neuadd Pwllglas.	The Cae Ddol project is complete. The Neuadd Pwllglas project has been completed, with match funding by the Rural Development Plan Key Fund.
Work with the governing body of Ysgol Dyffryn Ial to progress a project to move towards improved facilities on a single site in Llandegla, with the intended closure of the Bryneglwys site.	Work with the governing body of Ysgol Gellifor to enable their head teacher to become a shared head with a neighbouring school and work towards a formal federation agreement between the two governing bodies of the schools. The Federated arrangements between the two schools were approved during the summer of 2011 and as of September 2011, the schools now operate via

What we said we would do:	What we did during 2011/12:
	single Governing Body and a single Head teacher.
Work with the governing body of Ysgol Gellifor to enable their head teacher to become a shared head with Ysgol Bryn Clwyd, Llandyrnog. Also work towards a formal federation agreement between the two governing bodies of the schools.	The federated arrangements between the two schools were approved during the summer of 2011 and, as of September 2011, the schools now operate via a single Governing Body and a single Head Teacher.
Tender for a development partner to invest in the new physical education facilities for Ysgol Brynhyfryd and the community.	Alliance Leisure Services Ltd were appointed in March 2012 on a five year framework agreement for the development of new and the refurbishment of existing leisure facilities within Denbighshire. The first project is the development of facilities at Ysgol Brynhyfryd / Ruthin Leisure Centre. The proposed work includes a full size all-weather pitch, a new build reception, and fitness suite facility. The business case for funding was approved in July 2012, and the scheme design details are now being finalised.

Ruthin Area

What we said we would do:	What we did during 2011/12:
<p>Resurfacing work between Llanferres and Maeshafn, and in the Clawddnewydd and Llandegla area. In response to residents' calls for their village through route to be improved, work will begin in Bryneglwys. Improvements to link roads into many other villages, including Eryrys and Llanelidan, will form an important part of the programme.</p>	<p>These projects were completed during the year, with the exception of the A5104 works in Llandegla. The A5104 project did not start until September 2012 due to delayed negotiations with landowners.</p>
<p>The Ruthin Area is covered by the Rural Development Plan, which enters its second phase in 2011-12. Support will be available for rural transport, tourism, energy generation, local businesses, and to encourage entrepreneurs.</p>	<p>Many Rural Development Plan projects benefited the whole of the rural area and, in some cases, the whole county. Specific projects supported within the Ruthin area during 2011-12 included: redevelopment of the Old Schoolroom, Llanarmon yn Ial; development and upgrading of Neuadd Pwllglas; and the enhancement of facilities at Canolfan Cae Cymro, Clawddnewydd.</p>
<p>Bridge maintenance work at Pont Eyarth Uchaf, and improvements to walking and cycle routes.</p>	<p>Work on Pont Eyarth Uchaf was completed in Summer 2012, having been delayed due to local agricultural activities. Eight</p>

What we said we would do:	What we did during 2011/12:
	<p>Public Rights of Way footbridges in the area have been built or replaced.</p>

Elwy Area

The Elwy Area includes the seven wards of St Asaph East, St Asaph West, Rhuddlan, Bodelwyddan, Dyserth, Tremeirchion, and Trefnant. The area has an approximate population of 16,883 people, who are represented by eight County Councillors.

What we said we would do:	What we did during 2011-12:
Community grant funding for modernising facilities at Rhuddlan Community Centre.	This project, match funded by the Denbighshire Rural Development Plan Key Fund Scheme, has been completed.
Community grant funding for a covered seating area at Admirals playing fields.	This project has been delivered.
Community grant funding for CCTV on St Asaph High Street.	Project claims recently processed, not all of the allocation granted.
Progress plans for an extension and refurbishment for Ysgol Glan Clwyd.	The council secured approval from the Welsh Government in December 2011 for its overall programme for the 21st Century Schools Programme for Denbighshire. Following this, the council has been in discussions regarding the phasing of the Programme, which is scheduled to run from 2014 to 2021.

What we said we would do:	What we did during 2011-12:
Refurbishment of St Asaph Youth Club.	St. Asaph Youth Centre underwent an extensive refurbishment in 2011, which included the construction of a new mezzanine floor creating improved capacity on the site for youth work sessions and additional meeting space. The development also rectified issues with disabled access on the site.
Community grant funding for improved drainage and computer facilities for Waen Parish Hall.	This project has not yet been delivered, but an extension to the funding has been granted to enable the project to be delivered during 2012.
Resurfacing Pont y Cambwll and surface dressing B5381, Eryl Hall. Roads in the Glascoed area will also benefit from the surface dressing programme around the village.	These projects were completed during the year.
A number of roads in the Cwm / Rhuallt / Bodfari area will also be targeted for much needed resurfacing, along with High Street and Waterfall Road.	These projects were completed during the year.
Review and amendment of parking restrictions in St Asaph town centre.	Formal Consultation on Phase 1 (the top section) is complete, with follow on discussions now taking place with stakeholders.

Elwy Area

What we said we would do:

Much of the Elwy area is covered by the Rural Development Plan, which enters its second phase in 2011-12. Support will be available for rural transport, tourism, energy generation, local businesses, and to encourage entrepreneurs.

What we did during 2011-12:

Many Rural Development Plan projects benefited the whole of the rural area and, in some cases, the whole county (e.g. KickStart, which provided a bus route from Rhyl to Wrexham, taking in rural areas too). Specific projects supported within the Elwy area during 2011-12 included: redevelopment of Neuadd Owen, Cefn Meiriadog; enhancing and expanding the facilities available for the Bodelwyddan Green Space Community Project; and the installation of solar panels at the Derwen Cornel Site to generate electricity to be sold to the National Grid.

Dee Valley Area

The Dee Valley Area includes the three wards of Llandrillo, Corwen, and Llangollen. The area has an approximate population of 7,754 people, who are represented by four County Councillors.

What we said we would do:	What we did during 2011-12:
<p>Corwen flood alleviation scheme.</p>	<p>In February 2012, Council approved a bid for £100,000 to carry out initial design work for the scheme. Subsequently, Welsh Government has awarded a grant of £309,000 to enable the scheme to be progressed to the pre-construction stage, i.e. design completed and contract documents prepared. Welsh Government has indicated that funding for the construction phase of the scheme is unlikely to be available this financial year.</p>
<p>Community grant funding for: refurbishment of the kitchen at the Royal Air Force Association Hall; for plumbing and access facilities at St John's Church in Llangollen; and for environmental improvements at Uwch y Dre, Corwen.</p>	<p>The Royal Air Force Association kitchen refurbishment project was completed on schedule. Match-funding for the St John's Church project is not yet in place. The Uwch y Dre project is being carried out by Public Realm – internal transfer imminent.</p>

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What we said we would do:	What we did during 2011-12:
<p>A review of primary provision in the Edeyrnion area, and continuing to work with the community to develop options for future provision in the area.</p>	<p>Extensive consultation was completed, which led to two statutory proposals being published in October 2011. Objections were collated and submitted to the Minister for Education for determination. The proposal to close Ysgol Glyndyfrdwy was approved by the Minister in March 2012. The proposal for an Area School at Cynwyd (to replace Ysgol Llandrillo and Ysgol Maes Hyfryd) was approved by the Minister in May 2012. The council also worked with the governing bodies of Ysgol Caer Drewyn and Ysgol Carrog to secure a federation agreement for the joint leadership and management of the two schools from September 2012.</p>
<p>A building project to increase the size of Ysgol Bryn Collen / Ysgol Gwernant in Llangollen. The investment of nearly £800k is scheduled to be completed in time for September 2011.</p>	<p>The work was completed in September, which has enabled three new classrooms and support areas to be provided for Ysgol Gwernant. Minor improvement works have taken place in Ysgol Bryn Collen.</p>

Dee Valley Area

What we said we would do:	What we did during 2011-12:
<p>Bridge maintenance work at Pont Cilan, Pont Dyffrdwy Cynwyd, and Pont Llwyn Onn.</p>	<p>Work on Pont Dyffrdwy has been completed during the year. At the time of writing the Pont Cilan work was on-going, although substantial improvements have been made. The Pont Llwyn work has been delayed until March 2013, to allow for additional design requirements.</p>
<p>Resurfacing Station Road, Glyndyfrdwy; surfacing works in Llangollen (including along Abbey Road; and a surface dressing programme in the Pentredwr area. Many minor but strategically important roads to the south of Llangollen will also see improvements. Following requests from the Community Council roads in the Carrog area - linking the village to the A5 and Corwen - have been included on the programme.</p>	<p>The resurfacing of Station Road, Glyndyfrdwy; surfacing works in Llangollen (including along Abbey Road; and the surface dressing programme in the Pentredwr area), have all been completed during the year. The minor routes south of Llangollen have all been completed during the year with the exception of the Carrog village scheme. This ran into difficulties relating to the narrowness of the road and weak bridge close by. This will be reviewed shortly and new options delivered.</p>
<p>The Dee Valley Area is covered by the Rural Development Plan, which enters its second phase in 2011-12. Support will be available for rural transport, tourism, energy generation, local businesses, and to encourage entrepreneurs.</p>	<p>Many Rural Development Plan projects benefited the whole of the rural area and, in some cases, the whole county. Specific projects supported within the Dee Valley area during 2011-12 included: developing the Brenig Way walking</p>

What we said we would do:	What we did during 2011-12:
	<p>trail; installations of energy efficient equipment into Neuadd Carrog; and renovation and reconfiguration of St Collens Community Hall in Llangollen.</p>

2012 Indicators

We established our '2012 Indicators' back in 2009 as a way of assessing whether we had become a 'high performing council' by 2012. It is a set of nineteen national indicators for which we would be able to compare our performance against that of other local authorities in Wales. In 2011/12, Denbighshire performed in the top quarter of councils in Wales for fifteen of the nineteen Indicators (84.2%). This makes Denbighshire the highest performing council in Wales when judged against our 2012 Indicators.

Page 160 We improved our performance for eight of the nineteen indicators in 2011/12 when compared to 2010/11; maintained perfect (i.e. 100%) performance for three indicators; and performed lower for eight indicators. When comparing our 2011/12 performance with the baseline year in 2008/09, we improved in twelve of the nineteen indicators; maintained perfect performance for four indicators; and only performed lower for two indicators.

It is clear that there has been a general trend of improving performance in the 2012 Indicators by Denbighshire County Council during the period of our Corporate Plan 2009-12.

The following table provides details of the 2012 Indicators and our performance. The trend column represents the trend when comparing our performance for 2011/12 with 2010/11.

2012 Indicators

Code	Description	2008/09 Baseline	2009/10 Outturn	2010/11 Outturn	2011/12 Outturn	Trend
CHR002	Sickness Absence	12.9 (BM)	10.9 (BM)	9.20 (Q1)	9.45 (Q1)	↓
EDU002i	All children without qualification	1.80 (BM)	0.87 (BM)	0.74 (BM)	0.82 (BM)	↓
EDU002ii	LAC without qualification	0.00 (Q1)	0.00 (Q1)	6.70 (BM)	0.00 (Q1)	↑
EDU011	Average point score	326 (BM)	396 (Q2)	402 (Q2)	450 (Q1)	↑
EDU015a	SEN, including exceptions	100 (Q1)	100 (Q1)	100 (Q1)	100 (Q1)	↔
EDU015b	SEN, excluding exceptions	100 (Q1)	100 (Q1)	100 (Q1)	100 (Q1)	↔
EEF002	Carbon Emissions	-9.18 (BM)	7.71 (Q1)	-2.03 (BM)	16.1 (Q1)	↑
HHA013	Homelessness Prevention	97.8 (Q1)	99.0 (Q1)	98.1 (Q1)	97.7 (Q1)	↓
PLA006	Affordable Housing	37.2 (Q1)	9.16 (BM)	54.0 (Q1)	31.0 (Q2)	↓
PSR002	Disabled Facilities Grants	471 (BM)	381 (BM)	283 (Q1)	219 (Q1)	↑
PSR004	Vacant Houses returned to occupation	8.25 (Q1)	23.5 (Q1)	16.9 (Q1)	18.5 (Q1)	↑
SCA001	Delayed transfers of care	0.51 (Q1)	1.21 (Q1)	0.71 (Q1)	0.50 (Q1)	↓

Code	Description	2008/09 Baseline	2009/10 Outturn	2010/11 Outturn	2011/12 Outturn	Trend
SCA019	Adult protection referrals	81.9 (Q1)	82.2 (Q1)	92.7 (Q1)	87.4 (Q1)	↓
SCC002	LAC school changes	19.1 (BM)	6.00 (Q1)	12.3 (Q2)	8.51 (Q1)	↑
SCC033a	Former LAC in contact	100 (Q1)	100 (Q1)	100 (Q1)	100 (Q1)	↔
SCC033b	Former LAC in suitable accommodation	92.9 (Q2)	62.5 (BM)	91.7 (Q2)	85.7 (BM)	↓
SCC033c	Former LAC not NEET	50.0 (BM)	62.5 (Q2)	91.7 (Q1)	64.3 (Q1)	↓
WMT004	Waste to Landfill	69.1 (BM)	42.6 (Q1)	42.9 (Q1)	40.8 (Q1)	↑
WMT009	Waste for Recycling	30.7 (BM)	51.0 (Q1)	55.1 (Q1)	57.2 (Q1)	↑

Performance Management Framework

The council has a comprehensive performance management framework in place to support its aim of continuous improvement. This is a continuous process, which takes place throughout the year, with the conclusions brought together to create this annual performance review. Some of the key features of our Performance Management Framework include:

Cabinet

Our Cabinet discuss performance reports against our Corporate Plan four times per year, with the relevant Lead Cabinet Members addressing any areas of underperformance.

Performance Scrutiny Committee

Our Performance Scrutiny Committee has responsibility for scrutinising performance across the council, including performance against our Corporate Plan, our thirteen Service Plans, and our Outcome Agreement with the Welsh Government.

Service Performance Challenge

Each service has a twice-yearly Service Performance Challenge, where relevant Elected Members and senior officers provide a challenge to service performance and discuss issues relating to strategic direction, risks, and resources. A requirement of this process is for each service to submit a Service Position Statement, which includes a self-assessment of performance.

Self-Assessment

The council produces an annual corporate self-assessment, which highlights the strengths and weaknesses of the organisation and enables the development of actions to address those issues. The council also produces an annual social services report, which provides a comprehensive evaluation of the provision of social services and the organisational support required to deliver these services successfully. Each financial year, the council also submits a self-assessment of performance in relation to our Outcome Agreement, which precedes an evaluation and assessment of our success by the Welsh Government.

We produce an Annual Governance Statement, which evaluates the effectiveness of our governance framework. The purpose of our governance framework is to ensure that the council is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable way. In our Annual Governance Statement 2011/12, we identified two issues around information governance that we will address during 2012/13.

The two issues in the Annual Governance Statement were:

- We have not made sufficient progress in developing policies and processes to govern the management and secure handling, storage, disposal and sharing of information assets.
- We need to develop a more consistent approach to the use of information to support strategic planning and decision-making.

Performance Management Framework

We are satisfied that the steps we plan to take during 2012/13 will address the identified issues, and we will report on this as part of our Annual Governance Statement 2012/13.

External Audit and Inspection

The work of external regulators is another way for the council to understand its performance. The Wales Audit Office (WAO) undertakes two assessments of the council each year. These reviews evaluate our performance as a council and assess our prospects for further improvement.

The WAO assessments of the council are available to download on the WAO website.

Her Majesty's Inspectorate for Education and Training in Wales (Estyn) undertakes inspections of individual schools, as well as periodic assessments of the quality of Denbighshire as a local authority.

The Estyn inspection of Denbighshire in 2011/12 is available for download on the Estyn website.

The Care and Social Services Inspectorate Wales (CSSIW) also undertakes an annual review of the council's performance in relation to the provision of social services.

The CSSIW review for 2011/12 is available for download on the CSSIW website.

This report contains the main conclusions from all our external audit and inspection work during 2011/12.

Continual Strategic Review

This on-going process of self-assessment and external regulation feeds into the council's planning cycle to ensure that we develop appropriate responses to any issues found. Each year the council produces and publishes a Corporate Plan Annual Delivery Document. This document provides an update of the council's plans to support the delivery of the Improvement Objectives. The document contains the details of the activities designed to have a positive impact on the outcomes in our Corporate Plan.

The publication of the national performance data in August allows the council to review its plans and consider whether any specific work is required to address particular areas of performance. In addition, the council reviews existing indicators and performance measures to ensure they remain appropriate in terms of measuring the outcomes in our Corporate Plan.

Each of the council's thirteen services produces a Service Plan every year. Looking at the service from a community perspective, each service identifies the outcomes or benefits it aims to deliver for the communities of Denbighshire. Services consider feedback received from the community as part of this process. The Service Plans contain key service indicators and performance measures, as well as the activities designed to have a positive impact on the outcomes.

Performance Management Framework

From a financial perspective, the assessment of our performance also influences the budget setting process. The autumn round of Service Challenge meetings enable the council to discuss areas where further efficiency savings can be made, and the potential impact that may have on council performance in terms of service delivery. The aim is to make the necessary financial savings without a negative impact on front-line service delivery. The assessment of council performance also enables the council to decide the extent to which it needs to provide additional funding for corporate priorities in future years.

For further detail on any of the information contained within this report, please contact the Corporate Improvement Team using the contact details on Page 2.

Report to: Performance Scrutiny Committee

Date of Meeting: 18 October 2012

Report Author: Democratic Services Officer

Title: Scrutiny Work Programme

1. What is the report about?

The report presents the 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 Article 6 of Denbighshire County Council's Constitution sets out each Scrutiny Committee's terms of reference, functions and membership, whilst the rules of procedure for scrutiny committees are laid out in Part 4 of the Constitution.

4.2 The Constitution stipulates that the Council's scrutiny committees must prepare and keep under 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 The Committee is requested to consider its draft work programme for future meetings, as detailed in appendix 1, and approve, revise or amend it as it deems appropriate taking into consideration:

- issues raised by members of the Committee
- matters referred to it by the Scrutiny Chairs and Vice-Chairs Group

- relevance to the Committee's/Council's/community priorities
 - the Council's Corporate Plan and the Director of Social Services' Annual Report
 - meeting workload
 - timeliness
 - outcomes
 - key issues and information to be included in reports
 - officers and/or lead Cabinet members who should be invited (having regard to whether their attendance is necessary or would add value)
 - questions to be put to officers/lead Cabinet members
- 4.5 When considering future items for inclusion on the forward work programme members may also find it helpful to have regard to the following questions when determining a subject's suitability for inclusion on the work programme:
- what is the issue?
 - who are the stakeholders?
 - what is being looked at elsewhere
 - what does scrutiny need to know? and
 - who may be able to assist?
- 4.6 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 such proposal forms have been received for consideration at the current meeting.

Cabinet Forward Work Programme

- 4.7 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 2.
- 4.8 Welsh Audit Office Corporate Improvement Assessment
 A proposal form has been received from the Corporate Improvement Manager, Tony Ward, for scrutiny to consider the latest Improvement Assessment Letter issued by the Welsh Audit Office (WAO) on 17th September. The Improvement Assessment is the principal mechanism for the WAO to report its assessment of the council's performance and prospects for improvement. Although there are no formal recommendations in the Improvement Assessment, the Performance Scrutiny Committee need to have an opportunity to discuss the letter in order to decide whether there any particular aspects of performance that require further scrutiny.

The Corporate Improvement Manager has asked that scrutiny of the Improvement Assessment Letter takes place as soon as possible, so this has been provisionally scheduled as an item for the Performance Scrutiny Committee to consider at their meeting on 29th November, subject to the Committee's approval.

4.9 Performance Scrutiny Committee representation on Service Performance Challenges

As Councillor Bill Cowie is no longer a member of the Performance Scrutiny Committee it has been necessary to appoint a replacement member to represent the Committee at the Service Performance Challenge meeting for Legal and Democratic Services, which will be held on 17th October in County Hall, Ruthin. After members were invited to express their interest in attending the meeting, it was agreed that Councillor Dewi Owens would now represent the Performance Scrutiny Committee in place of Councillor Cowie.

5. 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 in monitoring and reviewing policy issues.

6. 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.

7. What consultations have been carried out?

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.

8. 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.

9. Power to make the decision

Article 6.3.7 of the Council's Constitution stipulates that the Council's scrutiny committees must prepare and keep under review a programme for their future work.

Contact Officer:

Scrutiny Coordinator Tel No: (01824) 712554

Email: dcc_admin@denbighshire.gov.uk

Performance Scrutiny Committee Forward Work Plan

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

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
29 November	1 Corporate Risk Register	To consider the Council's Corporate Risk Register	Identification of effective measures to address the high level risks	Tony Ward	February 2012
	2 Your Voice' complaints performance (Q2)	To scrutinise Services' performance in complying with the Council's complaints process	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Jackie Walley/Steven Goodrum	July 2012
	3 Review of Licensing Matters	To consider the findings of the comprehensive review of licensing matters and procedures conducted by the Internal Audit Department (with specific emphasis on taxi licensing and safeguarding responsibilities)	The development of robust licensing polices and procedures that will provide assurances that the Council is taking all reasonable measures with respect to complying with all licensing and safeguarding legislation, and in mitigating risks to vulnerable groups who use services licensed by the Authority	Ivan Butler/Graham Boase	April 2012 (rescheduled by SCVCG April 2012 and July 2012 and by Committee July 2012)
	4 <i>Wales Audit Office (WAO) Improvement Assessment of Denbighshire County Council</i>	<i>To decide whether there any particular aspects of performance that require further scrutiny</i>	<i>To carry out appropriate performance monitoring scrutiny.</i>	<i>Tony Ward</i>	<i>October 2012</i>
10 January 2013	1 External Examinations and Teacher Assessments 2010 – 2011	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Julian Molloy	By SCVCG November 2011

Performance Scrutiny Committee Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
		[Education]				
	2	External Examinations Results and Achievements for Denbighshire Students at Llandrillo College	To review the performance of Denbighshire 16 – 19 year old students enrolled at PR6 and other colleges within the County run by Coleg Llandrillo Cymru	Assurances that the education delivered to Denbighshire students studying academic and vocational courses at the College's various sites within the County are equipping them with enhanced skills, and better outcomes and prospects for the future	Contact: John Gambles	September 2012
	3	Estyn Action Plan [Education]	To monitor the progress achieved to date in implementing the actions to address the 2 recommendations in the 2012 Estyn Inspection of the Quality of Education Services	Better quality services and better outcomes for pupils through early identification of any slippages in progressing actions, or in implementing mitigating measures to address risks identified	Karen Evans/Diane Hesketh	June 2012
	4	Corporate Plan 2012/13 (Q2)	To monitor the Council's performance in delivering its Corporate Plan 2012/13	Ensuring that the Council meets its targets, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents	Tony Ward	July 2012
21 February	1	Your Voice' complaints performance (Q3)	To scrutinise Services' performance in complying with the Council's complaints process	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Jackie Walley/Steven Goodrum	July 2012
11 April	1	Corporate Plan 2012/13 (Q3)	To monitor the Council's performance in delivering its Corporate Plan 2012/13	Ensuring that the Council meets its targets, delivers its Corporate Plan and the	Tony Ward	July 2012

Performance Scrutiny Committee Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
				Council's services in line with its aspirations and to the satisfaction of local residents		
23 May	1	Your Voice' complaints performance (Q4)	To scrutinise Services' performance in complying with the Council's complaints process	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Jackie Walley/Steven Goodrum	July 2012
June/July (tbc)	1	Corporate Plan 2012/13 (Q4)	To monitor the Council's performance in delivering its Corporate Plan 2012/13	Ensuring that the Council meets its targets, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents	Tony Ward	July 2012
Sept/Oct (tbc)	1	Annual Performance Review Report 2011/12	To report the Council's performance against the set PIs for 2011/12	Identification of trends or areas of poor performance leading to recommendations to address declining performance and realise the Council's ambition to be a high performing authority	Tony Ward	July 2012
Nov/Dec (tbc)						

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered

Performance Scrutiny Committee Forward Work Plan

Information/Consultation Reports

Date	Item (description / title)	Purpose of report	Author	Date Entered

06/09/2012

Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
18 October	4 October	29 November	15 November	10 January 2013	22 December 2012

Performance Scrutiny Work Programme.doc

CABINET: FORWARD WORK PROGRAMME

23 OCTOBER 2012	
Financial Update Report	Cllr Julian Thompson-Hill / Paul McGrady
Highways and Infrastructure Collaboration: Draft Service Design <i>Notes: Place first on the agenda – also being considered by CCBC Cabinet in the afternoon.</i>	Cllr David Smith / Stuart Davies / Danielle Edwards (CCBC)
Appointments of Councillors to Outside Bodies	Gary Williams / Rhys Hughes
Items from Scrutiny Committees	Scrutiny Coordinator
REEMA Properties, Meliden – Building Option and Funding Model	Cllr Hugh Irving / Simon Kaye
20 NOVEMBER 2012	
Financial Update Report	Cllr Julian Thompson-Hill / Paul McGrady
Supporting People Strategy Update and Spend Plan	Cllr Bobby Feeley / Sally Ellis / Jenny Elliott
Review of Faith Based Education Provision	Cllr Eryl Williams / Jackie Walley
Ruthin Schools Review	Cllr Eryl Williams / Jackie Walley
Dog Fouling	Cllr David Smith/Graham Boase
Cefndy Healthcare: Potential loss of DWP funding and site move	Cllr Bobby Feeley / Phil Gilroy / Deborah Holmes-Langstone
Items from Scrutiny Committees	Scrutiny Coordinator
Marine Lake, Rhyl: A Strategic Direction – <i>possible delay to November</i>	Cllr Hugh Evans / Carol L. Evans
LDP Update	Cllr Hugh Evans/ Graham Boase
Ocean Plaza Update	Cllr Hugh Evans/Keith Bowler
18 DECEMBER 2012	
Welsh Housing Quality Standards	Cllr Hugh Irving / Peter McHugh
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator
Corwen Pavilion	Cllr Huw Jones / Jamie Groves
<i>Highways & Infrastructure Collaboration</i>	<i>Cllr David Smith / Hywyn Williams / Stuart Davies / Danielle Edwards (CCBC)</i>
Rhyl Front Projects (including Sky Tower)	Cllr Hugh Evans/ Tom Booty

15 JANUARY 2013	
Financial Update Report	Cllr Julian Thompson-Hill / Paul McGrady
Budget Proposals	Cllr Julian Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator
19 FEBRUARY 2013	
Financial Update Report	Cllr Julian Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator
19 MARCH 2013	
Financial Update Report	Cllr Julian Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator
16 APRIL 2013	
Financial Update Report	Cllr Julian Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator
14 MAY 2013	
Financial Update Report	Cllr Julian Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator