



To: Members of the County Council

Date: 30 September 2013

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Dear Councillor

You are invited to attend a meeting of the **COUNTY COUNCIL** to be held at **10.00 am** on **TUESDAY, 8 OCTOBER 2013** in **COUNCIL CHAMBER, COUNTY HALL, RUTHIN LL15 1YN**.

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 DECLARATIONS OF INTEREST**

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 CHAIRMAN'S DIARY (Pages 5 - 6)**

To note the civic engagements undertaken by the Chairman of the Council (copy attached).

**5 MINUTES (Pages 7 - 18)**

To receive the minutes of the meeting of the County Council held on 10<sup>th</sup> September, 2013 (copy enclosed).

**6 COMMUNITY BENEFITS, PROCUREMENT AND THE ECONOMIC AND COMMUNITY AMBITION STRATEGY**

To receive a presentation from Strategic Procurement on Community Benefits and how they link to Procurement and the Economic and Community Ambition Strategy.

**7 ANNUAL PERFORMANCE REVIEW 2012-13 (Pages 19 - 90)**

To consider a report by the Head of Business, Planning and Performance (copy enclosed) on the Council's draft Annual Performance Report for 2012-13.

**8 CORPORATE SAFEGUARDING POLICY (Pages 91 - 156)**

To consider a report by the Corporate Director: Modernising and Wellbeing (copy enclosed) which proposes the adoption of a Corporate Safeguarding Policy and the establishment of a joint Member/officer Corporate Safeguarding Panel.

**9 COUNTY COUNCIL FORWARD WORK PROGRAMME (Pages 157 - 160)**

To consider the Council's forward work programme (copy enclosed).

## **MEMBERSHIP**

### **Councillors**

Ian Armstrong  
Raymond Bartley  
Brian Blakeley  
Joan Butterfield  
Jeanette Chamberlain-Jones  
Bill Cowie  
Ann Davies  
James Davies  
Meirick Davies  
Richard Davies  
Stuart Davies  
Peter Duffy  
Hugh Evans  
Peter Evans  
Bobby Feeley  
Carys Guy  
Huw Hilditch-Roberts  
Martyn Holland  
Colin Hughes  
Rhys Hughes  
Hugh Irving  
Alice Jones  
Huw Jones  
Pat Jones

Gwyneth Kensler  
Geraint Lloyd-Williams  
Margaret McCarroll  
Jason McLellan  
Barry Mellor  
Win Mullen-James  
Bob Murray  
Peter Owen  
Dewi Owens  
Merfyn Parry  
Paul Penlington  
Arwel Roberts  
Gareth Sandilands  
David Simmons  
Barbara Smith  
David Smith  
Bill Tasker  
Julian Thompson-Hill  
Joe Welch  
Cefyn Williams  
Cheryl Williams  
Eryl Williams  
Huw Williams

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# Agenda Item 4

## Digwyddiadau wedi eu mynychu gan y Cadeirydd / Events attended by Chairman

30.08.13 – 30.09.13

Dyddiad / Date	Digwyddiad / Event	Lleoliad / Location
30.08.13	CCB Cyngor ar Bopeth, Sir Ddinbych Denbighshire Citizen's Advice Bureau AGM	Dinbych Denbigh
31.08.13	Sioe Awyr Y Rhyl Rhyl Air Show	
06.09.13	Gwasanaeth 'Worshipful Company of Watermen' Service	Rhuthun Ruthin
08.09.13	Gwasanaeth Dinesig Y Maer Mayor's Civic Service	Llanelwy St Asaph
12.09.13	Seremoni Dinasyddiaeth Citizenship Ceremony	Rhuthun Ruthin
14.09.13	Seremoni Gwobrwyo Staff Gwasanaeth Ieuenctid Youth Service Staff Award Ceremony	Dinbych Denbigh
16.09.13	Agoriad Swyddogol 'Canolfan Ni' Official Opening 'Canolfan Ni'	Corwen
17.09.13	Agoriad Swyddogol Llyfrgell Llanelwy Official Opening St Asaph Library	
18.09.13	Croesawu 'Tour of Britain' i Ddinbych Welcome 'Tour of Britain' to Denbigh	
18.09.13	Derbyniad Lletygarwch 'Tour of Britain' 'Tour of Britain' Hospitality Reception Is-Gadeirydd wedi mynychu / Vice Chairman attended	Llanberis
21.09.13	Clwb Rygbi Dinbych Denbigh Rugby Club	
22.09.13	Gwasanaeth Dinesig Cadeirydd Chairman's Civic Service	Ynys Môn Anglesey
23.09.13	Ymweld â Hope House Visit Hope House	Conwy
26.09.13	Gweithdy Cerddorol i Ysgolion Arbennig Gŵyl Gerdd Ryngwladol Gogledd Cymru Musical Workshop for Special Schools North Wales International Music Festival	Llanelwy St Asaph
26.09.13	Cyngerdd - Gŵyl Gerdd Ryngwladol Gogledd Cymru Concert - North Wales International Music Festival	Llanelwy St Asaph
29.09.13	Gwasanaeth Dinesig y Maer Mayor's Civic Service	Prestatyn

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## COUNTY COUNCIL

Minutes of a meeting of the County Council held in Council Chamber, County Hall, Ruthin LL15 1YN on Tuesday, 10 September 2013 at 10.00 am.

### PRESENT

Councillors Ian Armstrong, Raymond Bartley (Chair), Brian Blakeley (Vice-Chair), Joan Butterfield, Jeanette Chamberlain-Jones, Bill Cowie, Ann Davies, James Davies, Meirick Davies, Richard Davies, Stuart Davies, Peter Duffy, Hugh Evans, Peter Evans, Bobby Feeley, Carys Guy, Huw Hilditch-Roberts, Colin Hughes, Rhys Hughes, Huw Jones, Pat Jones, Gwyneth Kensler, Geraint Lloyd-Williams, Jason McLellan, Win Mullen-James, Bob Murray, Peter Owen, Dewi Owens, Arwel Roberts, Gareth Sandilands, David Simmons, Barbara Smith, David Smith, Julian Thompson-Hill, Joe Welch, Cefyn Williams, Cheryl Williams, Eryl Williams and Huw Williams

### ALSO PRESENT

Chief Executive (MM), Corporate Director: Economic and Community Ambition (RM), Senior Engineer, Flood Risk Management (WH), Head of Legal & Democratic Services (GW), Corporate Director: Modernisation and Wellbeing (SE), Head of Finance and Assets (PMc), Democratic Services Manager (SP) and Committee Administrator (SLW).

Independent Flooding Investigators:  
Dr Jean Venables, Clive Onions and John Young.

### 1 APOLOGIES

Apologies for absence were received from Councillors Martyn Holland, Hugh Irving, Alice Jones, Margaret McCarroll, Barry Mellor, Merfyn Parry, Paul Penlington and Bill Tasker

The Chair welcomed Councillor Peter Owen to the Council meeting following a lengthy illness.

The Chair also welcomed Councillor Richard Davies who had recently had a short stay in hospital.

At this juncture, the Chair paid tribute to two very special people who had recently passed away. Jane Kennedy had died peacefully in hospital at the end of July. A book of condolence had been placed in the Members Room. Also the recent passing of ex-Councillor Richard Jones. The thoughts of everyone were with the families and friends of both Jane Kennedy and Richard Jones at this sad time.

There followed a one minutes silence as a mark of respect.

The Chair reminded members that there would be a display in Conference Rooms 1a and 2 by Dave Evans, Project Manager, Corporate Programme Office, in respect of the new Rhyl High School.

Prior to the commencement of the meeting, the Leader, Councillor Hugh Evans, wished to congratulate officers, services and volunteers involved with the recent National Eisteddfod which had been a huge success. Volunteers including officers and residents had made a huge contribution to ensure the event had been so successful.

The Leader wished to express thanks to everyone involved especially:-

- (i) Hywyn Williams who had attended the event daily and had worked towards the event for the past two years.
- (ii) Also Gareth Watson who had set up the Pavilion which had shown Denbighshire at its best.

Both Hywyn and Gareth were to thank officers on behalf of the Council.

Congratulations were offered to Robat Arwyn the composer of the music for the opening concert.

Congratulations were also offered to Councillor Meirick Lloyd Davies for his award at the Eisteddfod for services to the Welsh Language.

Eisteddfod Officers had been extremely complimentary towards Denbighshire County Council and how they had risen to the challenge for the event. It had been a model other Local Authorities could follow and adopt in the future. Gratitude was offered to the Chairman and his wife on their continued presence at the event. The local economy had also benefitted from the success of the event.

## **2 DECLARATIONS OF INTEREST**

None.

## **3 URGENT MATTERS AS AGREED BY THE CHAIR**

No urgent matters had been raised.

## **4 CHAIRMAN'S DIARY**

A list of civic engagements undertaken for the Council by the Chair and Vice-Chair, for the period 28 June 2013 to 28 August 2013 had been circulated prior to the meeting.

The Chair stated that both the Llangollen Eisteddfod and the National Eisteddfod had been extremely successful. The concerts held at the National Eisteddfod had been amazing and in the Chair's opinion it had been the best Eisteddfod ever held.

Councillor Meirick Lloyd Davies thanked members for their congratulations.

Councillor Hugh Jones expressed his thanks to everyone involved with the Eisteddfod and wished to add his thanks to Ruth Williams from tourism for the beautiful flowers and the bunting which had made the area look outstanding to both the local people and to visitors.



The Chair stated that the Council's best wishes should be sent to Camarthenshire for the Eisteddfod in 2014.

## **5 MINUTES**

The minutes of the Council meeting held on 9 July 2013 were submitted.

***RESOLVED** that the minutes of the Council meeting held on 9 July 2013 be confirmed as a correct record.*

## **6 INVESTIGATORS REPORT ON THE FLOODS AT GLASDIR, RUTHIN**

Councillor David Smith, Lead Member for Public Realm, presented the Investigators Report on the floods at Glasdir, Ruthin (previously circulated), to inform members of the finding of the independent investigation. The independent investigation had been carried out by Dr Jean Venables, of Crane Environmental Ltd., supported by Clive Onions, Clive Onions Ltd., and John Young, Edenvale Young Associates Ltd.

Dr Jean Venables had been recommended to Denbighshire County Council by the Institute of Engineers.

Dr Jean Venables gave a brief outline of her career. Standards had recently changed and modelling techniques had improved. The investigation had looked at the situation in light of the guidance available at the time decisions were made. Therefore, it had been no surprise that the level for the bund on the basis of current calculations was different to the bund originally built. Even though the level was now different, this did not mean that the original level was wrong in light of the guidance and information available at the time.

The Welsh Development Agency had constructed the Ruthin North Link Road (A525) with a roundabout to the north of Ruthin to give access to land which had been allocated for development. The Link Road crossed the natural flood plain of the River Clwyd on an embankment.

Residents' assurance was important as flooding events cause much stress. Residents needed to be assured that the flood risk was being managed by adequate flood defences. These defences need to satisfy insurers and allow residents to sleep at night.

Various engineering solutions had been explored to restore the level of protection. It was the Investigating Team's opinion that the solution that offered the earliest and most cost-effective solution to re-instating the flood defences around the development was to raise the bund height. In the interim, sandbags could be placed on top of the bund until the work commenced to raise the height.

The Independent report authors felt blockage played a significant part and the blockages had been noted. Blockages had been caused by natural vegetation, debris, builders refuse and garden clippings washed down by the flood water.

The extent of the flooding in the Glasdir area had been considered in more detail to determine the role that the screens on the culverts under the Link Road had, and particularly the level of blockage.

The proposed new level of the bund was based on an assumption of 95% blockage.

The flow results were compared with recognised guidance to determine the approximate return period of the flooding which was judged to be biased towards 1 in 100 years (i.e. between 1% and 0.5% chance of happening in any one year).

The Investigating Team had considered what would be a normal level of protection if the development were to be promoted at the present day, and felt that the appropriate standard would be a level of protection provided by:

1 in 100 year + Climate Change Allowance, with 95% culvert blockage and 600mm freeboard. A freeboard of 600mm was a standard requirement for residential areas adjacent to sensitive flooding.

The Investigating Team recommended that a formal inspection and maintenance regime of all the flood defence structures, culverts and flood plain should be established with clear responsibilities. The NRW was installing additional flood warning equipment and were to set up a reporting system with the Council and Residents. It was equally important that, whilst responsibility for these, lay with the Authorities, the residents were alert to the flood risk, and recognised that they needed to report immediately, potential hazards, such as fly-tipping in the flood plain or fallen trees or branches. Flood wardens were recommended to be set up to have a direct line of contact with a member of staff.

The Investigating Team were encouraging grills to be removed from the culverts and posts to be in place to stop large debris.

Within the report, it was stated that the work would cost an estimated £250,000. Both the Welsh Government and Taylor Wimpey had pledged funding.

Councillor David Smith informed members that he wished to add a fourth recommendation to the report. The recommendation was as follows:-

(4) The Council notes that there are still a number of issues in relation to the flooding event that occurred on 27 November 2012 that Glasdir residents consider remain unresolved and the Council commits to officers and councillors working with the Glasdir Residents to resolve those issues.

At this juncture, the Chair asked for questions to be submitted by members, three at a time.

Councillor Hugh Hilditch-Roberts stated that on behalf of the residents, the report had been welcomed but there were many questions which remained to be answered. The questions were :-

- (i) If the Link Road had been a bridge structure was it true that we would not be having this report today?
- (ii) Was the design of the original flood defences to blame?
- (iii) Many agencies had been involved with the original design of Glasdir and were these agencies to be held responsible?
- (iv) Alternative route for flow in case of blockage? Why was this not the case?
- (v) Who designed the trash screens, and why were they not checked for blockage?
- (vi) Who had ownership of the flood system?
- (vii) Why was there no mention of the saturation in September 2012 which may have contributed towards the flooding in November 2012.

Councillor Bobby Feeley stated that the residents would be more assured if they were informed of who had been accountable for the flooding to ensure an event such as this did not occur again in the future.

- (i) Why were there no maintenance records?
- (ii) Why was the Link Road built above the level of the estate?
- (iii) In light of the accepted climate change, why were the original flood defences not re-assessed and updated?
- (iv) Was there an alternative solution to the use of sandbags on the top of the bund? If the sandbags were to become saturated, they would be useless.

Councillor Eryl Williams asked what had been the volume of water required from the river to fill the area and go over the bund and how long had it taken to fill up due to the culvert being blocked. Councillor Williams expressed his concern regarding the amount of tree debris which fell into rivers and how these would be dealt with, due to the fact the former Environment Agency was now part of a larger organisation.

Dr Jean Venables responded. Prevention had not been mentioned within the report. Flood Risk Management was the key. The structure of the Link Road which had been built by the Welsh Development Agency had been constructed to the standards required at the time. The trash screens had been designed to prevent people accessing the culverts. There had been such a large amount of debris caused by the flood water that any design of screen would have become blocked. There had been awareness of the September 2012 event and there had been experience up and down the country of catchments becoming totally saturated.

Regarding attributing blame, there was no evidence any negligent decisions had been made.

Sandbags on the top of the bund were not a desirable solution but they offered, in the interim, protection during the winter prior to the bund height being raised in spring 2014.

There had been a significant amount of water but the amount of time to fill up the culvert was not known. Water courses needed to be kept clear of debris and actions were in place to monitor the situation in the future.

Interim solutions were in place until permanent solutions were finalised by spring 2014.

Councillor Stuart Davies expressed concern regarding who had the responsibility of cleaning rivers.

Councillor Rhys Hughes agreed with Councillors Davies' concerns and also expressed concern regarding the culverts having grills removed.

Dr Jean Venables confirmed the responsibility of clearing rivers was a national issue in both England and Wales. Clearing of main rivers was extremely difficult and a multi-agency approach would be required.

When culvert grills were removed, stake columns would be added to trap large items preventing them from flowing through and blocking the culverts.

Councillor Meirick Lloyd Davies confirmed the Independent Report was extremely comprehensive. Councillor Davies suggested a solution could be a large hole to be dug under the Link Road to enable water to flow through.

Councillor Gwyneth Kensler asked about the cost of the works involved especially due to the current economic climate and cuts having to be made.

Councillor Colin Hughes stated that regarding the cost of £250,000 including a contribution from the Welsh Government and Taylor Wimpey, a contribution from partners would be of benefit to the local residents giving them peace of mind.

Councillor Joan Butterfield explained that Town Councils throughout the county had been asked to be on flood alert and Rhyl Town Council had put forward a Warden and training would take place this month. It had also been mentioned at one the meetings held why farmers could not be held responsible for rivers on their land.

Dr Jean Venables stated that in England the Environment Agency were looking at land owners to maintain rivers on their land. It would be important that Wardens reported back on blockages and fly-tipping. Diverting flood water away would not be possible without adverse consequences to others downstream so there has to be a balance.

The Corporate Director: Economic and community Ambition confirmed to members that the majority of the cost was to increase the height of the bund. A Flood Wardens network would be in place across the county.

A vote took place regarding the recommendations put forward and the vote was carried in favour 37 to 1 against.

**RESOLVED** that Members subject to the above :

- (i) Note the findings of the Independent Investigation
- (ii) Accept the recommendations set out in the Investigation Report
- (iii) Instruct Officers of the Council to proceed with the implementation of the recommendations set out in the Investigation Report.

*(iv) The Council notes that there are still a number of issues relating to the flooding event that occurred on 27 November 2012 that Glasdir residents consider remain unresolved and the Council commits to Officers and Councillors working with Glasdir residents to resolve those issues.*

**At this juncture (11.55 a.m.)**

**The meeting reconvened at 12.15 p.m.**

Prior to the commencement of the remainder of the meeting, the Leader, Councillor Hugh Evans, informed Members that Denbighshire County Council once again had been the highest performing council in Wales. This success was achieved by services working closer together and officers and members working closer together. Denbighshire's focus on performance was the most intensive in Wales. The Leader wished to express his gratitude to members and officers for their part in making Denbighshire County Council, one of the best in Wales.

## **7 BUDGET UPDATE**

The Lead Member for Finance and Assets presented the Budget Update Report (previously circulated), to provide members with an update of the latest position with regard to setting the Council's budget for 2014/15. The prime focus of the report was to approve an initial range of savings proposals for 2014/15. The savings proposals had emerged from the Service Challenge process over the past two years.

The WLGA were recommending, that for planning purposes, local authorities assume a cash reduction of -4% in 2014/15.

In the past three years, Welsh Government had sought to influence local decision making by requiring that education and social care budgets be "protected". Continuing protection to some services from a national level had meant that potential funding reductions would fall disproportionately on non-protected areas and the council would have less flexibility to manage the impact.

In addition, the council had been adversely affected by the census data which had highlighted that the council's actual population was lower than estimated in the national population estimates. The financial impact of the change was likely to be around £3.1million, but clarification was still awaited from the Welsh Government about how the change would be implemented.

Services were currently modelling budget scenarios and identifying possible future savings. These would be presented to members at the budget workshops scheduled for 21<sup>st</sup> October and 9<sup>th</sup> December. A report would be presented to County Council on 3<sup>rd</sup> December where savings supported by elected members could be agreed and more energy could be focussed on any remaining savings to be agreed before the final budget was agreed by council on 4<sup>th</sup> February, 2013.

Following discussions the following matters were raised :

- (i) It had been requested that the AONB pressure of £20,000 should not be included within Appendix 1 to the report, due to the fact that Denbighshire fund £130,000, Flintshire £111,000 and Wrexham £5,000. A request would be sent to partners to increase their funding to counteract the £20,000. The amendment was proposed and seconded.
- (ii) Denbighshire has a transient population who would not be on the electoral roll and would not have completed a census form. This had been an issue previously.
- (iii) The day care of the elderly was raised as a concern and examples given regarding difficulties with domestic equipment at Hafan Deg.
- (iv) If members sat on the board of institutions such as the Craft Centre, Ectarc etc., would they have the right to be part of the debate and vote on those matters?

The Head of Legal and Democratic Services firstly responded to the point raised regarding members who sat on the board of institutions. If a member was appointed by this council then the member had an exemption from having a prejudicial interest but have to declare a personal interest and, therefore, would be able to take part in discussions and voting.

The Head of Finance and Assets then responded to the other questions.

There would be no issue around removing the £20,000 from Appendix 1.

The census was an official document of data. It had been made worse in Denbighshire's case as it had been segregated by age group, school age population and elderly population.

The Corporate Director: Modernisation and Wellbeing confirmed services would be required to change. Hafan Deg would be used to assist people with reablement. A decision had not been made as to what equipment would be required in Hafan Deg.

The Chief Executive explained to members that even though Denbighshire County Council was an extremely successful council there were difficult times ahead.

The Corporate Plan had been set prior to notification from the Welsh Government of the financial cuts in funding. The Corporate Plan was aspirational and about moving the Council forward. An update on the Corporate Plan would be brought back to a future Council meeting.

It was stressed to members the importance of attending the budget workshops scheduled for October and December 2013 whereby detailed discussions would take place regarding the future efficiency savings.

A vote took place regarding the recommendations put forward and the vote was carried in favour 33 to 1 against.

**RESOLVED** that Members :

- (i) Note the latest position with regard to the budget for 2014/15
- (ii) Approve the savings proposed
- (iii) Remove the AONB pressure of £20,000 as agreed.

## **8 PAY POLICY STATEMENT**

The Chief Executive presented the Pay Policy Statement (previously circulated) to members to satisfy the Council's legal obligations in respect of the Localism Act 2011. Members approval was sought to the Pay Policy Statement which had been drafted in accordance with the requirements of 38 (1) of the Localism Act 2011 which incorporated all existing pay arrangements for the workforce groups within the Council, including Chief Officers and lowest paid employees. The only amendment to be made to the Report was under 4.3.1 due to the fact that all staff, other than Chief Officers, had been awarded a 1% pay increase which would be back dated to April 2013. This would be paid in the September payment.

A vote took place regarding the recommendations put forward and the vote was carried unanimously.

**RESOLVED** that members approve the Pay Policy Statement as amended to ensure the Council complies with its legal obligations under the Localism Act 2011.

## **9 CONSULTATION RESPONSE TO THE COMMISSION ON PUBLIC SERVICE GOVERNANCE AND DELIVERY**

The Chief Executive presented the Consultation Response to the Commission on Public Service Governance and Delivery Report (previously circulated). The Council had been requested to provide evidence to the Commission on six key areas of focus: Performance; Scale and Capacity; Complexity; Governance, Delivery and Scrutiny; Culture and Leadership; and Welsh Government and National Assembly for Wales.

The Chief Executive had prepared a draft response under each of the headings. The draft had been circulated to members and a decision was required on whether to submit the draft, appropriately amended by members, as the Council's formal response to the call for evidence.

In addition to the draft response, the Chief Executive had submitted a paper "Leadership in Denbighshire County Council" representing his own views of how leadership and performance had improved in Denbighshire and offering this as evidence to the Commission. This had previously been circulated to members.

As far as Local Government was concerned, the Commission were considering whether current organisational arrangements should be changed as the Commission had apparently reached the conclusion that the current 22 unitary councils were unsustainable.

The most credible options appeared to be the following :

Option 1 : 22 is about right, we are not in favour of changing this number.

Option 2 : two councils should replace the six in North Wales.

Option 3 : we believe that fewer councils would be better but we don't have a number in mind.

Option 4 : we believe the number of councils in North Wales can be reduced to three and a number of smaller councils in South Wales could merge too.

Option 5 : we don't have an opinion.

Following a lengthy discussion the following points were raised :

- (i) Councillor Joe Welch on behalf of the Independent Group confirmed the group had recently held a debate on the issue. Cost of re-organisation was a matter of concern. The fact that services would be disrupted during re-organisation would be an issue. The Independent Group would opt for either Option 1, 3 or 4. Any long term changes would have to be to the benefit of the residents of Denbighshire.
- (ii) Councillor Joan Butterfield stated that a majority of Labour members had responded as individuals. The Labour Group would be sending a Group response which would be copied to all members.
- (iii) Councillor Julian Thompson Hill expressed concern of the impact on services, the cost of re-organisation and the fact that performance dipped dramatically during re-organisation. Larger councils were not necessarily best.

The Leader, Councillor Hugh Evans stated it was extremely difficult as Denbighshire was in a very good position currently. Denbighshire could influence the decision made by the Commission. There would be more responsibility on Councillors covering a larger area. Denbighshire were in a position to influence the Commission's decision.

The Chief Executive gave a summing up of the debate.

There was a vote as to who would be in favour of Denbighshire County Council remaining as a single authority and the vote held was 25 in favour and 2 against.

Several members expressed the view that they were opposed to the number of Councils in North Wales being reduced to one or two Councils in the future.

The Chief Executive confirmed he would draft a response and circulate to Group Leaders.

A vote took place regarding the recommendations put forward and the vote was carried in favour 26 to 1 against.

**RESOLVED** that:

- (i) *Submit the proposed response, as amended at the Council Meeting, to the Commission as Denbighshire County Council's evidence.*



*(ii) That the Chief Executive be authorised to write to the Commission setting out the Council's views on the future number of local authorities in consultation with Group Leaders.*

## **10 COUNTY COUNCIL FORWARD WORK PROGRAMME**

The Head of Legal and Democratic Services introduced the Council's Forward Work Programme (previously circulated).

There was a possibility there would be an additional item to be added to the meeting being held on 8 October 2013 – Scrap Metal Dealers Act 2013 but this was yet to be confirmed. The matter was to be presented at Cabinet.

**RESOLVED** *that subject to the above, the Council Forward Work Programme be approved and noted.*

**Meeting concluded at 2.15 p.m.**

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**Report To:** County Council

**Date of Meeting:** 8 October 2013

**Lead Member / Officer:** Cllr Barbara Smith / Alan Smith

**Report Author:** Tony Ward

**Title:** 2012-13 Annual Performance Review

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

- 1.1 The council is required to publish an annual report of its performance by 31<sup>st</sup> October each year. This report is about the council's draft Annual Performance Report for 2012-13.

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

- 2.1 A decision is required to approve the draft 2012-13 Annual Performance Review, attached at Appendix I to this report.

**3. What are the Recommendations?**

- 3.1 It is recommended that, subject to any agreed changes, Members approve the draft 2012-13 Annual Performance Review to enable translation and publication before 31<sup>st</sup> October 2013.

**4. Report details.**

- 4.1 The council's Corporate Plan 2012-17 sets the strategic direction for the council and its priorities for the five-year period. The detail about what the council intends to do each year to help deliver these priorities is set out in annual service plans and the Corporate Plan Annual Deliver Document. The council also has a number of equality objectives within its Strategic Equality Plan, and a set of Outcome Agreements with the Welsh Government.
- 4.2 This annual performance report provides a retrospective evaluation of the council's success in delivering against these plans during 2012-13, 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?**

- 5.1 The Annual Performance Review includes an evaluation of the council's success in delivering against its corporate priorities.

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

6.1 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 are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.**

7.1 An Equality Impact Assessment (EqIA) is not required for this report. This report provides a retrospective evaluation of the council's performance, and the decision to approve the report has no potential impact on people sharing protected characteristics. An EqIA was undertaken on the Corporate Plan itself, and was presented to County Council when the plan was approved in October 2012. The completed EqIA template is attached at Appendix II.

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

8.1 The report 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. Consultation has taken place with the Senior Leadership Team (SLT) and the Performance Scrutiny Committee on 19<sup>th</sup> September 2013 prior to being submitted to County Council for approval.

**9. Chief Finance Officer Statement**

9.1 There are no significant financial implications arising from the report.

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

10.1 "The risk of a significantly negative report(s) from external regulators" is currently a risk identified on the Corporate Risk Register. Failure to publish the Annual Review by the 31<sup>st</sup> October deadline would be likely to result in statutory recommendations from the Wales Audit Office, with significant implications for the reputation of the Council.

**11. Power to make the Decision**

11.1 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.

# 2012/13 Annual Performance Review

## Equality Impact Assessment

# 2012/13 Annual Performance Review

**Contact:** Tony Ward, Business Planning & Performance

**Updated:** 4 September 2013

## 1. What type of proposal / decision is being assessed?

Other

## 2. What is the purpose of this proposal / decision, and what change (to staff or the community) will occur as a result of its implementation?

The decision sought is to approve the draft 2012-13 Annual Performance Review. The decision will result in no change for staff or the wider community.

## 3. Does this proposal / decision require an equality impact assessment? If no, please explain why.

*Please note: if the proposal will have an impact on people (staff or the community) then an equality impact assessment **must** be undertaken*

No	As explained in Section 2, this decision will not result in any change for staff or the wider community, therefore it cannot have a disproportionate impact on people who share particular protected characteristics.
----	---

## 4. Please provide a summary of the steps taken, and the information used, to carry out this assessment, including any engagement undertaken

*(Please refer to section 1 in the toolkit for guidance)*

n/a

## 5. Will this proposal / decision have a positive impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?

*(Please refer to section 1 in the toolkit for a description of the protected characteristics)*

n/a

6. Will this proposal / decision have a disproportionate negative impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?

n/a
-----

7. Has the proposal / decision been amended to eliminate or reduce any potential disproportionate negative impact? If no, please explain why.

No	n/a
----	-----

8. Have you identified any further actions to address and / or monitor any potential negative impact(s)?

No	n/a
----	-----

Action(s)	Owner	By when?
n/a		

**9. Declaration**

Every reasonable effort has been made to eliminate or reduce any potential disproportionate impact on people sharing protected characteristics. The actual impact of the proposal / decision will be reviewed at the appropriate stage.

Review Date:	n/a
--------------	-----

Name of Lead Officer for Equality Impact Assessment	Date
Tony Ward	04.09.2013

**Please note you will be required to publish the outcome of the equality impact assessment if you identify a substantial likely impact.**

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# ANNUAL PERFORMANCE REPORT 2012/13

## DENBIGHSHIRE COUNTY COUNCIL

This report looks at council performance in terms of the delivery of the outcomes identified within the Corporate Plan, Strategic Equality Plan, Outcome Agreement, and the Statutory Performance Framework



This document may be available in other formats on request

Os ydych angen gwybodaeth bellach, gofynnwch os gwelwch yn dda i rhywun yr ydych yn gwybod sydd yn siarad Cymraeg neu Saesneg i ffonio 01824 706161

If you need further information, please ask someone you know who speaks English or Welsh to telephone 01824 706161

Jeżeli potrzebują państwo dalszych informacji, proszę poprosić kogoś, kto mówi po angielsku lub walijsku żeby zadzwonił pod numer 01824 706161

اگر آپ کو مزید معلومات درکار ہوں تو برائے مہربانی انگریزی یا ویلش زبان جاننے والے اپنے کسی واقف کار سے کہیں کہ وہ آپ کی جانب سے فون نمبر 01824706161 سے رابطہ کریں۔

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如果您需要更多信息，请向你认识的人谁讲英语或威尔士电话：01824706161

To make comments and suggestions or for further information please contact:	
By <b>EMAIL</b> :	<a href="mailto:corporate.improvement@denbighshire.gov.uk">corporate.improvement@denbighshire.gov.uk</a>
By <b>TELEPHONE</b> :	01824 706161
By <b>POST</b> :	Corporate Improvement Team Denbighshire County Council, County Hall, Wynnstay Road, Ruthin, LL15 1YN

## CONTENTS

	Page
<a href="#"><u>FOREWORD</u></a>	1
<a href="#"><u>INTRODUCTION</u></a>	2
<a href="#"><u>FINANCIAL INFORMATION</u></a>	4
<a href="#"><u>PERFORMANCE REVIEW</u></a>	6
<a href="#"><u>1.1 CORPORATE PLAN</u></a>	7
<a href="#"><u>1.2 STRATEGIC EQUALITY PLAN</u></a>	34
<a href="#"><u>1.3 OUTCOME AGREEMENT</u></a>	54
<a href="#"><u>1.4 NATIONAL STRATEGIC INDICATORS</u></a>	55
<a href="#"><u>1.5 EXTERNAL INSPECTION AND REGULATION WORK</u></a>	56
<a href="#"><u>1.6 COLLABORATION</u></a>	59

## FOREWORD

Each year we publish a report to review our performance and to evaluate how successful we have been in delivering real benefits for our communities. This report is a review of our performance during the 2012/13 financial year.

It was during last year that the council agreed a new five-year Corporate Plan for 2012 - 2017, with 2012/13 representing the first year of that plan. Although it is without question the most ambitious Corporate Plan the council has ever had, it is also achievable. The plan sets out our priorities for the five-year period, and this report evaluates our progress so far. We know that some of our priorities will take several years to deliver, and we realise that the full benefits of our Corporate Plan will be realised beyond 2017. In particular, the priorities focussing on the economy and education have a timescale beyond the five years of our Corporate Plan. However, it is important for us to be able to demonstrate the progress we have made at the end of each year, and this report aims to do that.

I am pleased to be able to say that we made significant progress with some of our priorities during 2012/13, and we were able to lay the foundations for success for those (like developing the local economy) that have a longer-term focus.

In addition to our Corporate Plan, the council also has a Strategic Equality Plan, and we will use this report to evaluate our progress in delivering our equality objectives. We want to include these to show that equality work is not seen as a separate activity, and that we are working hard to ensure that equalities becomes part of our day-to-day business. Many of our equality objectives are linked to our priorities, and our next Corporate Plan in 2017 will include equality objectives and remove the need for a separate Strategic Equality Plan.

I am proud to say that Denbighshire has consistently been the highest performing council in Wales in recent years, according to the indicators used by the Welsh Government to evaluate local government performance. In 2012/13, we performed in the top quarter of councils in Wales for 17 of 30 statutory indicators, which is more than any other council. Furthermore, we had fewer indicators in the bottom half of councils than any other council in Wales (8 out of 30), and we were the best council in Wales on issues such as preventing homelessness and recycling. Our aim is not only to maintain our status as a high performing Welsh council, but also to deliver further improvements and become an excellent council that compares favourably with the best authorities outside of Wales.



A handwritten signature in black ink, appearing to read 'M Mehmet'.

**Dr Mohammed Mehmet, Chief Executive**

## INTRODUCTION

This report provides an overall assessment of the performance of Denbighshire County Council during 2012/13, and contains sections on the following elements of our work:

1. The council's Corporate Plan 2012-17, and progress in delivering our corporate priorities;
2. The council's Strategic Equality Plan, and progress in delivering our equality objectives;
3. The council's progress in delivering on our Outcome Agreements with the Welsh Government (designed to demonstrate how we contribute to national priorities);
4. The council's performance in relation to the National Strategic Indicators (used by the Welsh Government to evaluate local government performance in Wales);
5. The conclusions from audit and inspection work from our external regulators;
6. Progress on major collaborative projects with other councils and agencies.

## HOW WE UNDERSTAND OUR PERFORMANCE

The following contains information that will help you to understand the analysis of our progress, particularly in relation to our priorities.

Each priority has one or more "outcomes", which describe the benefits we aim to deliver for our communities. We use a selection of "indicators" to help us understand whether we are making progress with delivering these outcomes. Indicators do not directly measure the performance of the council, as most indicators are outside of our full control and tell us about the external environment. However, indicators are useful and important because they help us to understand whether outcomes for our communities are getting better or worse.

Each outcome also has a selection of "performance measures" which measure the success of the council's work in relation to that outcome. Each indicator and performance measure is given a status that describes the current position. The status tells us how good the current position is, and the colours below represent the following definitions:

Status	Definition
Green	The current position is <b>excellent</b>
Yellow	The current position is <b>good</b>
Orange	The current position is <b>acceptable</b>
Red	The current position is <b>a priority for improvement</b>

These colours do not show whether we have met a particular "target" because, unlike most other councils, we do not set specific targets for indicators and performance measures. This is because targets tend to be based on achieving

## INTRODUCTION

minor annual improvements, but this type of system does not tell us how well we are performing comparatively. Using a traditional approach, it is possible to meet a target (and show this as green) even if the comparative position is still very poor.

Our system means that we only report something as “green” if the current position for an indicator or performance measure is genuinely “excellent”. Where possible, we use comparisons with other councils to say how good the position is in Denbighshire. Being “green” or “excellent” usually means we are in the top quarter of councils in Wales, and “red” usually means we are in the bottom half of councils in Wales, which would be a “priority for improvement”. However, where being in the top quarter of councils in Wales cannot be classed as “excellent”, we use a different threshold. For educational attainment, we only call something “excellent” if we are the best in Wales, because educational attainment in Wales is currently lower than in other parts of the UK. For sickness absence, we compare our position with the UK private sector because we feel that sickness absence in Welsh councils is higher than we would expect it to be in Denbighshire.

Each outcome also has "improvement activities", which are projects and actions designed to contribute to the delivery of the outcome. We monitor the delivery of these activities by providing a "delivery confidence". The same four colours are used to mean the following:

Status	Delivery Confidence Definition
Green	Successful delivery appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly
Yellow	Successful delivery appears probable but significant issues already exists requiring management attention.
Orange	Successful delivery is in doubt with major risks or issues apparent in a number of key areas.
Red	Successful delivery appears to be unachievable.

We use a wide range of information to understand the progress being made by the council. As well as using traditional measures of our performance (which measure how much of something we do, or how well we do it), we also analyse population indicators that tell us whether people in our communities are any better off than they used to be. It is also important for us to know how people feel about the outcomes we hope to deliver, so we undertake a number of surveys to evaluate whether people are feeling more or less positive about things that affect their lives.

Monitoring our improvement activities is important because these are the things that we hope will make a positive difference to our communities in the future. Finally, we evaluate what our external regulators say about us. We have brought all of these things together to produce a balanced report of our performance in 2012/13.

## FINANCIAL INFORMATION

### The Financial Position

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 2012/13, the revenue budget was £260 million.

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 £18 million by the end of 2014/15. The saving target for 2012/13 was £3.4 million and this saving was delivered. We made a pledge to meet the required savings while 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 set out how the council will make these savings. The Medium Term Financial Plan is being revised in 2013/14 to take account of potential reductions to the council's budget settlement. Targets for future years' savings will become clearer once formal notification of future settlements is received.

We 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 we continue to operate within our means.

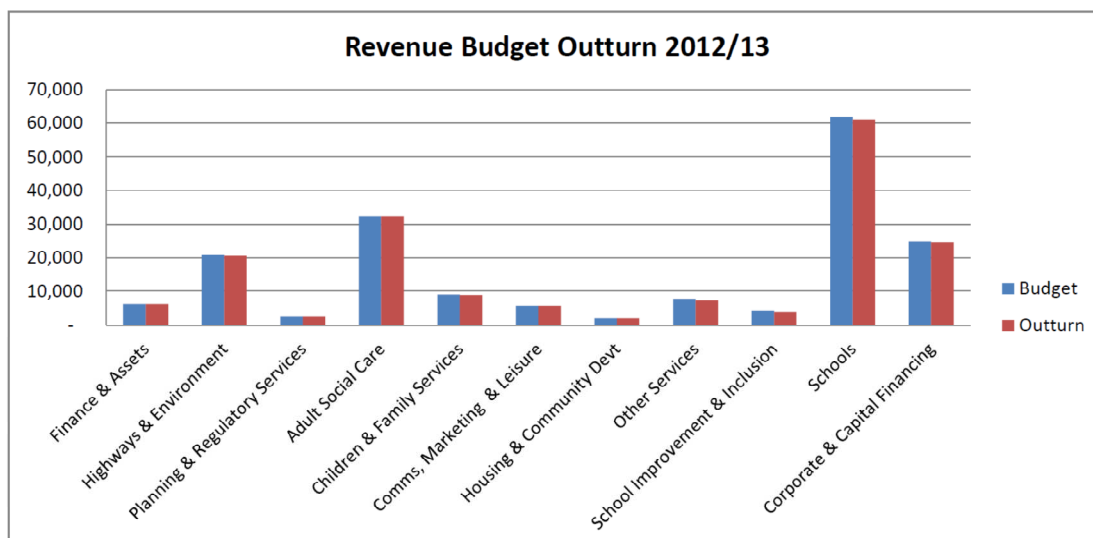
In 2012/13, we invested an additional £1 million in our priorities, allocated as follows:

Area	£'000
<b>Modernising Education</b>	200
<b>Highways</b>	100
<b>Town Plans/Regeneration</b>	100
<b>Information &amp; Communication Technology</b>	300
<b>Foryd Harbour</b>	100
<b>Demographic Change/Extra Care Housing</b>	200
<b>Total</b>	<b>1,000</b>

By the end of the year, the council had spent £1.5 million less than it budgeted for on services and corporate budgets, including making a budgeted contribution to balances of £300k. The year-end position made it possible to make a net contribution to reserves and balances (including schools) of £3.1 million.

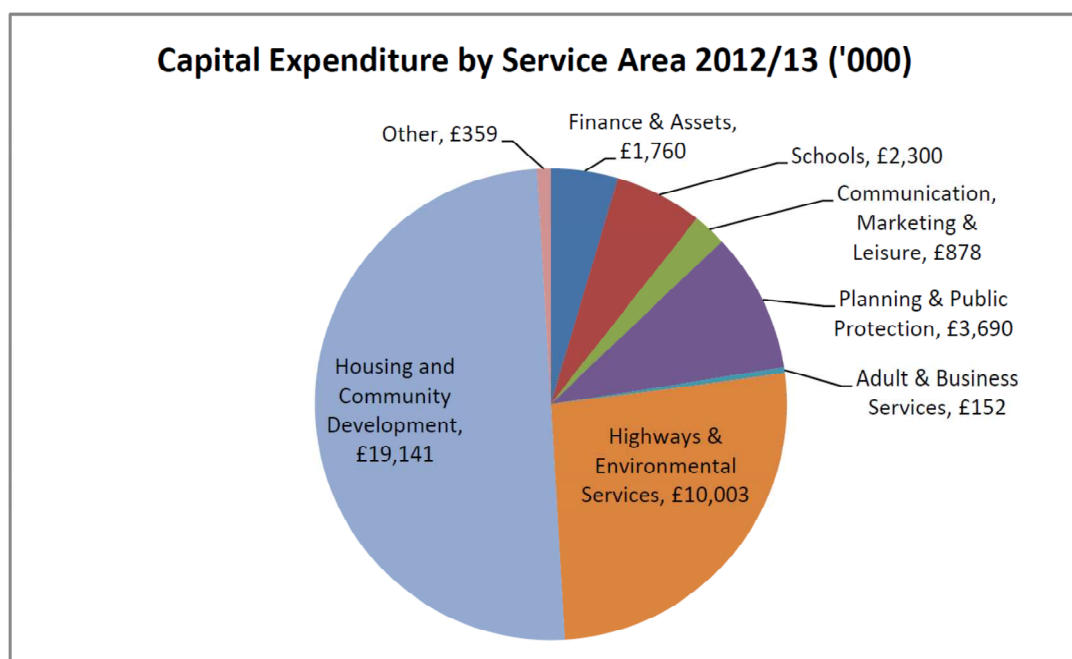


## FINANCIAL INFORMATION



During 2012/13, the council agreed an ambitious Corporate Plan which aims to deliver investment of over £120 million in schools, social care facilities and roads in the coming five to seven years. External funding will contribute to the overall cost of investment in schools and roads, but the Plan relies upon internal resources to fund borrowing and to provide cash. Such a significant investment will help improve key services but does not come without risk, and therefore measures are in place to continually assess the delivery and affordability of the Plan. During 2012/13 we contributed additional cash resources of £2.7 million to help fund the Corporate Plan.

Capital investment in council assets amounted to over £38 million in 2012/13, which included £6.4 million spent on improvements to the council's housing stock. Indeed, expenditure on Housing and Regeneration-related projects was the most significant area of capital investment in 2012/13. The graph below also shows that significant investment has been made to maintain and improve the council's road network and other infrastructure, as well as investment in other service areas.



## **1.0 PERFORMANCE REVIEW**

The rest of this report provides a review of progress during 2012/13, and it is split into the following sections:

### **The Corporate Plan**

There are a total of 14 outcomes within our Corporate Plan, with each of our seven corporate priorities having one or more outcome. This report reviews each outcome and provides an evidence-based assessment of the current position.

### **Strategic Equality Plan**

There are a total of six equality objectives that were agreed between north Wales public bodies. Each equality objective has one or more "action areas" (or outcomes). This report reviews the progress made in each of the "action areas" where the council felt it could make a contribution.

### **Outcome Agreement**

Like all councils in Wales, we developed a set of ten outcomes within our Outcome Agreement with the Welsh Government. The Outcome Agreement sets out how we will work towards improving outcomes for local people within the context of the Welsh Government's national priorities. This report reviews the council's progress in delivering on its Outcome Agreement.

### **National Strategic Indicators**

There are a total of 30 statutory indicators, known as the National Strategic Indicators (NSIs). The NSIs are used to measure performance of local authorities at a national level, and this report provides an overall assessment of the performance of Denbighshire County Council.

### **External Regulation And Inspection Work**

Like all councils in Wales, the work of Denbighshire County Council is scrutinised by external regulators to ensure that we use public money efficiently and effectively to deliver benefits for our communities. The Wales Audit Office has an annual programme of audit and assessment work that it undertakes in the council, and the conclusions from this work are brought together in an Annual Improvement Report. Other regulators undertake work relating to specific service areas. The main ones are Her Majesty's Inspectorate for Education and Training in Wales (Estyn) and the Care and Social Services Inspectorate for Wales (CSSIW). This report summarises the conclusions made about the council by our external regulators during 2012/13.

### **Collaboration**

Sometimes it is possible to reduce costs or improve services for the community by working in collaboration with other councils or agencies. The report reviews progress with the major collaborative projects we are involved with.

## 1.1 The Corporate Plan

### **PRIORITY: Developing the local economy**

Our approach to the “developing the local economy” corporate priority has been slightly different to the other priorities in our Corporate Plan. During 2012/13, the main focus for this priority was to develop an Economic and Community Ambition Strategy. The development of this strategy was required to provide us with a clearly defined approach to address this significant area of work.

During the first year of the Corporate Plan (2012/13), much work has also been done to address the knowledge and information gaps that limited our understanding of the local economy. We have now got to the stage where we have a draft proposal for the structure of this priority, and a draft set of indicators for each of the six outcomes under the priority (as set out on pages 7-17 of this report). This structure is included in this report to provide an idea of how this priority is developing. However, it should be noted that this is subject to change - following the agreement of the Economic and Community Ambition Strategy – and also, as our understanding of data availability becomes clearer for each of the proposed indicators.

The performance management framework will therefore be finalised during 2013/14. We will then have a much clearer understanding of the health of the local economy, and we will be able to start delivering a co-ordinated programme of works aimed at influencing the key outcome indicators.

### **PRIORITY: Developing the local economy**

**OUTCOME 1:** The infrastructure that connects the county internally, to the wider region and beyond, will enable individuals and businesses based in Denbighshire to compete effectively in wider markets for jobs and trade

#### Summary of the **current position** for the outcome

The overall position for this outcome will take more time to become clear because there are too many unknown factors to be able to make a full assessment. In particular, a number of indicators rely on the results of a business survey that is due to take place towards the end of 2013/14. This survey will provide the information needed to evaluate this outcome fully. However, of the information that is currently available, we do know that the position with broadband and 3G in Denbighshire is poor, with both achieving very low Ofcom rankings.

## **TRANSPORT**

<b>Indicators</b>	<b>Status</b>
% of people who report travel difficulties as a barrier to employment	New for 2013/14
% of businesses who report travel difficulties as a barrier to employment	New for 2013/14
% of businesses who report selling goods and services to a wider area	New for 2013/14

## 1.1 The Corporate Plan

### DIGITAL AND MOBILE

Indicators	Status
Ofcom five point ranking for overall broadband performance	4 <sup>1</sup>
Ofcom rank for premises that receive a 3G signal from all operators	5 <sup>1</sup>
Ofcom rank for premises that receive a 4G signal from all operators	n/a
% of businesses who report carrying out activity in e-commerce	New for 2013/14

### LAND AND PREMISES

Indicators	Status
% of employment land sites in use	Tbc
% of employment land sites ready to be developed	Tbc
% of all available employment land with business premises in use	Tbc

#### Summary of the **council's contribution** to the outcome

The successful delivery of the main improvement activity appears highly likely, offering confidence that we are contributing effectively to the outcome. The North Wales Economic Ambition Board has now been formally agreed by all six north Wales local authorities, and it has identified three priorities: Advanced Manufacturing (led by Flintshire), Energy & Environment (led by Anglesey), and Inward Investment (led by Wrexham).

Denbighshire is leading on the development of an integrated **Infrastructure Investment Plan** and a **Skills Development Plan**. The delivery confidence "yellow" indicates confidence in the successful delivery of the project, with resolvable issues that do not present a cost/schedule overrun.

#### **Infrastructure Investment Plan**

Understanding the economic benefit for investment in Rail Electrification in North Wales has been identified as an early priority for the Infrastructure Investment Plan. Denbighshire will contribute to this via the development of an economic case for investment in Rail Electrification. The data collection to support the economic case is underway.

#### **Skills Development Plan**

The Welsh Government shortened the timetable for the Skills Development Plan. A workshop with all North Wales local authorities was held in June 2013, which looked at the baseline information.

Improvement Activity	Status
The North Wales Regional Economic Ambition Board	Yellow

<sup>1</sup> Each area is ranked on how it scores on four broadband metrics, on a scale of 1 to 5, with 1 the highest or fastest, and 5 the lowest or slowest.

## 1.1 The Corporate Plan

### **PRIORITY: Developing the local economy**

**OUTCOME 2:** Denbighshire will have a workforce with the skills required for business growth

#### Summary of the **current position** for the outcome

Again, the overall position for this outcome will take more time to become fully clear because there are still some unknown factors until we undertake the business survey towards the end of 2013/14. However, of the information that is available, we do know that Denbighshire had a higher- than-average proportion of working age people claiming Job Seeker's Allowance (JSA) as of 31<sup>st</sup> March 2013. This was also true of 16 -24 year olds in Denbighshire, although recent data shows a reduction in JSA Claimants in each group, which is a positive development.

Denbighshire also has a smaller proportion than most other council areas in Wales of the working age population with qualifications at level 2 and above, although the position for those with qualifications of level 4 and above is more positive (classified as "acceptable"). However, the position is "excellent" for the proportion of the working age population with no qualifications at all.

Therefore the information provides some positives and some negatives, although most of the indicators are currently classed as being a "priority for improvement" (where data exists). This is not a surprise to us, and this is why the outcome was included in our Corporate Plan in the first place, i.e. because we would like the position to improve. Clearly these improvements are very difficult to achieve, and it may take several years to show significant improvement. However, we made the decision when developing our Corporate Plan that being difficult to achieve is not a good enough reason to stop us from trying.

### **SKILLS FOR WORK AND LIFE**

Indicators	Status
% of the working age population with no qualifications	9.3
% of the working age population with qualifications of level 2 and above	69.8
% of the working age population with qualifications of level 4 and above	28.8

### **CONNECTING PEOPLE WITH JOBS**

Indicators	Status
% of year 11 school leavers not in employment, education, or training	3.6
% of the working age population claiming Job Seeker's Allowance	4.2
% of the population aged 16 to 24 claiming Job Seeker's Allowance	7.2

### **ADVANCED SKILLS FOR GROWTH**

Indicators	Status
% of businesses reporting unfilled vacancies due to unsuitable applicants	New for 2013/14
% of businesses reporting difficulty recruiting staff with the right skills	New for 2013/14

## 1.1 The Corporate Plan

### ENTERPRISE AND ENTREPRENEURSHIP

Indicators	Status
% of the labour supply in Denbighshire who are self employed	10.8

#### Summary of the council's contribution to the outcome

The successful delivery of the improvement activities appears highly likely, offering confidence about the council's contribution to this outcome. At this stage the council identifies no major outstanding issues that pose a threat to delivery, with the exception of the facilitated discussions between Rhyl City Strategy and the Honey Club. The successful delivery of this project was in some doubt due to issues with the compulsory purchase order of the adjoining property. However, urgent action was taken and recent developments show that the objections to the compulsory purchase order have been withdrawn. This has quickened progress, with notices of cancellation received from the Planning Inspector, erected on site, and placed in the local press.

Improvement Activity	Status
Closing the skills gap in Denbighshire <sup>2</sup>	Green
Facilitate discussion between Rhyl City Strategy and Honey Club	Orange

---

<sup>2</sup> This council is working with businesses, the Sector Skills Council, and Careers Wales to identify skills gaps. It will then work with schools, careers advisors, and colleges to develop advice and courses for young people.

## 1.1 The Corporate Plan

### PRIORITY: Developing the local economy

#### OUTCOME 3: Businesses will develop and grow in Denbighshire

##### Summary of the **current position** for the outcome

There are still significant data gaps that limit our ability to determine the current position of this outcome. All of the indicators are new and will be reported during 2013/14, with several of them relying on the business survey that will take place towards the end of 2013/14.

### BUSINESS SUPPORT

Indicators	Status
No. of businesses that access business advice & support services	New for 2013/14
% of businesses that receive support and achieve the planned goals	New for 2013/14

### LOCAL BUSINESS CONNECTIONS

Indicators	Status
% of businesses who report that they are part of a business network	
a. Local	New for 2013/14
b. Regional	New for 2013/14
c. National	New for 2013/14
% of businesses who report some benefit from their business network	
a. Local	New for 2013/14
b. Regional	New for 2013/14
c. National	New for 2013/14

### DCC PROCUREMENT AND LOCAL IMPACT

Indicators	Status
£ value of procurement contracts awarded to local businesses	Tbc
£ value of local procurement as a % of total procurement	Tbc
% of agreed community and social benefit clauses that are:	
a. fully achieved	Tbc
b. partially achieved	Tbc
c. not achieved	Tbc

##### Summary of the **council's contribution** to the outcome

The successful delivery of improvement activities appears highly likely, offering confidence about the council's contribution to this outcome. At this stage, the council identifies no major outstanding issues that pose a threat to delivery.

## 1.1 The Corporate Plan

The delivery of the Local Economic Ambition Strategy has been incorporated into the overall Economic and Community Ambition (ECA) Programme. A series of workshops is now complete, and the draft strategy and action plan is on track and was considered by council in July 2013.

Nearly all management posts following the restructure of Economic Development and Regeneration are now in place. The process now moves on to the teams to support the management posts.

<b>Improvement Activity</b>	<b>Status</b>
Bee and Station Hotel <sup>3</sup>	Green
Fund capital projects to micro rural enterprises <sup>4</sup>	Green
Develop a Local Economic Ambition Strategy	Green
Restructure support for Economic Development & Regeneration	Green

---

<sup>3</sup> This is the work to redevelop the derelict Bee & Station Hotel in Rhyl into quality business accommodation.

<sup>4</sup> The council will publicise funding opportunities for capital projects to micro rural enterprises under the Rural Development Plan's rural Denbighshire business creation and development project.



## 1.1 The Corporate Plan

### PRIORITY: Developing the local economy

**OUTCOME 4:** Denbighshire's existing economic strengths and new potential will be maximised

#### Summary of the **current position** for the outcome

There are still significant data gaps that limit our ability to fully determine the current position of this outcome. No agreement has yet been reached on what would be "excellent", "good" etc. for these indicators, and these thresholds will be set once the Economic and Community Ambition Strategy has been approved. However, clearly the ambition is to see significant improvements (increases) for all the indicators listed below.

### TOURISM

Indicators	Status
Total revenue derived from tourism (£m)	314
No. of residents employed in accommodation & food services	4059
No. of businesses in accommodation & food services	350

### GROWTH OPPORTUNITIES

Indicators	Status
No. of businesses in production sector	205
No. of residents employed in manufacturing services	3300
No. of residents employed in energy & water sector	600

### SOCIAL ENTERPRISE

Indicators	Status
The count of births of new social enterprises	Tbc
The one year survival rate for new social enterprises	Tbc
The three year survival rate for new social enterprises	Tbc
The number of jobs created within the social enterprise sector	Tbc

#### Summary of the **council's contribution** to the outcome

The projects identified as the council's contribution to this outcome are progressing well. Some management attention is required, but the issues appear to be resolvable and should not present a problem that threatens delivery.

#### Improvement Activity

#### Status

Develop the tourism sector by delivering new and improved mountain bike trail initiatives:

a. Llyn Brenig Area

Yellow

## 1.1 The Corporate Plan

b. Llantyslio Mountain	Yellow
c. Moel Famau	Yellow
Develop the tourism sector by delivering six web-based digital trails	Green
The Regional Economic Ambition Board will work on three key priorities:	
a. Attracting Inward Investment	Yellow
b. Energy & Environment Sector	Yellow
c. Advanced Manufacturing Sector	Yellow

## 1.1 The Corporate Plan

### PRIORITY: Developing the local economy

#### OUTCOME 5: Towns and rural communities will be revitalised

##### Summary of the **current position** for the outcome

There are still significant data gaps that limit our ability to fully determine the current position of this outcome. **Some of the indicators for this outcome are based on the Residents' Survey. The overall evaluation will therefore need to be completed following the analysis of these results, which will be distributed before the report is presented to Council on 8<sup>th</sup> October 2013. Data not yet available.**

The position for vacant town centre premises is currently better than the UK average, but no decision has been made as to what benchmarks we will use to determine whether the current position in Denbighshire is excellent; good, acceptable, etc.

For the indicators relating to the rural economy, further work is required to define the rural population. Once this is established, we will be able to provide data for those indicators.

### TOWN AND AREA PLANS

Indicators	Status
% of activities in town & areas plans with a delivery confidence of GREEN	New for 2013/14

### TOWN CENTRES AND HIGH STREETS OF THE FUTURE

Indicators	Status
% of vacant town centre premises	11.1
% of residents reporting overall satisfaction with their town centre	Residents' Survey
% of town residents reporting overall satisfaction with their local area	Residents' Survey
% of town centre businesses reporting confidence in future prospects	New for 2013/14

### RURAL DENBIGHSHIRE

Indicators	Status
% of the rural working age population claiming Job Seekers Allowance	Tbc
No. of rural LSOA in Denbighshire with a median income below £XXX p/w	Tbc
% of rural residents reporting overall satisfaction with their local area	Residents' Survey
% of rural businesses reporting confidence in their future prospects	Residents' Survey

##### Summary of the **council's contribution** to the outcome

The work to deliver this outcome is progressing as planned; there are no outstanding issues threatening delivery.

Improvement Activity	Status
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## 1.1 The Corporate Plan

Year 1 projects within Town Plans will be delivered with our support	Green
Finance plans for projects will be developed for subsequent years	Green

### **PRIORITY: Developing the local economy**

**OUTCOME 6:** Deprivation in parts of Rhyl and upper Denbigh will be reduced

#### Summary of the **current position** for the outcome

The Welsh Index of Multiple Deprivation (WIMD) is the official measure of deprivation in small areas in Wales. Wales is divided into 1,896 Lower-Layer Super Output Areas (LSOA), each having about 1,500 people. Deprivation ranks are worked out for each of these areas: the most deprived LSOA is ranked 1, and the least deprived 1,896. One area has a higher deprivation rank than another if the proportion of people living there that are classed as deprived is higher. The WIMD was last updated in 2011, and the next update will be in 2014. In 2011, 10% of LSOAs in Denbighshire were among the 10% most deprived LSOAs in Wales. This would appear to a proportionate position, although our ambition would be to reduce that proportion during the period of our Corporate Plan. The WIMD tends to be updated every three years, so we can expect an update in 2017. This will enable us to evaluate whether we have been successful in reducing deprivation in the most deprived areas of the county.

### **TACKLING DEPRIVATION AND POVERTY**

Indicators	Status
% of LSOA that fall into the 10% most deprived in Wales	10
No. of LSOA with a JSA claimant count greater than Wales average	9
No. of LSOA with a median household income below 60% Wales median	32

#### Summary of the **council's contribution** to the outcome

Overall, the successful delivery of the majority of improvement activities appears likely, offering a reasonable level of confidence about the council's contribution to this outcome. However, at this stage there are three projects with an Orange status. This means that successful delivery of those projects is in doubt, with major risks or issues apparent in a number of key areas. The council is actively managing those risks and we remain hopeful about delivering those projects successfully.

The issues with the Rhyl Harbour Development do not relate to delivery of the project itself. We remain confident that the facility will be delivered in a way that enables the harbour business to grow and become a genuine attraction for the town. The current concern relates specifically to the number of new jobs to be created by June 2016, which is a requirement of the grant funding, given that the business will need time to develop. The issue with the West Rhyl Housing Improvement Project relates to compulsory purchase orders delaying the project. As mentioned earlier in the report, the issues with the development of the Honey Club Hotel related to objections to the compulsory purchase order, but these have recently been withdrawn enabling demolition works to commence on site.

## 1.1 The Corporate Plan

Improvement Activity	Status
Parental support for deprived 0-4 year olds	Green
Delivery of Welfare Rights Support in Denbighshire	Green
Delivery of additional Welfare Rights Support in Denbighshire	Green
North Denbighshire Cluster bid for Communities First Scheme	Green
Rhyl Harbour development	Orange
Honey Club Hotel development in Rhyl	Orange
West Rhyl Housing Improvement Project	Orange

## 1.1 The Corporate Plan

**PRIORITY: Improving performance in education and the quality of our school buildings**

**OUTCOME 7: Students achieve their potential**

Summary of the <b>current position</b> for the outcome	
<p>We are using a higher benchmark for excellence for the educational attainment indicators than just a Wales comparison. This is because attainment levels in Wales tend to be lower than other parts of the UK, and we do not feel that being in the top quarter of authorities in Wales can genuinely be classed as “excellent”. We therefore only class these indicators as “green / excellent” if Denbighshire is the best in Wales. Being in the top quarter of councils in Wales is classed as “yellow / good”, and being in the top half of councils in Wales is classed as “orange / acceptable”. Being in the bottom half of councils in Wales would still be classed as “red / priority for improvement”.</p> <p>The overall position for this outcome is positive, with attainment rates improving for all measures at key stages 2 and 4 last year. Denbighshire has a higher proportion of pupils achieving the level 2 threshold or vocational equivalents than any other council in Wales, and we are in the top quarter of councils for the average capped points score for pupils at key stage 4. However, three indicators are currently causing concern. First, the proportion of pupils leaving without an approved qualification is comparatively high, and a reduction to below 0.25% looks necessary for our position to become "acceptable" in future years. Second, the proportion of pupils achieving the Core Subject Indicator at Key Stage 2 is comparatively low, although it should be noted that the actual position in Denbighshire improved by 1.2% in 2012/13, and our position is only 0.1% away from being “acceptable”. Finally, the number of fixed-term exclusions is comparatively high, having increased from 533 in 2011/12 to 650 in 2012/13. However, two fewer exclusions would have resulted in the position being classed as “acceptable” compared to the national position. It should also be noted that the average number of school days lost per fixed-term exclusion in Denbighshire was among the lowest in Wales during 2012/13. Attendance rates in our primary schools (“good”) and secondary schools (“excellent”) is very pleasing, as attendance is obviously linked to attainment levels.</p>	
Indicators	Status
% of all pupils that leave without an approved qualification	0.82
% of pupils who achieve the Core Subject Indicator at Key Stage 2	83.5
% of pupils who achieve the Core Subject Indicator at Key Stage 4	53.1
Average Capped Points Score for pupils at Key Stage 4	339
% of pupils achieving the level 2 threshold, inc English/Welsh & maths	54.7
% of pupils achieving the level 2 threshold or vocational equivalents	82.7
% of pupil attendance in primary schools	94.5
% of pupil attendance in secondary schools	92.9
Average number of school days lost per fixed-term exclusion	2.1
Number of fixed-term exclusions	650

## 1.1 The Corporate Plan

Summary of the <b>council's contribution</b> to the outcome	
<p>The successful delivery of improvement activities appears highly likely, offering confidence about the council's contribution to this outcome. At this stage the council identifies no major outstanding issues that pose a threat to delivery.</p> <p>Overall, the service is confident it has the systems in place to support students to achieve their potential. Three of the performance measures are currently classed as a “priority for improvement”, but this simply reflects the reason why they were included in the Corporate Plan in the first place (i.e. we want to improve from the current position). For example, we have a strategy for reducing our reliance on mobile classrooms, and this is linked to future planned improvements to our school buildings. Improvements that rely on capital projects will obviously take time to implement, and we would therefore not expect these to be “good” or “excellent” at this stage.</p>	
Performance Measures	Status
No. of surplus places as a % of total primary school places	16.6
No. of surplus places as a % of total secondary school places	16.6
No. of deficit places as a % of total primary school places	1.24
No. of deficit places as a % of total secondary school places	0.00
No. of primary school places provided by mobile classrooms	616
No. of secondary school places provided by mobile classrooms	584
Improvement Activity	Status
Support and challenge governing bodies to secure strong leadership	Yellow
Work with education services in North Wales (RESIS <sup>5</sup> )	Green
Works to improve Ysgol Dyffryn Ial	Green
Works to improve Ysgol y Llys	Green
Works to improve Ysgol Dewi Sant	Green
Works to improve Ysgol Twm O'r Nant	Yellow
Works to create an area school in Cynwyd	Green
Replace gymnasium used by Denbigh High School	Green
Consultation on the Ruthin Area primary education review	Green
Potential Project to work with young people at risk of NEET	Green
Welsh in Education Strategic Plan	Green
Pilot a system for collecting data on incidences of bullying in schools	Green

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<sup>5</sup> Regional School Improvement Service

## 1.1 The Corporate Plan

### PRIORITY: Improving our roads

**OUTCOME 8:** Residents and visitors to Denbighshire have access to a safe and well-managed road network

#### Summary of the **current position** for the outcome

This outcome will be successful if Denbighshire has a safe and well-managed road network, and the quality of the roads is the biggest influencing factor in this. To make comparisons more meaningful, we compare our position for the road condition indicators with a group of similar rural local authority areas in Wales (those with a comparable road network), rather than all of Wales.

Overall the current position for this outcome is positive, because the quality of our road network has improved. Roads in Denbighshire generally improved at a faster rate than in our family group of similar councils in Wales, which means that we saw an actual and a relative improvement in 2012/13.

We achieved improvements in all the road condition indicators in 2012/13. The overall position improved significantly, with the percentage of A, B & C roads in poor condition reducing from 11.2% in 2011/12 to 10.1% in 2012/13. The position also improved for each type of road, with the biggest improvement being seen in our A roads, where the percentage in overall poor condition reduced from 7.2% in 2011/12 to 5.6% in 2012/13. The position for rural C roads (which make up the majority of our road network) is now considered to be comparatively “good”, as is the overall position for A, B & C roads combined. This means that we have fewer roads classed as being in a poor condition than most similar councils in Wales.

Our ambition is to continue to improvement the condition of our roads so that by 2017 less than 5% of A and B roads and less than 10% of C roads will be in overall poor condition. This will be a significant challenge, but we believe that this would enable us to say that our road network is “excellent”.

Some of the indicators for this outcome are based on the survey of City, Town & Community Council Members and the Residents’ Survey. The overall evaluation will therefore need to be completed following the analysis of these results, which will be distributed before the report is presented to Council on 8<sup>th</sup> October 2013. Data not yet available.

The number of successful claims made against the council where the claim related to the condition of the road network reduced to two during 2012/13, which also indicates that the condition of our roads is improving.

Survey Indicators	Status
Residents Survey, % satisfaction with:	
Maintaining main roads in good condition	Tbc
Maintaining streets in towns & villages in good condition	Tbc
Maintaining rural roads in good condition	Tbc
City, Town & Community Councillor Survey, % satisfaction with:	
Maintaining main roads in good condition	New for 2013/14
Maintaining streets in towns & villages in good condition	New for 2013/14



## 1.1 The Corporate Plan

Maintaining rural roads in good condition	New for 2013/14
Indicators	Status
% of A, B & C roads that are in overall poor condition	10.1
% of principal A roads that are in overall poor condition	5.6
% of non-principal/classified B roads in overall poor condition	9.3
% of non-principal/classified C roads in overall poor condition	13.9
No. of successful claims concerning road condition during the year	2

Summary of the <b>council's contribution</b> to the outcome	
<p>The successful delivery of the improvement activities identified for 2012/13 appears highly likely, offering confidence about the council's contribution to this outcome. There were no identified issues that pose a threat to the delivery of these activities, with the exception of the work to formalise plans for dropped kerbs. The project is red because it did not progress as originally intended during 2012/13. However, the council remains committed to delivering this activity because it relates to one of our Strategic Equality Objectives as well as this outcome in the Corporate Plan. Work is now progressing on this activity, and we are currently working to complete and implement a strategy that identifies the priority routes where we would want to ensure that a drop-kerb route is in place.</p> <p>The position with the performance measures for this outcome is also generally positive, which shows that our work is contributing effectively to the successful delivery of the outcome. Our position is "excellent" for the percentage of damaged roads and pavements made safe within target time, and the percentage of category C (street works) inspections carried out before the guarantee period ends. 93% of our annual structural maintenance expenditure spent on planned structural maintenance was achieved in 2012/13, which we regard as "acceptable". However, only 86% of our planned highways capital maintenance programme was achieved in 2012/13, which we regard as a "priority for improvement". We are currently waiting for data for the measure about the percentage of damaged roads and pavements made safe within target time. The remaining measures (for the percentage of road condition defects resolved within timescale, and the percentage of key routes where a drop-kerb route is in place) we will begin reporting on in 2013/14.</p>	
Performance Measures	Status
% structural maintenance spend spent on planned structural maintenance	93.0
% timeliness of category C (Final) Street Works inspections	29.0
% of damaged roads and pavements made safe within target time	New for 2013/14
% of road condition defects (CRM queries) resolved within timescale	New for 2013/14
% of key routes where a drop-kerb route is in place	New for 2013/14
% of planned Highways Capital Maintenance Programme achieved	86
Improvement Activity	Status
Focus capital maintenance on roads important to communities	Green
Resurfacing works	Green

## 1.1 The Corporate Plan

Surface dressing works	Green
Major reconstruction of the B4391 in the Berwyn mountains	Green
Review preparations for Highways Winter Maintenance	Green
Formalise plans for dropped kerbs	Red

## 1.1 The Corporate Plan

**PRIORITY: Vulnerable people are protected and are able to live as independently as possible**

**OUTCOME 9: Vulnerable people are able to live as independently as possible**

### Summary of the **current position** for the outcome

Achieving this outcome will mean that the council is successfully supporting vulnerable people to live as independently as possible. The latest information shows that the current position for this outcome is positive, with improvements made or sustained in a number of key areas. Specifically, there has been an increase in the proportion of the adult population in Denbighshire who can live independently, which has now reached a point where it can be described as “excellent”.

To date, our main focus has been on developing short-term support that enables people to live independently and reduces the need for long-term care/support. This reablement approach is starting to show success in Denbighshire. To continue improvements we will be focussing on reducing dependency for people already in receipt of services. This will require continued investment in developing appropriate community-based activities and support networks that promote and support people to live independent lives. The approach is in line with the new Social Services and Wellbeing Bill. However, it will inevitably mean some tough decisions about how we remodel existing services, which will require close working with communities and elected Members.

Despite improvements, Denbighshire still has a higher rate of people who cannot live independently (living in a care home setting) than most Welsh authorities. Part of our strategy for changing this position is to reduce the need for new admissions into care homes. The data relating to new placements shows that there was a clear reduction in the total number of older people requiring residential care support in 2012/13 compared to the previous year. Historically, Denbighshire has always had a higher rate of people living in a care home setting than most Welsh authorities, and this will take time to change. Our ambition is to continue reducing the percentage of the adult population who cannot live independently so that we can reach an “acceptable” position by 2017.

Indicators	Status
% of the adult population who live independently	97.1
% of the adult population who cannot live independently	0.70

### Summary of the **council's contribution** to the outcome

The successful delivery of improvement activities appears highly likely, offering confidence with the council's contribution. At this stage the council identifies no major outstanding issues that pose a threat to delivery. The position with all of the performance measures is “excellent”, which shows that we are working effectively to do the things we can do to have an influence on the outcome. For example, Disabled Facilities Grants are used to provide adaptations in people's homes to support their independence, and we have significantly reduced the time it takes to deliver those adaptations in recent years, to the point where we are now the third best in Wales for this measure.

## 1.1 The Corporate Plan

In addition, a count of the service users in receipt of assistive technology is included for information. This provides a focus on the range of assistive technologies that are not accounted for in the national performance measurement framework.

<b>Performance Measures</b>	<b>Status</b>
% of people who live independently with modern supportive options	62.0
% of people who live independently with traditional care options	38.0
Rate of delayed transfers of care for social care reasons	1.09
% of adult clients who do not need social care service after reablement	72.0
Average number of days taken to deliver a Disabled Facilities Grant	176
Change in number of local authority adult placements in care homes	-57
No. of service users in receipt of assistive technology	395
<b>Improvement Activity</b>	<b>Status</b>
New Work Connections Project	Green
Commissioning to deliver short-term support	Green
We will research Individual Service Funds	Green

## 1.1 The Corporate Plan

**PRIORITY: Vulnerable people are protected and are able to live as independently as possible**

**OUTCOME 10: Vulnerable people are protected**

Summary of the <b>current position</b> for the outcome	
<p>The success of this outcome will mean that Denbighshire is in a better position regarding the protection of vulnerable people. The available information offers the conclusion that the current position for this outcome is positive, with improvements made or sustained in a number of areas. This allows the council to be confident that vulnerable people are being protected effectively. The main indicator for this outcome is the percentage of child referrals that were re-referrals within 12 months. A high percentage indicates that issues may not be dealt with effectively following the initial referral. The position in Denbighshire is “good” compared to other councils in Wales.</p>	
Indicators	Status
% of child referrals that were re-referrals within 12 months	19.5

Summary of the <b>council's contribution</b> to the outcome	
<p>The successful delivery of the identified improvement activities appears highly likely, with no major outstanding issues that pose a threat to delivery, (except with the work to provide targeted support to families facing challenges or complex needs). A comprehensive mapping activity has been undertaken to profile children with disabilities and their families in order to understand the challenges and issues they face. Work is now underway to translate the findings of this activity into a clear commissioning strategy to target support to families facing challenges or complex needs. In addition, work is also underway to expand the Family Support Service from a five-day week to a seven-day week waking hour's service.</p> <p>The council is generally performing very well in its work relating to this outcome, with only one performance measure identified as a priority for improvement. This particular measure is showing gradual improvement and is almost at the point where we can consider the position to be “acceptable”. The position for the other measures are classed as “excellent” or “good”, with performance at - or close to - 100% in most cases.</p>	
Performance Measures	Status
% of adult protection referrals completed & the risk has been managed	96.9
% of child protection reviews carried out within statutory timescales	98.9
% of core group meetings within 10 days of child protection conference	90.4
% of open cases on child protection register with allocated social worker	100
Improvement Activity	Status
Referrals & on-going cases to identify vulnerable children & families	Green
Targeted support to families facing challenges or complex needs	Orange
Training Events: All Wales Adult Protection Policy and Procedures	Green
Training Events: Child Protection	Green

## 1.1 The Corporate Plan

### PRIORITY: Clean and tidy streets

**OUTCOME 11:** To produce an attractive environment for residents and visitors alike

Summary of the <b>current position</b> for the outcome	
<p>Most of the indicators for this outcome are based on the survey of City, Town &amp; Community Council Members and the Residents' Survey. The overall evaluation will therefore need to be completed following the analysis of these results, which will be distributed before the report is presented to Council on 8<sup>th</sup> October 2013. Data not yet available.</p> <p>The 2013 version of our Residents' Survey included a number of new questions about the general cleanliness of streets, and specifically about dog fouling (which was identified as a major issue for residents during the development of our Corporate Plan).</p> <p>The Cleanliness Index (which represents the overall standard of cleanliness of relevant highways and land within Denbighshire) is "excellent" compared to other councils in Wales. The scale runs from zero to 100, and a higher score indicates better cleanliness.</p> <p>The data identifies an issue with fly tipping, which is highlighted as a "priority for improvement". Although it has reduced slightly over the past two years, instances of fly tipping in the county appear to be high in the context of Wales. However, we believe that we may be reporting this indicator differently from other councils because we include incidents that we identify ourselves through our street cleaning activities in addition to incidents reported by the public. This indicator may therefore not work as a comparison, and in future we will take a local view as to what "excellence" would look like. Our ambition as behaviour in the community changes is to continue the recent reduction in the rate of fly-tipping.</p>	
Survey Indicators	2013
Residents' Survey, % satisfaction with:	
The cleanliness of the streets (local area)	New for 2013/14
The cleanliness of the streets – dog fouling (local area)	New for 2013/14
The cleanliness of the streets (nearest town)	New for 2013/14
The cleanliness of the streets – dog fouling (nearest town)	New for 2013/14
City, Town & Community Council Survey, % satisfaction with:	
The cleanliness of the streets (C,T&CC area)	New for 2013/14
% of C,T&CC who report improvement with dog fouling	New for 2013/14
Indicators	2012/13
The Cleanliness Index	82.8
The rate of reported fly tipping incidents reported per 1,000 population	22.8
Clean Streets Survey – Improvement Areas	New for 2013/14

## 1.1 The Corporate Plan

### Summary of the council's contribution to the outcome

The successful delivery of improvement activities appears highly likely, and there appear to be no major outstanding issues that pose a threat to delivery. A similar conclusion can be drawn from the majority of the performance measures, which are mainly positive (“good” or “excellent”). The only exception is with the timely clearing of reported fly tipping incidents, which is identified as a “priority for improvement”. The data for the past three years shows a decline in performance, from 100% in 2009-10 to 84% in 2012-13. However, as with the *indicator* about fly tipping, there are again some issues with the quality of the data for this measure. Our Customer Relationship Management System (CRM) actually makes our performance appear worse than it is because we can only currently measure how long it takes from when the incident is recorded to when it is closed on the system (rather than when the incident was actually cleared, which can often be several days earlier). We are therefore hoping to find a way to improve the recording of this data so that this measure reflects our performance more accurately.

There are two new performance measures that we have started monitoring during 2013/14. These will be reported in next year’s Annual Performance Review, and will improve our overall understanding of the position for this outcome.

Performance Measures	2012/13
% reported fly tipping incidents cleared within five working days	84.0
% of untidy land incidents resolved within 12 weeks	56.0
Average Response time to litter notifications (including dog fouling)	New for 2013/14
The rate of fixed penalty notices (all types) issued per 1,000 population	18.5
The rate of fixed penalty notices (dog fouling) issued per 1,000 population	0.27
Enforcement by the council on untidiness in council house gardens	New for 2013/14
Improvement Activity	2012/13
More enforcement officers on the streets	Green
We will increase publicity on the issue of dog fouling	Green
We will provide sufficient waste bins	Green
We will review our street cleansing methods	Green
We will work proactively to improve cleanliness of neighbourhoods	Green

## 1.1 The Corporate Plan

### **PRIORITY: Ensuring access to good quality housing**

**OUTCOME 12:** The housing market in Denbighshire will offer a range of types and forms of housing in sufficient quantity to meet the needs of individuals and families

#### Summary of the **current position** for the outcome

Last year we commissioned some research to help us understand levels of housing need in Denbighshire, and Glyndwr University provided figures for the projected housing requirement until 2015/16. We analysed the projected data and set the following thresholds to determine the status of these outcome indicators:

Excellent	Over 75% of required housing provided
Good	50 – 75% of required housing provided
Acceptable	25 – 50% of required housing provided
Improvement Priority	Less than 25% of required housing provided

Using these thresholds, the current position for this outcome is mixed. Some data quality issues exist for the three housing supply indicators (both within Denbighshire and from external sources, e.g. National House Building Council), which may affect the accuracy of the data. However, based on the available data the main area of concern is with the availability of private affordable housing in Denbighshire, which is identified as a "priority for improvement" with less than 25% of the required housing being provided in 2012-13. The position is more positive for the availability of market housing ("acceptable") and social housing ("good"). Also positive is the council's excellent record in terms of preventing homelessness, which is one of the most extreme forms of social exclusion. Action by the council prevented homelessness for at least six months for 100% of potentially homeless households in 2012-13. We were the only local authority in Wales to achieve this for 100% of potentially homeless households. The Wales average was 62.6% for this indicator, and it was as low as 1% in some parts of Wales.

Indicators	2012/13
The current supply of social housing	44
The current supply of affordable housing	13
The current supply of market housing	149
% potentially homeless households with homelessness prevented	100

#### Summary of the **council's contribution** to the outcome

The successful delivery of improvement activities appears highly likely, offering confidence about the council's contribution to this outcome. At this stage the council identifies no major outstanding issues that pose a threat to delivery. The main issues currently relate to the performance measures, where several are identified as a "priority for improvement".

The proportion of householder planning applications determined within eight weeks reduced from 90% in 2011/12 to 82% in 2012/13, meaning that this is now considered to be a "priority for improvement". We hope to improve this position during 2013/14, although we would not



## 1.1 The Corporate Plan

want to compromise the quality of the service we provide in order to do so. It is expected that the measure of the supply of available housing land will improve during 2013/14, as this is linked to the Local Development Plan (LDP), and a new LDP which identifies potential new housing development land has now been adopted by the council. In terms of the HouseMark measure, 14 core Key Performance Indicators (KPIs) have been identified to benchmark with other similar local authorities across the UK. The council currently has three (21%) within the top quartile, but our ambition is to have all 14 in the top quartile by 2017. An additional measure for information is included to provide an understanding of the proportion of additional affordable housing that is granted planning permission. It only looks at the additional applications that are newly submitted during the year. The aim is to have more affordable housing units granted planning permission and also built in Denbighshire; however, granted planning permission does not ensure that the housing will be built.

Performance Measures	2012/13
% HMO with a full licence	33.5
% private sector dwellings returned to occupation	22.3
% householder planning applications determined within eight weeks	81.8
Supply of housing land by joint housing land availability study	3.50
% council properties achieving Welsh Housing Quality Standard	93.0
% of core KPI benchmarked in HouseMark that are in the top quartile	21.0
% additional affordable housing units granted planning permission	16.0

Improvement Activity	2012/13
	Updated on: 31.03.2013
Explore housing options for people at threat of becoming homeless <sup>6</sup>	Green
Family support to deal with Welfare Reform Act <sup>7</sup>	Green
Improve the Housing Options website	Green
Continue to licensing HMOs	Green
External refurbishment of 25 properties in Rhyl <sup>8</sup>	Green

<sup>6</sup> The council will explore options such as affordable housing and private renting with people who are under threat of becoming homeless.

<sup>7</sup> The council will seek to identify individual residents who will be adversely affected by the Welfare Reform Act, and contact them to discuss specific options for dealing with the effects.

<sup>8</sup> The council will undertake external refurbishment of 25 properties at Millbank Road and Norman Drive, Rhyl, including front boundary walls, in addition to the replacement of windows for two listed buildings in Russell Road, Rhyl.

## 1.1 The Corporate Plan

**PRIORITY: Modernising the council to deliver efficiencies and improve services for our customers**

**OUTCOME 13: Services will continue to develop and improve**

Summary of the <b>current position</b> for the outcome	
<p>Success for this outcome will mean that the council will continue to improve services for its customers, and that this will be reflected by positive feedback (from residents and external regulators); by the delivery of successful council projects; and by the successful delivery of our Outcome Agreement with the Welsh Government. <b>Some of the indicators for this outcome are based on the survey of City, Town &amp; Community Council Members and the Residents' Survey. The overall evaluation will therefore need to be completed following the analysis of these results, which will be distributed before the report is presented to Council on 8<sup>th</sup> October 2013. Data not yet available.</b></p> <p>The Wales Audit Office (WAO) undertakes comprehensive assessments of the council's ability to deliver improvements for the benefit of residents, and the non-existence of any statutory recommendations from the WAO is a good indication that the council has delivered improvements. The council did not receive any statutory recommendations from the WAO during 2012/13, which is a positive position.</p> <p>The indicator relating to the anticipated benefits from projects is new, but this is an important area that will be closely monitored as we proceed through our Corporate Plan.</p>	
Survey Indicators	2013
Resident's Survey, % satisfaction with:	
The council is efficient and well-run	tbc
The council acts on the concerns of residents	tbc
Indicators	2012/13
% of project outputs expected to achieve their anticipated benefits	New for 2013/14
No. of statutory recommendations made by the Wales Audit Office	0

Summary of the <b>council's contribution</b> to the outcome	
<p>The council has a clear contribution to make to the success of this outcome because several elements are within the direct control of the council, with many activities based on improving systems that are currently in place (e.g. complaints, the website, etc.) in order to improve services for our customers.</p> <p>The council has significantly improved the proportion of complaints responded to within our published timescales, from 78% in 2011/12 to 95% in 2012/13. This position is now considered to be "acceptable", but our ambition is to continue to improve in future years.</p> <p>The proportion of the Outcome Agreement grant received from the Welsh Government is an indication of the council's ability to deliver improvements linked to national priorities, and we again received 100% of the grant in 2012/13 for our performance in 2011/12. Chapter 1.3 provides further information about our Outcome Agreement performance in 2012/13, but we again expect to receive 100% of the grant once our self-assessment has been evaluated by</p>	

## 1.1 The Corporate Plan

the Welsh Government.

The only major issue we have in relation to the improvement activities is with the transfer of assets. Due to staffing changes in the council, this was not pursued to the extent initially expected during 2012/13. However, we do expect that this will be taken forward during 2013/14 now that dedicated resource has been identified.

<b>Performance Measures</b>	<b>2012/13</b>
% of Outcome Agreement grant awarded to Denbighshire	100
% of complaints responded to within corporate timescales	95
% of eligible modernisation projects with a post-implementation review	New for 2013/14
The number of complaints received	660
<b>Improvement Activity</b>	<b>2012/13</b>
Customer Service Standards <sup>9</sup>	Green
System to improve customer communication <sup>10</sup>	Yellow
Customer feedback <sup>11</sup>	Yellow
Self analysis from improvement tools <sup>12</sup>	Green
We will introduce "The Hwb"	Green
We will develop a new website for the council	Green
Town & Community Councils: Charter <sup>13</sup>	Green
Town & Community Councils: (co) managed assets <sup>14</sup>	Orange
Map services for childcare provision and 11-25 year olds	Yellow

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<sup>9</sup> To develop Customer Service Standards and publish them so our customers know what level of service they can expect from us.

<sup>10</sup> To implement a system that will enable customers to share their ideas with the council and improve their local area.

<sup>11</sup> To use feedback as a learning mechanism and improve services.

<sup>12</sup> To analyse learning from improvement tools, sharing experiences and skills across the council.

<sup>13</sup> The Charter between the council and Town & Community Councils (T&CCs) will be further developed, launched, and promoted among staff.

<sup>14</sup> The council will ask all T&CCs if they would like to take up any opportunities for managing (or co-managing) community assets and services.

## 1.1 The Corporate Plan

### **PRIORITY: Modernising the council to deliver efficiencies and improve services for our customers**

**OUTCOME 14:** More flexible and effective workforce supported by cost efficient infrastructure

Summary of the <b>current position</b> for the outcome	
<p>The overall position for this outcome is reasonably positive; although much more work is needed before we will be satisfied that the outcome has been delivered. This is not a concern to us at this stage because the outcome was included in the Corporate Plan because we knew this was an area for improvement, and we always knew that it would take time to deliver the necessary changes. The recent improvements in our sickness absence record continued in 2012/13, with the average number of days lost per full time employee (FTE) down to 8.6 days. This actually places us in a very good position in relation to other councils in Wales, but we only view the position as “acceptable” because we compare our position with the average for the private sector the UK, where sickness absence levels are much lower. We will continue to focus on reducing sickness absence levels because we feel that further improvements are achievable. Levels of sickness absence ranged from three days per FTE to 14 days per FTE within different council services, so clearly there is still room to improve in some areas.</p> <p>There were some very positive results from the most recent staff survey, which give us confidence in terms of developing a flexible and efficient workforce. 97% of staff felt that they have the skills to do their job effectively (which is considered to be “excellent”) and 94% felt that they were clear about what was expected of them (which is considered to be “good”). Although these results are positive, we will not become complacent about those figures. There is, of course, always room for improvement.</p> <p>Despite the positive results, there remain some areas of concern: one being the accessibility of information and information technology required to work efficiently. This is identified as a “priority for improvement”, with almost one in five staff feeling that they don’t currently have access to the tools to enable them to work efficiently.</p>	
Indicators	2012/13
No. of working days/shifts lost to sickness absence per FTE	8.60
Staff Survey, % of positive responses to:	
I know what is expected of me	94
I have the skills to do my job effectively	97
I can access the information & I.T. that I need to work efficiently	82

Summary of the <b>council's contribution</b> to the outcome
<p>The council has a big role to play in the delivery of this outcome because many elements are within the direct control of the council, with activities designed to have a positive effect on both the performance measures and outcome indicators.</p> <p>A number of the performance measures are new (developed specifically to measure our contribution to this outcome), and data collection will therefore begin in 2013/14. This makes</p>

## 1.1 The Corporate Plan

it impossible to make a full assessment of the council's contribution to this outcome at this stage. However, from what is known there are no reported issues regarding the delivery of the planned activities. The completion of the work-styles task (aimed at analysing the technology required to make each specific council role more flexible and efficient) was delayed due to a redefinition of the scope of the project. Originally, the scope was to establish the *current* work styles of staff, but this later changed to explore the *potential* for flexible work styles across the council.

Although it has no status (because excellent thresholds have not yet been established), the office space measure offers encouraging results, as the amount of space occupied by the council reduced from 261,538 to 223,234 in 2012/13 (based on the amount - m<sup>2</sup> - of heated floor in the entire non-domestic public building stock in the current year). However, carbon emissions are now at the highest point during the past eight years, so that is clearly an area for improvement. Business miles not only represent an expense for the council, they also represent 'down time' where people could have been working rather than travelling. Technology such as videoconferencing will help change our behaviour and reduce mileage. Some benchmarking against other authorities has been done, and a discussion as to where to set the thresholds is needed. The improvement activities were designed to lay the platform for us to begin to reduce our operational costs, so it is encouraging to know that they are largely progressing according to plan in terms of time and cost.

Performance Measures	Status
% of performance appraisals due that were completed	92.0
Carbon emissions per m <sup>2</sup> of office space (kg/m <sup>2</sup> )	50.3
The amount of heated floor in the entire non-domestic public building stock (m <sup>2</sup> )	223,234
Average number of business miles recorded per FTE	945
% of mobile staff that have remote access to their work I.T. systems	New for 2013/14
% of proposed savings through the Modernisation programme achieved	New for 2013/14
No. of key tasks prioritised for channel shift taking place via the web	New for 2013/14
Improvement Activity	Status
Expansion of wireless provision in council buildings	Green
Continued removal of all desktop printers	Green
Develop "work-styles" for all council roles and equip to deliver roles <sup>15</sup>	Yellow
Develop new Service Performance Challenge process <sup>16</sup>	Green
Analysis from Office Rationalisation <sup>17</sup>	Green

<sup>15</sup> The development of work-styles for all council roles (e.g. office-based, mobile and home-based) and equip them with the technology to make them flexible and efficient.

<sup>16</sup> Improve our use of benchmarking information to support Service Performance Challenges.

<sup>17</sup> To analyse lessons learnt from office rationalisation, hot-desking, electronic document management, and pilots in mobile working technology as a foundation for rolling out flexible working across the council.

## 1.2 Strategic Equality Plan

### OUTCOME 1: Reduce Health Inequalities

#### KEY PROTECTED GROUPS

Older people, younger people, women and disabled people will particularly benefit from our planned actions to support this objective.

#### RATIONALE

Regional research and information from engagement suggests different outcomes experienced by protected groups across a range of health issues. The council believes it can best contribute in the fields of promoting healthy lifestyles and promoting dignity in care for older people.

#### OUTCOME ACTION AREA 1:1

Increase the number of people choosing healthy lifestyles in under-represented groups

Summary of the <b>current position</b> for the outcome	
Success of this outcome will mean that a greater number of people in under-represented groups will participate in healthy lifestyle activities. The available information offers a conclusion that the current position for this outcome is extremely positive, with all indicators achieving the goal of increased participation rates for people with protected characteristics.	
Indicators	2012/13
Attendance (7-16 year olds) in Sport and Physical Activity opportunities	91,708
Attendance at leisure activities by disabled people	13,981
No. of female Denbighshire Leisure Card Users	4,683
No. of older people (aged 60 and over) participating in physical activity	1,607
No. of visits (aged 16 and under) who participate in the Free Swim Initiative	43,386
No. of visits (aged 60 and over) who participate via the Free Swim Initiative	27,383
No. of people completing the Training Young Sports Leaders course	192
No. of young people (aged 11-16) engaged in Physical Activity	1,000

Summary of the <b>council's contribution</b> to the outcome
The successful delivery of the identified improvement activities appears highly likely, offering confidence about the council's contribution to the outcome. At this stage, the council identifies no major outstanding issues that pose a threat to the delivery of those activities. Publicity and engagement activities have positively influenced the numbers of people with targeted protected characteristics attending leisure centres this year. The engagement activities were targeted at parents and carers to encourage increased participation by young, older people and disabled people. The involvement of local disability groups has also provided feedback on the current programme, and established what they would like to see at our leisure centres see in the future.

## 1.2 Strategic Equality Plan

Improvement Activity	2012/13
Targeted promotion of exercise and active leisure opportunities	Green
Deliver exercise and active leisure programmes to target groups	Green

### OUTCOME ACTION AREA 1:3

Improve the care of older people, ensuring they are treated with dignity and respect

Summary of the <b>current position</b> for the outcome	
The success of this outcome will mean that older people will be treated with dignity and respect. The available information offers a conclusion that the current position for this outcome is positive, with all indicators achieving an “excellent” status.	
Indicator	Status
% of clients with a care plan that was reviewed during the year	94.5
Rate of delayed transfers of care for social care reasons (aged 75+)	1.09

Summary of the <b>council's contribution</b> to the outcome	
The successful delivery of improvement activities appears highly likely, offering confidence about the council's contribution to this outcome. The council did identify some issues with the planned activities that required management attention and, although slow to start, the work to embed and deliver the Dignity in Care Action Plan has gained momentum and is progressing well. Work has progressed well to involve service users in the development of their own care plans, and to ensure that care plans are reviewed in a timely fashion. This work will continue during 2013/14. The council is also using a Safeguarding Framework to ensure that a minimum standard of service is provided when dealing with vulnerable people.	
Improvement Activity	Status
Deliver Regional Dignity in Care Action Plan	Yellow
Involve service users in the development of their own care plans	Green
Ensure that care plans are reviewed in a timely fashion	Green
Ensure that safeguards are in place to protect vulnerable older people	Yellow

## 1.2 Strategic Equality Plan

**OUTCOME 2:** Reduce unequal outcomes in Education to maximise individual potential

### KEY PROTECTED GROUPS

All protected groups will benefit from our work to tackle identity based bullying and boys will particularly benefit from our work on educational attainment.

### RATIONALE

Regional and local research, and information from engagement has demonstrated a gap in educational attainment between Boys and Girls throughout key stages and other examinations. Regional research has also demonstrated the need to tackle identity based bullying in schools throughout Wales.

### OUTCOME ACTION AREA 2:1

The educational attainment gap between different groups will be reduced

#### Summary of the **current position** for the outcome

Overall, the educational attainment gaps between boys and girls did not reduce during 2012/13<sup>18</sup> but, in most cases, the gap didn't become wider either. However, the positive development is that attainment levels for boys have increased across the board. Clearly we would not want to see a reduction in attainment levels for girls in order to reduce the gap; we would want to see the gap narrowing within the context of overall improvements in educational attainment. That is exactly what we are seeing for some indicators but, more often than not, the gap remains largely the same in the context of increased attainment.

Attainment overall at the Level 2 threshold or vocational equivalents has risen in excess of 20% since 2010/11, and the gender gap has also narrowed from 16% in 2010/11 to 12% 2012/13.

However, when considering performance at the level 2 threshold or vocational equivalents and including English/Welsh and Maths, the gender gap has actually widened by a further 4.3%. Again, it is important to remember that attainment overall has risen, so the actual position for boys has got better rather than worse.

The overall capped point score continues the trend of overall improvement for boys and girls, but again the gender gap has not reduced. The gap in 2012/13 was 33 points compared to 32 points in 2011/12.

From the evidence available it is apparent that having English as an Additional Language (EAL) does not significantly hinder our students in terms of attainment. Although the percentage of EAL students achieving the level 2 threshold or vocational equivalents is slightly lower than the performance of non-EAL students, non-EAL students are

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<sup>18</sup> The 2012/13 financial year reported on in this report relates of the 2011/12 academic year.



## 1.2 Strategic Equality Plan

outperformed across all other indicators in Denbighshire (actually becoming a Priority for Improvement in relation to achieving the Core Subject Indicator at Key Stage 2). While this is positive in terms of equalities, it's a trend that is consistent nationally and does not necessarily equate to "excellent" performance within Denbighshire.

Girls (86.5%) outperform boys, EAL and non-EAL students at Key Stage 2 in 2012/13, with boys performing least well of all these groups (80.6%). The gender gap actually closed slightly for this indicator too, from 6.8% in 2011/12 to 5.9% in 2012/13, and all within a context of overall improvement for boys and girls. Although not a significant gap, Denbighshire's performance across all categories only achieved an Acceptable status when benchmarked nationally.

At Key Stage 4, girls again outperformed boys (48% of boys achieving the Core Subject Indicator compared to 58% of girls). Since 2010/11, girls have seen an improving trend in performance, while improvement for boys has been less consistent. This has led to a fluctuating gender gap in terms of attainment at level 4 (in favour of girls), with the gap in each year as follows: 2009/10 = 10.8%; 2010/11 = 3.8%; 2011/12 = 10%.

The status attributed to boys' and girls' performance for the indicators below are based on projecting the performance of pupils in other council areas because actual data for all councils in Wales is not currently available. The projection method looks back at the trend over the last five years to predict future attainment levels. The actual status will be updated once all-Wales data becomes available. The only exception is for Key Stage 2 results, which are based on actual comparisons with other council areas in Wales.

Indicator	2012/13
% of boys achieving level 2 threshold or vocational equivalents	77
% of girls achieving level 2 threshold or vocational equivalents	89
% of EAL achieving level 2 threshold or vocational equivalents	82.8
% of Non-EAL achieving level 2 threshold or vocational equivalents	85.6
% of boys achieving level 2 threshold, inc. English/Welsh & maths	50
% of girls achieving level 2 threshold, inc. English/Welsh & maths	60
% of EAL achieving level 2 threshold, inc. English/Welsh & maths	69.0
% of non-EAL achieving level 2 threshold, inc. English/Welsh & maths	56.2
Average capped points score for boys at Key Stage 4	323
Average capped points score for girls at Key Stage 4	356
Average capped points score for EAL at Key Stage 4	353
Average capped points score for non-EAL at Key Stage 4	349
% of boys who achieve the Core Subject Indicator at Key Stage 2	80.6
% of girls who achieve the Core Subject Indicator at Key Stage 2	86.5
% of EAL who achieve the Core Subject Indicator at Key Stage 2	85.2
% of Non-EAL who achieve the Core Subject Indicator at Key Stage 2	83.5

## 1.2 Strategic Equality Plan

% of boys who achieve the Core Subject Indicator at Key Stage 4	48
% of girls who achieve the Core Subject Indicator at Key Stage 4	58
% of EAL who achieve the Core Subject Indicator at Key Stage 4	69.0
% of Non-EAL who achieve the Core Subject Indicator at Key Stage 4	54.5

### OUTCOME ACTION AREA 2:2

Identity-based bullying in schools reduces

Summary of the <b>current position</b> for the outcome	
<p>The indicator that we want to track has been identified for this outcome, but we recognised that we did not have a reliable, effective data source during 2012/13. Hence, a key part of our contribution for this year was to develop a means of data collection. Some further work is also needed to understand what we would expect to see with this indicator. Any project to proactively tackle identity-based bullying will inevitably involve encouraging people to report such incidents more. This may show that the number of incidents initially increases as pupils (hopefully) become more confident about reporting. We would then expect this to stabilise and then reduce as measures to tackle identity-based bullying have an impact.</p>	
Indicator	2012/13
The number of reported occurrences of identity based bullying in schools	New for 2013/14

Summary of the <b>council's contribution</b> to the outcome	
<p>A database has now been developed to capture the reporting requirement for a range of educational services, to include incidents of bullying and harassment. The inclusion service (areas such as educational social work, behaviour support, and educational psychologist teams) has access to the "One Database" so that users are able to run their own reports and view pupil level data. This will enable us to analyse management information on bullying, and take necessary steps to reduce the number of occurrences.</p>	
Improvement Activity	2012/13
Education Information Reporting Project	Green

## 1.2 Strategic Equality Plan

### OUTCOME 3: Reduce inequalities in Employment and Pay

#### KEY PROTECTED GROUPS

All protected groups will benefit from our work to identify and address pay differences, and women will particularly benefit from our work on gender pay difference.

#### RATIONALE

Statutory duties, regional and local research, and information from engagement have all demonstrated the need to identify and address employment and pay differences between men and women, and between people who share a protected characteristic and those who do not.

#### OUTCOME ACTION AREA 3.1

Inequalities within recruitment, retention, training and promotion processes are identified and addressed

Summary of the <b>current position</b> for the outcome	
<p>As the Strategic Equality Plan was developed it became apparent that the Trent system did not hold the Equal Opportunities information necessary to enable us to report on the experience of people with the protected characteristics within these processes. Hence, an action was created to develop this capacity for 2013/14. This action has been completed, and we will therefore be able to report against these indicators in our 2013/14 Annual Performance Review. To enable better consideration of all of our customers' needs, it was agreed that all HR policies should have an Equality Impact Assessment. In 2012/13, we only achieved this for 68% of the HR policies published on our intranet, which means that this has been identified as a "priority for improvement". We expect to increase this to 100% during 2013/14.</p> <p>Our staff survey responses were compared to see whether there is any evidence to suggest that people who share particular protected characteristics have a different experience of working for Denbighshire County Council. Importantly, no difference was found in the working experience of staff based on: gender, ethnicity, language, pregnancy, sexuality, or religion. However, members of staff who considered themselves to be disabled were slightly less likely to feel in control of their work, and more likely to feel that they have experienced discrimination, harassment or bullying from their line managers and/or colleagues. They were also more likely to report feeling stressed because of relationships with colleagues.</p> <p>The information from the staff survey will be considered by the council (initially by the Corporate Equality Group) to determine what actions could be taken to tackle the differences that exist in responses from disabled members of staff.</p>	
Indicator	Status
% of HR policies on the intranet that have been Equality Impact Assessed	68.0
The proportion of the workforce with one (or more) of the protected	New for 2013/14

## 1.2 Strategic Equality Plan

characteristics	
The proportion of the workforce with one (or more) of the protected characteristics that has accessed training	New for 2013/14
The proportion of the workforce with none of the protected characteristics that has accessed training	New for 2013/14
The proportion of the workforce with one (or more) of the protected characteristics that has accessed promotion	New for 2013/14
The proportion of the workforce with none of the protected characteristics that has accessed promotion	New for 2013/14
The proportion of women in the workforce that have accessed training	New for 2013/14
The proportion of men in the workforce that have accessed training	New for 2013/14
The proportion of women in the workforce that have accessed promotion	New for 2013/14
The proportion of men in the workforce that have accessed promotion	New for 2013/14
The proportion of people (overall) agreeing with the statement: My relationships with my current colleagues are not causing me to feel too much stress	90%
The proportion of disabled people agreeing with the statement: My relationships with my current colleagues are not causing me to feel too much stress	71%
The proportion of people (overall) agreeing with the statement: I have not experienced discrimination by my managers	93%
The proportion of disabled people agreeing with the statement: I have not experienced discrimination by my managers	76%
The proportion of people (overall) agreeing with the statement: I have not experienced harassment / bullying from council employees / managers	88%
The proportion of disabled people agreeing with the statement: I have not experienced harassment / bullying from council employees / managers	70%

### Summary of the **council's contribution** to the outcome

In recognition of the fact that improved management information relating to protected characteristics was required, our direct contribution to this outcome during 2012/13 was mainly to amend our systems so that we will be able to report against the additional indicators in 2013/14. These activities have all progressed well, and no problems are envisaged with reporting in 2013/14. We will then be able to identify any inequalities that exist, and consider how they can be addressed.

Improvement Activity	Status
Transfer Equal Opportunities form to iTrent	Green
Develop a deployment plan for Equal Opportunities form	Green
Promote the Equal Opportunities form	Green
Analyse staff survey by protected characteristics	Green

## 1.2 Strategic Equality Plan

### OUTCOME ACTION AREA 3.2

Any pay gaps between different protected characteristics are identified and addressed

Summary of the <b>current position</b> for the outcome	
<p>The Indicators reflect the percentage value of any pay gaps, showing as a -% if females are paid less than males and a +% if females are paid more than males.</p> <p>The pay difference between male and female employees at the mean FTE salary across all terms and conditions was -7.98% (where women earn less than men), which we recognise is higher than the acceptable range recommended by the Equality and Human Rights Commission (EHRC)<sup>19</sup>. This FTE salary calculation includes the full-time equivalent salary of those that work part-time, and the large gender pay gap reflects the fact that more women than men work in part-time roles that tend to be lower paid.</p> <p>However, the gender pay gap for the majority group of employees on NJC terms and conditions has reduced by 2.3% to -3.33% since the implementation of Single Status in 2008, and is much closer to the acceptable range recommended by the EHRC.</p> <p>When we look at the gender pay gap between actual full time employees, the position is again much closer (at -2.07%), which is below the threshold where the EHRC suggests we should be concerned. The pay gap for part time employees is more favourable to women.</p> <p>We have also audited the pay gap between disabled and non-disabled employees, and Black Minority Ethnic and White employees. However, the high proportion of employees who have declined to specify their disability status and ethnicity is skewing the overall figures, and has therefore not been reported on this year.</p>	
Indicator	Status
The mean pay gap (full time equivalent salary) at 31 March	-7.98
The mean pay gap (full time equivalent salary) at 31 March - only includes those staff on NJC terms and conditions.	-3.33
Gender pay gap between full time employees using the mean annual salary for 2012.	-2.07
Gender pay gap between part time employees using the mean annual salary for 2012.	+9.81

Summary of the <b>council's contribution</b> to the outcome	
<p>Each year we produce, and publish, a report on pay gaps between employees who share protected characteristics, and those who do not. This report will be presented to the council's Corporate Equality Group, who will recommend any priorities for the council in terms of addressing any pay gaps. This is due to take place during 2013/14.</p>	
Improvement Activity	Status
Produce a report on pay gaps	Green

<sup>19</sup> The EHRC suggests that pay gaps between 3% and 5% maybe symptomatic of discrimination and that gaps of 5% or above should be investigated further.

## 1.2 Strategic Equality Plan

### OUTCOME 4: Reduce inequalities in Personal Safety

#### KEY PROTECTED GROUPS

All protected groups will benefit from our work to tackle hate crime, and women will particularly benefit from our work to tackle domestic violence.

#### RATIONALE

Regional research and information from engagement have all demonstrated the need to tackle domestic violence and hate crime.

#### OUTCOME ACTION AREA 4.1

The reporting of hate crime and harassment increases, and steps are taken to reduce hate crime and harassment

Summary of the <b>current position</b> for the outcome	
There are still significant data gaps which limit our ability to fully determine the current position of this outcome. We anticipate that this data will become available before the report is presented to Council on 8 <sup>th</sup> October 2013.	
Indicator	Status
No. of hate crime and harassment crimes recorded by North Wales Police	tbc
No. of hate crime and harassment reports involving local authority tenants	1 (harassment)

Summary of the <b>council's contribution</b> to the outcome	
The Denbighshire Community Safety Partnership (CSP) is working to encourage hate crime reporting to the police. However, it is recognised that some people will be reluctant to approach the police, so they are then encouraged to report through the charity 'Safer Wales'. Safer Wales is a unique scheme built in partnership with the police forces of Wales for the people of Wales. It enables victims, witnesses or other parties to report all hate incidents and hate crimes in confidence. We are promoting our support via Safer Wales by including a link to Denbighshire County Council's Housing Services, but will add further links to areas such as the Family Information Service during 2013/14.	
Improvement Activity	Status
Community Safety Partnership: encourage reporting of hate crime	Yellow

## 1.2 Strategic Equality Plan

### ACTION AREA 4.2

The reporting of domestic abuse increases and steps are taken to reduce domestic abuse

#### Summary of the **current position** for the outcome

The reported rates of all types of domestic crime are little changed compared to 2011/12. The initial paradox is that it would be an improvement to see an increase in these figures because of the widely held view that domestic violence is heavily under-reported. There are many unofficial occurrences, so victims may not be able to access the support services that are available to them. It is difficult to come to any firm conclusions about the success of this outcome by looking at the change in data between 2011/12 and 2012/13. We will probably require several years' worth of data to be able to say whether the indicators are moving in the right direction.

There has been little change in Denbighshire in 2012/13 in the number of crimes identified as "domestic" based on the offender / victim relationship. Most crimes are violent (78.5%) but a large number of these are without injury. The Rhyl wards have the highest level of domestic crime, and last year these offences were more frequent between April and August, peaking in May. Offenders are mostly likely to be male aged 20-29 and victims are most likely to be female aged 20-29.

All domestic non crimes are classed as domestic abuse with no powers of arrest, of which there were 1,596 in 2012/13, an increase of 5.8% on 2011/12.

The number of referrals to the Multi Agency Risk Assessment Committee (MARAC) has decreased in Denbighshire by over 19% since 2011/12. This may be because the police have been running a pilot in Denbighshire where they have been targeting the lower level cases (those that wouldn't be referred to MARAC). This may have had an impact on the number of high level MARAC cases.

There has been a small reduction (3.4%) in the number of violent domestic crimes reported in 2012/13. There has been a significant decline in assaults without injury and threats to kill, while there has been a small increase in harassment and public fear, alarm or distress. There has been little change in the number of incidents in the busiest wards, with most incidents occurring in the Rhyl wards. May to July 2012 was the peak period for violent domestic crimes.

Denbighshire Independent Domestic Violence Advisers (IDVAs) figures are 23.3% lower than in 2011/12. However, sickness issues and some problems with data collection (from Feb 2013) will account for low figures. There was also a period during June / July 2012 where there was no IDVA in place.

The CAADA<sup>20</sup> DASH<sup>21</sup> RIC<sup>22</sup> training is risk assessment training for frontline staff to identify signs of domestic and sexual abuse. The target was to train a minimum of 80 staff from a

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<sup>20</sup> CAADA = Co-ordinated Action Against Domestic Abuse – a national charity supporting a strong multi-agency response to domestic abuse

## 1.2 Strategic Equality Plan

variety of agencies every 12 months, and considerably more were trained during 2012/13, as was the case during 2011/12.

Indicator	Status
No. of calls to the domestic abuse helpline	tbc
No. of domestic crimes recorded by North Wales Police	738
No. of domestic incidents (non crimes) recorded by North Wales Police	1,596
No. of repeat victims of domestic abuse	tbc
No. of reports of domestic abuse involving local authority tenants	8
The number of referrals to MARAC <sup>23</sup>	161
No. of violent domestic crimes recorded by North Wales Police	576
No. of cases dealt with by the Independent Domestic Violence Advisor	182
Increase agencies / staff trained to use CAADA DASH RIC	128

### Summary of the **council's contribution** to the outcome

The council works with partners to contribute to this outcome, and many of the activities listed below have been delivered with the support of the Strategic Partnership Board via The BIG Plan. Domestic abuse is an issue that demands a multi-agency approach to tackle it. The strategy has been two-pronged: 1) offer support for victims of domestic abuse directly (and help people to spot the signs of abuse), and 2) raise awareness of issues as a preventative technique. Most of this activity has been progressing as expected, which provides confidence that we are contributing effectively to the successful delivery of this outcome.

The Domestic Abuse Forum meets quarterly and oversees the delivery of a one-day Basic Domestic Abuse Awareness training course approximately 3- 4 times per year. The forum also provides the opportunity for practitioners to share good practice.

CAADA DASH RIC is a risk assessment process used to support the staff of frontline services in identifying all forms of abuse to enable intervention at the earliest stage. The Community Safety Partnership Domestic Abuse and Sexual Violence Coordinator has been responsible for organising and delivering training for this risk assessment process to hundreds of members of staff within health and social care services in Conwy and Denbighshire.

The Independent Domestic Violence Advisors (IDVA's) role is to support victims of domestic violence through the criminal justice system from the point at which an arrest has been made up until the court proceedings have ended. The IDVA will keep victims updated about court

<sup>21</sup> DASH = Domestic Abuse, Stalking and 'Honour'-based Violence

<sup>22</sup> RIC = Risk Identification Checklist

<sup>23</sup> MARAC is the Multi Agency Risk Assessment Conference



## 1.2 Strategic Equality Plan

dates, and court and bail application outcomes, and offer general support. There are two IDVAs in operation across Conwy and Denbighshire.

During 2012-13, the Conwy & Denbighshire's Local Safeguarding Children Board (LSCB) aimed to work with the MARAC Steering Group to map current provision for domestic abuse, and develop a model for future provision. Unfortunately, limited progress was made during the year, mainly due to confusion over the relationships between different domestic violence projects and initiatives, and their governance. A local action plan will now be developed during 2013-14.

Towns and cities across Great Britain took part in the White Ribbon Relay, a national relay between 23<sup>rd</sup> June and 26<sup>th</sup> July 2012 to raise awareness of the relationship between violence against women and girls and major sporting events, such as Euro 2012 and the Olympic Games. Conwy and Denbighshire were chosen to represent North Wales and organized a marathon relay to carry the torch by road from St Asaph to Cheshire. More than 50 volunteers and various agencies were involved.

Funded through the Families First Programme in Denbighshire, the Family Resilience Project is run through a Consortium comprising of five partners. The Consortium provides support to families where areas of concern have arisen (e.g. domestic violence), to help prevent issues from escalating further and to encourage the families themselves to be empowered to address areas of concern. In this way, families are more independent, self-reliant and have positive future aspirations. Of those completing the DART (Domestic Abuse: Recovering Together) Programme: 54% of parents felt the DART programme helped them; 54% parents felt it helped their child; 54% of children felt it helped them; and 54% of children felt it helped their mum.

Improvement Activity	Status
Establish a Domestic Abuse Forum	Green
CAADA DASH RIC Agency Training	Green
Independent Domestic Violence Advisors (IDVA) in place	Green
LSCB & MARAC: map and model current provision for domestic abuse	Orange
White Ribbon Relay	Green
Families First funded Family Resilience project	Green

## 1.2 Strategic Equality Plan

**OUTCOME 5:** Reduce inequalities in Representation and Voice

### KEY PROTECTED GROUPS

All protected groups will benefit from our work to identify underrepresented groups.

### RATIONALE

National research and information from engagement have all demonstrated that some protected groups remain underrepresented on decision making bodies. This may also be true for decision making bodies in Denbighshire.

### ACTION AREA 5.1

Decision making bodies become more representative of the communities they serve

#### Summary of the **current position** for the outcome

The profile of current County Councillors in Denbighshire shows that the council is not representative of the community it serves. This is a position that is reflected nationally rather than it being unique to Denbighshire County Council. However, it seems that some areas are more severely under-represented in Denbighshire than in other parts of Wales. This will be something that the council will consider in terms of how it might address the balance in the next local government elections in 2017.

#### **Sex**

Among county councillors, 28% are female nationally, whilst 19% are female in Denbighshire. Overall, 52% of the 18+ population are female in Denbighshire, so there is evidence of under representation.

#### **Ethnicity**

The majority of candidates in Denbighshire identify with the White – Welsh / Scottish / English / Northern Irish or British ethnicities (over 95%) - although the precise numbers cannot be published for data protection purposes. Across Wales we can see a trend of under representation of ethnic minorities. However in Denbighshire the numbers do not allow for any firm conclusions.

#### **Religion**

Nationally, 83% of the sample of elected Councillors said they were Christian in comparison to 70% of unelected candidates (from 2012 local elections). In Denbighshire, 92% of elected Councillors were Christian compared with 55% of unelected candidates. Of all candidates, 86% were Christian. The 2011 census reported 64.1% of Denbighshire's population as Christian, so we can see proportionately lower participation and representation from non-Christian groups.

#### **Sexual Orientation**

Nationally, 2% of elected Councillors identified as lesbian, gay or bisexual (LGB) in comparison to 5% of unelected candidates. In Denbighshire, the majority of candidates were heterosexual/straight (over 95%), although the precise numbers

## 1.2 Strategic Equality Plan

cannot be published for data protection purposes. It is difficult to reach any firm conclusions from the data.

### Disability

Nationally, 14% of elected Councillors considered themselves to be disabled. Denbighshire County Council is in line with this national position, with 14% of all candidates and 12% of elected Councillors considering themselves to be disabled. However, according to the 2011 Census 23.47% of Denbighshire's population has an activity limiting condition, which suggests this is an area of under-representation.

### Age

Nationally, the majority of elected Councillors are over the age of 60; 57% of County Councillors and 61% of Community Councillors. In Denbighshire, 71% of County Councillors and 62% of Town and Community Councillors answering the survey were over 60. In each case the over 60s are over-represented relative to the proportion of people over 60 in the relevant populations. The 2011 Census found that 21% of Denbighshire's population to be 65+.

### Summary of the **council's contribution** to the outcome

A survey of all county council election candidates was undertaken, and the results sent to the Welsh Government in September 2012. In common with the picture across Wales, some protected groups appear to be under-represented in terms of participation as candidates in County Council and Town & Community Council elections. The Council has a responsibility to promote participation under the local government (Wales) measure 2011.

In the run up to the local government elections 2012 potential candidates were advised that Denbighshire County Council (DCC) would be instigating a more flexible way of working for its elected members. Existing members were canvassed via e-mail, online surveys, focus groups and presentations (to the Member Area Groups (MAGs) with regard to their thoughts and opinions on council meetings (frequency, timings, locations) and the use of technology as a tool to improve engagement. Although limited in number, initial responses to the canvassing were either strongly in favour of or strongly opposed to change.

The majority of elected Members wished to retain the status quo with reference to meetings: to be held at County Hall, Ruthin, during office hours. However some Members find the schedule and location inflexible. Improved scheduling (taking into account meeting attendees and timings and appropriate attendance) was seen as possible areas for improvement. The council is investigating the use of technology to remove barriers to participation in meetings.

Improvement Activity	Status
A survey of all candidates at the May 2012 local government elections	Green
Project to raise awareness of opportunities to become a County Councillor	Green

### OUTCOME ACTION AREA 5.2

## 1.2 Strategic Equality Plan

Consultation and Engagement is improved through strengthening links between the Public Sector and local and national groups representing people from all protected groups.

### Summary of the **current position** for the outcome

No indicators or performance measures were identified for 2012/13. This is an area in need of development, and we will be working with other members of the Regional Equality Network to develop some meaningful indicators for this regional equality objective during 2013/14.

### Summary of the **council's contribution** to the outcome

The council's new Community Engagement Strategy has been developed and delivered to all stakeholders. It includes information relating to the need to engage with those who share protected characteristics, with a specific focus on children and young people. Further advice is also provided in the accompanying Engagement Toolkit. This will be developed during 2013/14 to include further information on how to effectively engage with people who share protected characteristics.

The North Wales Public Sector Equality Network (of which the council is a member) has an action for 2013/14 to produce a number of guidance documents to help public sector authorities show due regard to equality legislation. These include:

- 10 Top tips on Equality Impact Assessments and Due Regard
- 10 Top tips on organising accessible events

"Your Agenda" is a piece of work developed by the council to improve engagement with people (and local groups who support people) who share protected characteristics. The local groups will be contacted at the beginning of each calendar year, and the results of our engagement activities will be combined with local and national research to develop and review "intelligence" reports on each protected characteristic. These intelligence reports are used by the council to support the Equality Impact Assessment of proposals we are developing and decisions we are taking.

Improvement Activity	Status
	Updated on: 31.03.2013
Implement new Community Engagement Strategy	Green
Development of "Your Agenda" project	Green

## 1.2 Strategic Equality Plan

**OUTCOME 6:** Reduce inequalities in access to information, services, buildings and the environment

### KEY PROTECTED GROUPS

Disabled people, older people and people from minority ethnic groups will particularly benefit from our work to improve accessibility.

### RATIONALE

Regional and local research and information from engagement has demonstrated the need to ensure that our services are accessible and that we promote accessibility in the wider environment.

### OUTCOME ACTION AREA 6.1

Access to information and communications and the customer experience improve

Summary of the <b>current position</b> for the outcome	
Some of the indicators for this outcome are based on the Residents' Survey. The overall evaluation will therefore need to be completed following the analysis of these results, which will be distributed before the report is presented to Council on 8 <sup>th</sup> October 2013. Data not yet available.	
Indicator	Status
% of customers who are satisfied with the way customer care dealt with their most recent inquiry (resident's survey by protected characteristic)	tbc
% of customers that feel well informed overall about the services the council provides (resident's survey by protected characteristic)	tbc

Summary of the <b>council's contribution</b> to the outcome
<p>The main area of activity contributing to this outcome in 2012/13 was the development of a new website, whose navigation will be fully accessible using web-readers, and could make a big difference to the accessibility of information and communication. Though not live in 2012/13, most of the work to construct the website in the new software was undertaken during 2012/13, ahead of its launch in August 2013.</p> <p>The current Corporate Communication Strategy was developed in 2011, and will be a continuously developing document. It will be reviewed again during 2013/14 and presented to the Corporate Equality Group to ensure that it provides sufficient information about how to communicate effectively with people who share protected characteristics.</p> <p>The Equalities section of the council's internal intranet features a section on "Interpretation and Communication", with one of the most popular resources being the "Frequently Asked Questions" on interpretation and translation.</p> <p>Online payments of general invoices and bailiff charges were enabled during 2012/13, thus improving the range of ways to pay by removing the need to visit a council office.</p>

## 1.2 Strategic Equality Plan

The Assisted Bin Collection application form has been simplified and is now easier for older and disabled people to complete. At present the form is available in hardcopy only, but the proposal for 2013/2014 is to enable access and completion on the new website.

The project to develop and publish dashboard reports on progress of the councils' Strategic Equality Plans was put on hold because we discovered that the nationally procured software package used in most councils in Wales (Ffynnon) did not enable us to develop and maintain these dashboards without investing a disproportionate amount of time and effort. We are now waiting until we have access to new software before we continue with this activity, and this is likely to be during 2014/15.

Improvement Activity	Status
Revise the Corporate Communication Strategy	Yellow
Update equalities section of the intranet to advise staff	Green
New, accessible website	Green
Improve range of "ways to pay"	Green
Simplify the Assisted Bin Collection application form	Green
Develop & publish dashboards to report progress of Strategic Equality Plan	Red

### OUTCOME ACTION AREA 6.1

Physical access to services, transport, the built environment and open spaces improve

Summary of the <b>current position</b> for the outcome	
<p>A survey was undertaken in 2012/13 on the 19 meeting rooms available to council staff. From the property surveys, technical reports have been produced using the Institute of Public Finance disability survey questionnaire. Elements covered include: Approach and Car Parking; Routes and Street Furniture within Site; Entrances (Main) including Reception; Horizontal Movement &amp; Assembly; Vertical Movement &amp; Internal Level Change; Internal Doors, and WC provision generally. The results show that levels of physical accessibility vary, particularly when access is dependent on use of lifts (which often can't be used as evacuation lifts) and there is need to provide refuge areas. Work is being done to ensure hearing loops are available at all venues.</p> <p>The council is also working to ensure no access audits will be more than two years old, and would expect to maintain a 100% completion rate once the initial work is complete. However, access audits have revealed emerging problems that current budgets cannot easily address, compromising our level of compliance. The key source of accessibility problems in relation to civic public buildings is with Prestatyn Library. These problems will be addressed in the development of the new library.</p>	
Indicator	Status
No. of meeting rooms reasonably accessible to all	15.0
% of council buildings with completed access audits less than two years old	85.0

## 1.2 Strategic Equality Plan

% of council-owned public buildings that are physically accessible	50.0
% of leisure, library and youth facilities that are physically accessible	90.0

### Summary of the **council's contribution** to the outcome

Work has begun to improve accessibility to council services, but progress has perhaps been slower than we would have anticipated. However, the activities are still relevant and the council has pledged to address any outstanding issues during 2013/14.

The review of bus services in the county was completed. The proportion of service buses that are accessible in the county is 94%, which will rise to 96% in 2013/14. There was no funding for bus stop improvements apart from the strategic routes in 2012/13, and we're currently unsure as to whether TAITH will contribute funding in 2013/14.

The Council's Supplementary Planning Guidance 'Access for All' assists developers in access and design elements of planning proposals. Planning Officers will not validate a planning application unless it includes a Design and Access Statement. They may also refuse a planning application on the basis that the Design and Access Statement does not contain sufficient information and data. Planning Officers have developed standard planning conditions relating to access issues which, if relevant, could be imposed on a planning permission.

Work to develop a strategy for dropped kerbs at key locations was not started in 2012/13 as initially anticipated. However, work is now progressing on this activity, and we are currently working to complete and implement a strategy that identifies the priority routes where we would want to ensure that a drop-kerb route is in place.

A review of the travel time to key sites in the county was complete. Other than Rhyl, Prestatyn & Llangollen, no other DCC centre could achieve a 30 minutes journey to a major A & E by bus, owing to the distance.

We pledged to appraise the options available for siting a Changing Places facility. At March 2013, appropriate sites had been identified, and the size and service requirements of the unit had been confirmed. The remainder of the work will be completed in 2013/14.

Improvement Activity	Status
Improve accessibility of buses, promote take-up of bus passes	Green
Improve information on planning processes and access statements	Green
Formalise plans for dropped kerbs	Red
Bus journey review from town centre to A&E hospitals	Green
Review accessibility of buses	Green
Provide information on facilities available at council buildings	Yellow
Options appraisal: where to site a Changing Places facility	Yellow

## 1.2 Strategic Equality Plan

**OUTCOME 7:** Managing identified equality and fairness issues as part of our Business Planning and Performance Management Framework

### KEY PROTECTED GROUPS

People with any one (or more) of the protected characteristics will benefit from this Outcome, as we fully integrate Equality into our existing Business and Community Planning activities.

### RATIONALE

Fully integrating Equality into our existing Business Planning and Performance Management Framework will help to ensure that equality issues are adequately considered, and that any areas of weakness are identified and addressed.

### OUTCOME ACTION AREA 1.1

Integrate Equality into our existing business and community planning activities

Summary of the <b>current position</b> for the outcome	
During 2012/13 there was an emphasis on implementing our Strategic Equality Plan and embedding good practise throughout the organisation. Part of the work for 2012/13 was to develop suitable indicators to enable reporting during 2013/14.	
Indicator	Status
The percentage of proposals presented to Council or Cabinet that have an Equality Impact Assessment	New for 2013/14
The number of people accessing the Respect Booklet	New for 2013/14

Summary of the <b>council's contribution</b> to the outcome
<p>Our focus during 2012/13 was on embedding the Equality Framework and associated good practise. We have done this by ensuring the work to support our equality objectives sits within our Service Plans, rather than it sitting separately in a stand-alone document. We have also designed a new Equality Impact Assessment Toolkit to support decision making. We have made it a requirement that all papers going to Cabinet, Council or for delegated decision are supported by an Equality Impact Assessment (EqIA), and the new template with supporting guidance is available on the council's intranet.</p> <p>To support the culture change required to ensure that EqIA is used consistently throughout the council, the Corporate Improvement Team Manager has delivered a workshop for the management team of each council service. This covered such things as why we need to do EqIA; when we should do EqIA; how to do EqIA; and what help is available. These workshops began in 2012/13, and were concluded early in 2013/14.</p> <p>A <i>Respect Booklet</i> was produced and made available via the intranet in 2012/13. It is compulsory for all staff to read the booklet, so a mechanism for counting the number of people that have accessed and read it was also developed in 2012/13, enabling us to measure compliance during 2013/14.</p>



## 1.2 Strategic Equality Plan

Improvement Activity	Status
Incorporate actions relating to the Equality objectives into service plans	Green
Design a new Equality Impact Assessment Toolkit	Green
Meet with each service management toolkit to ensure understanding of the Equality agenda and how to respond to it	Green
Make the Respect booklet available via the intranet	Green
Develop a means of counting how many people have accessed the Respect booklet	Green

### 1.3 Outcome Agreement

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.

PREDICTED OVERALL SCORE (2012/13)	SELF-ASSESSMENT (2012/13)
27 out of 30	Excellent

Our self-assessment suggests the potential for the maximum loss of three 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 for 2012/13, as any score between 25 and 30 will result in the full payment of the grant.

OUTCOME	SELF-ASSESSMENT	PREDICTED SCORE
<a href="#">Quality of Life</a>	Fully successful	3 out of 3
<a href="#">Good Social Care</a>	Fully successful	3 out of 3
<a href="#">Reduce Poverty</a>	Fully successful	3 out of 3
<a href="#">Children's Well-Being</a>	Partially successful	2 out of 3
<a href="#">Education and Skills</a>	Partially successful	2 out of 3
<a href="#">Community Safety</a>	Fully successful	3 out of 3
<a href="#">Low Waste Society</a>	Partially successful	2 out of 3
<a href="#">Environmental Protection</a>	Fully successful	3 out of 3
<a href="#">Culture and Heritage</a>	Fully successful	3 out of 3
<a href="#">Value for Money</a>	Fully successful	3 out of 3

## 1.4 National Strategic Indicators

Denbighshire's performance in the statutory indicators is excellent, with 17 in the top quartile (which is more than any other council) and fewer in the bottom half than any other councils in Wales (8 out of 30).

YEAR		2012/13		
NSI	CODE	Denbighshire	Quartile	Improvement
1	SCA019	96.91	2	↑
2	SCC004	8.13	2	↓
3	SCC041a	100.00	1	↑
4	SCC011	52.88	1	↑
5	SCA001	1.09	1	↓
6	SCA002a	53.44	4	↓
6	SCA002b	21.61	3	↑
7	SCC002	6.12	1	↑
8	SCC037	261.13	2	↑
9	SCC033d	100.00	1	n/a
9	SCC033e	88.89	3	n/a
9	SCC033f	77.78	1	n/a
10	HHA013	100.00	1	↑
11	PSR002	176.00	1	↑
12	PLA006	27.67	3	n/a
13	PSR004	22.75	1	↑
14	EDU003	83.50	3	↑
15	EDU006ii	18.68	1	↓
16	EDU017	54.72	2	n/a
17	EDU002i	0.82	4	↓
17	EDU002ii	0.00	1	↔
18	EDU011	504.87	1	↑
19	EDU015a	100.00	1	↔
19	EDU015b	100.00	1	↔
20	WMT009b	58.02	1	n/a
21	WMT004b	37.44	1	n/a
22	STS006	88.19	3	↑
23	THS007	88.05	2	↑
24	LCS002	5739.68	4	n/a
25	LCL001	6825.34	1	↓

## **1.5 External Regulation and Inspection Work**

Like all councils in Wales, our work is scrutinised by external regulators to ensure that we use public money efficiently and effectively to deliver benefits for our communities. The Wales Audit Office (WAO) has an annual programme of audit and assessment work which it undertakes in the council, and the conclusions from all this work are brought together in an Annual Improvement Report. Other regulators undertake further work relating to specific service areas, and the main ones are Her Majesty's Inspectorate for Education and Training in Wales (Estyn) and the Care and Social Services Inspectorate for Wales (CSSIW). A summary of the main conclusions from recent external audit and assessment work is provided below.

### **WALES AUDIT OFFICE**

Each year, the Wales Audit Office reports on how well each council is planning for improvement and delivering their services. The latest Annual Improvement Report for Denbighshire was issued in May 2013, and contained no new recommendations for improvement. Overall, the report concluded that the council is making good progress in delivering its improvement programme but that there is scope to improve the quality of some of the performance measures and evidence that the council uses to judge its effectiveness. The report also contained the following conclusions:

1. The council made good progress in delivering improvement in its priority areas:
  - Performance continues to improve in most aspects of the council's work to adapt service delivery to address demographic change.
  - There has been progress in supporting regeneration projects in Rhyl but, in challenging economic times, progress has been slow in supporting economic growth across Denbighshire as a whole.
  - The council provides good quality education services for children and young people and prospects for further improvement are good.
  - The council's programme to improve roads is progressing but, following the 2012 floods, an independent investigation will determine whether actions are needed to ensure flood risk in the county is appropriately managed in the future.
  - The council continues to make good progress with its planned actions to improve the way it works.
2. The council's corporate performance management arrangements support reliable self-evaluation but there is scope to improve the quality of some of the evidence the council uses to judge its effectiveness.
3. The council's arrangements to support improvement are good. In particular:
  - The council has discharged its improvement reporting duties under the Measure.

## **1.5 External Regulation and Inspection Work**

- The council has complied with its responsibilities under the Equality Act 2010 and its Welsh Language Scheme.
- The council continues to make good progress in addressing the proposals for improvement identified in our previous assessments.

### **HER MAJESTY'S INSPECTORATE FOR EDUCATION AND TRAINING IN WALES (Estyn)**

Every few years, Her Majesty's Inspectorate for Education and Training in Wales (Estyn) undertake an inspection of each council's education services for children and young people. The conclusions from these inspections are presented in a report, and the most recent report for Denbighshire was published in February 2012. The report contained the following conclusions:

- The council provides good quality education services for children and young people and prospects for further improvement are good.
- Although deprivation measures in Denbighshire had increased at a faster rate than across Wales in the three years preceding the inspection, educational performance had also improved at a faster rate than across Wales in both key stages 2 and 4.
- Particular groups of learners, including vulnerable groups and those with additional learning needs, are generally attaining their expected levels. Learners are making good progress in gaining skills in first and second language Welsh, and generally achieve good standards in both subjects.
- The percentage of learners leaving primary school with functional literacy improved in 2011, and was better than the average across Wales.
- The percentage of Year 11 learners not in education, training or employment has decreased steadily in recent years and was better than the average for Wales.
- Support for school improvement had improved significantly since the previous inspection, and that the council has very good arrangements to support and challenge schools.
- Systematic weakness in school leadership and management is addressed effectively to make sure that schools improve quickly enough.
- Overall value for money in education services was good. The budgets per pupil for both primary and secondary education were just below the Wales average, but attainment at most key stages was above average.
- The council is well placed to deliver its plans for 21<sup>st</sup> century schools, and has made good progress in delivering its Modernising Education programme.

## **1.5 External Regulation and Inspection Work**

### **CARE AND SOCIAL SERVICES INSPECTORATE WALES (CSSIW)**

An annual review of Council Social Services performance is undertaken by the Care and Social Services Inspectorate for Wales (the CSSIW). The CSSIW annual report provides an overall evaluation of performance and identifies areas of progress and areas for development. The most recent CSSIW report about Denbighshire was published in October 2012, and it contained the following overall conclusions:

- There was positive change and improvement in Adult Services, but the assessment of the needs of carers remained an area for improvement.
- The council has made progress in developing a wide range of services and mainstream local community facilities to encourage independence. A reablement service has been successfully implemented. Two-thirds of people referred to it do not require a further service and the majority of people surveyed provide positive feedback of their experience. The council is seeking ways to extend the reablement service model to people provided with services by the independent sector.
- The council had succeeded in providing alternatives to residential care through an increased provision of extra care housing, and the further development of existing sheltered housing and community living schemes.
- Many services are provided in partnership with health, the independent or voluntary sector. Other positive developments include the extension of telecare to 450 additional people and delivering over 80% of equipment that helps to maintain people's mobility and independence within five working days.
- The council has introduced specific measures to increase the involvement of users of social services in their planning and delivery.
- A number of initiatives have been used to improve services to carers, and all carers who are assessed are provided with a service. However, only approximately one third of carers were offered or provided with an assessment or review. A waiting list for assessments was developed in 2011/12 and increased funding has been made available to address increased demand. This is an area that the CSSIW identified as requiring improved performance.

## 1.6 Collaboration

### Working in Collaboration

We do not always work on our own to provide benefits for the community. Sometimes it is possible to reduce costs or improve services by working in collaboration with other councils or agencies. In December 2011, the Welsh Government and the Welsh Local Government Association (WLGA) signed the COMPACT, which was an agreement setting out a number of potential collaborative ventures. Each council in Wales was then asked to sign up to delivering the COMPACT. In January 2012, Denbighshire County Council agreed to play a role in implementing the full range of collaborations set out in the COMPACT provided that: a) there are demonstrable service improvements for Denbighshire residents, or b) there are resource savings and the proposed new service models provide a service to Denbighshire residents that is at least as good as the service it proposes to replace.

In summary, the COMPACT has three contracts:

1. The Education Implementation Contract
2. The Social Services Implementation Contract
3. The Other Services Implementation Contract

Although there are fewer commitments in Contracts 1 and 2, these are in fact where more significant change is expected to take place. Many of the commitments in Contract 3 are smaller scale or commitments to review (rather than change) things. The current position is as follows:

The more significant commitments in the COMPACT have broadly been delivered, and Denbighshire County Council has played a constructive - and often a leadership - role in many of them. These include the establishment of the Regional School Improvement Service, the Regional Social Services Hub for commissioning services for vulnerable adults requiring 'low incident, high cost' care and the National Procurement Service.

These collaborations should lead to improve consistency, better resilience and, in the cases of the social services hub and the National Procurement Service, significant medium to long term financial savings. The Emergency Planning and Transport collaborations should improve planning and response and also deliver efficiencies.

Some of the commitments in the COMPACT are 'progressing' rather than completed, but most of these are relatively minor and involve reviewing existing arrangements rather than committing to major change.

## 1.6 Collaboration

In addition to the COMPACT, Denbighshire County Council is involved in a number of sub-regional collaborations, mainly with Conwy and Flintshire. These include the following:

- Joint Local Service Board with Conwy
- Joint Local Safeguarding Children Board with Conwy
- Joint Procurement with Flintshire (currently developing a joint service)
- Joint Emergency Planning with Flintshire (currently developing into a regional service)
- Joint Emergency Duty Team (Social Services) with Flintshire and Wrexham
- Mental Health Partnership with Conwy (currently developing into a regional partnership)
- Procurement of Food Waste with Conwy and Flintshire
- Youth Offending Services with Conwy

Sub-regional collaborations are generally initiated by individual councils rather than the Welsh Government, whose approach has been to develop regional collaborations. These collaborations are working well, and the council will continue to look for opportunities where sub-regional collaboration can either improve the resilience of a service and/or save money.

However, there have been some setbacks with sub-regional collaboration, most notably the decision by both Denbighshire and Conwy not to pursue the merger of their Highways and Infrastructure Services. This resulted in the deletion of the joint Head of Highways and Infrastructure post. Denbighshire and Conwy also decided not to pursue further integration of their Public Protection Services.

Ironically, the decision not to pursue the merger of Highways and Infrastructure actually led to efficiency savings because Denbighshire decided to merge the Highways and the Environment Services, leading to immediate senior management savings and the potential for improved efficient use of resources within the council.



**Report to:** County Council

**Date of meeting:** 8 October 2013

**Lead Member:** Councillor Bobby Feeley

**Report author** Corporate Director, Modernisation and Wellbeing

**SUBJECT:** Proposed Corporate Safeguarding Policy and Panel

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

The report proposes the adoption of a Corporate Safeguarding Policy and the establishment of a joint member/officer Corporate Safeguarding Panel.

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

Denbighshire has attempted to take a proactive approach to ensuring compliance with its safeguarding responsibilities, in support of the statutory Director of Social Services, who has ultimate accountability for this. However, despite a range of approaches, we cannot be confident that robust safeguarding practice is embedded across all the Council's functions. In addition, multi-agency Safeguarding Board functions, including scrutiny functions, will increasingly be held at sub-regional and regional levels. This in turn places more responsibility on the council to assure its internal systems are working well.

## **3 What are the recommendations?**

- 3.1** To agree the adoption of the Corporate Safeguarding Policy (attached)
- 3.2** To agree the establishment of a Corporate Safeguarding Panel with terms of reference as described in Appendix 8
- 3.3** To confirm that safeguarding training is a mandatory requirement of all elected members within the first 12 months of taking office

## **4 Report details**

### **Introduction**

**4.1** Safeguarding has traditionally been perceived as mainly the responsibility of social services, though with substantial recognition of the important role of Education. Ensuring the Council has effective safeguarding measures in place to protect people remains one of the core accountabilities of the Director of Social Services who, within the Council, has "final and indivisible responsibility for safeguarding issues" (Statutory Guidance on the Role and Accountabilities of the Director of Social Services 2009).

**4.2** How this key responsibility is to be discharged, across a complex multi-functional organisation, has been less clear, and a corporate function has never been separately resourced. Successive authoritative reports over the last 10 years (Waterhouse, Laming, Pembrokeshire, to name a few)- make it abundantly clear that challenges to the resilience of safeguarding arrangements in fact arise in many different places, such that safeguarding has to be “Everybody’s Business”. However, while we are increasingly aware of the responsibilities Heads of Service and Members have- say in relation to information management or health and safety, this is not necessarily the case with safeguarding. Many will not encounter issues very frequently. The consequences of getting it wrong, however, are potentially significantly greater and the chances of encountering a safeguarding issue are growing both with an ageing population and with greater access to the internet and social media.

**4.3** Examples of where live safeguarding issues (specific cases or policy issues) have arisen in Denbighshire in the last 12 months include HR, in relation to safe employment processes, procedures and assurance, schools, school transport, Licensing, Press and PR (use of images), Leisure Services, as well as Adults and Children’s Services. Nor do our responsibilities end with our own services- we also have responsibilities to know we can have confidence in the safeguarding arrangements of organisations from/with whom we commission, procure or partner and a public responsibility to do something about organisations which we know are providing services but who we suspect may not have robust arrangements in place.

**4.4** In Denbighshire, over the last 10 years, we have developed several approaches to maintaining a corporate profile and overview for safeguarding issues, as follows:

- In 2004, post Climbié/Laming, a Corporate Accountabilities Framework was agreed by Cabinet, which set out individual responsibilities for safeguarding children. This has subsequently been updated and Heads of Service and Lead Members were asked to identify gaps and good practice against it. While useful, there is little evidence it has been a live document which has driven practice
- the Social Services and Education Management Team (SSEMT), which has been in place for some years, has kept a watching brief on safeguarding issues, effectively on behalf of the Senior Leadership Team
- Since 2009, the Denbighshire Local Safeguarding Children Board has required partners to complete annual “s28 audits” (from the duties set out in s28 of the Children Act 2004). For Denbighshire, this has covered Social Services, Education, the Youth Service and Housing- but not, for example, HR or Leisure Services
- A rolling programme of corporate child and adult protection awareness training has run since 2009. Member training has technically been mandatory since 2012 though there has not been 100% compliance
- Following the publication of the joint CSSIW/Estyn reports on safeguarding arrangements in Pembrokeshire Council in 2011, we developed a Corporate Safeguarding Action Plan which continues to be monitored by SSEMT. This has been the umbrella for some very good work in Denbighshire- including the implementation of self assessment audits in all schools, the development of a self assessment tool for

voluntary sector contractors, revisions to arrangements for part IV meetings (allegations of professional abuse) , a substantial review of safeguarding, school transport and taxi licensing arrangements, and a very detailed programme of work on HR policies, procedures and compliance (ongoing)

**4.5** There remains a degree of fragmentation and opportunism about this work, though and it is felt that we now need to take a more systematic and structured approach.

## **Proposal**

**4.6** Attached is a draft corporate Safeguarding Policy and Guidelines based heavily on that recently adopted in Gwynedd. A similar approach recently taken in Anglesey has also been considered. The policy in Gwynedd was adopted following Estyn inspection and as the result of requirements set out by the Inspectorate.

**4.7** The proposal is being brought forward as the approach would provide a logical development to the work we have previously done with the Corporate Accountabilities Framework and on the Corporate Safeguarding Action Plan.

**4.8** The aim of the policy and guidelines is to establish structured means for ensuring that safeguarding is an issue taken on by every service in the Council as well as all elected members.

**4.9** Key aspects of the policy and guidelines are:

- it covers both children and adults
- it is based around safeguarding, not just protection
- it includes the notion of Designated Managers within every service for dealing with safeguarding matters (who receive appropriate training)
- Designated Managers come together with senior officers and lead members to form a Corporate Safeguarding Panel which is accountable to Cabinet. The Corporate Panel would be expected to produce an Annual Report for reporting internally but also to the LSCB
- every service is expected to have safeguarding policies and procedures covering their particular area of the business
- it covers the responsibilities of elected members
- it includes a core dataset for reporting purpose. This includes some of the usual PIs but also key HR data (CRB checks, reference compliance) plus % of councillors attending safeguarding training). There would be some overlap for us here with Corporate Plan reporting and the dataset will need to evolve to ensure it does add value to current reporting.

**4.10** The appendices provide, in addition:

- basic information about signs of abuse and referral pathways - which link to child and adult protection procedures

- a useful section on Code of Conduct and Safe Working practices
- a section setting out the training support to be provided initially. This would also need to be developed over time
- cross referencing with our Safe Recruitment (HR) Policies
- guidelines for Councillors on safe contact
- dealing with allegations of professional abuse (also links with child and adult protection procedures)

**4.11** Though this makes up a substantial document, the package does seem to provide a credible approach to making a reality of safeguarding as a corporate concern. The package would foster consistency of approach and accountability but also be tailored to the issues facing particular services.

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

One of Denbighshire's corporate priorities is to ensure that vulnerable people are protected and are able to live as independently as possible.

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

The main cost implications will be threefold- officer time to perform the Designated Manager role and for training for Designated Managers, support for the administration of the Corporate Safeguarding Panel and money for training to ensure that staff and elected members are able to attend training at an appropriate level to meet their role and requirements. There are already resources in the system that responds to safeguarding issues when they arise. In most cases, the proposed arrangements would be a refocusing of existing effort rather than representing completely new work. Children's Services have agreed to provide support for the operation of the Corporate Safeguarding Panel.

## **7 What are the main conclusions of Equality Impact Assessment (EqIA)?**

The adoption of the policy and panel arrangements could have positive implications, especially for older people and disabled people. No negative implications are identified.

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

The report was considered by Corporate Governance on September 4<sup>th</sup>. The Committee was wholly supportive of the adoption of the Policy, guidance and Panel. It was also considered by Cabinet at its meeting on the 24 September 2013.

As well as raising some issues about the document's internal consistency, which have been addressed, members made some specific suggestions about additions to the policy/items for the work programme, particularly relating to advice and good practice guidance on the use of technology/social media. This is accepted and it is proposed that work on a single policy covering legal, HR and safeguarding implications be taken forward.

The Corporate Governance Committee also suggested that the Safeguarding Policy/guidance/Panel should be reviewed after 3 years. A formal review date has been added to the front of the Policy.

## **9 Chief Finance Officer Statement**

The adoption of the Policy and creation of the Panel should not create significant additional costs; however any additional costs emerging will have to be funded from within existing resources.

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

The main risk with the proposals is that they become a bureaucratic exercise in compliance. However, the converse risk is that we do not have a systematic approach to ensuring safeguarding requirements are thought through for every service area of the council. The risk of over bureaucratization can be mitigated by a focus on procedures and reporting which are deft and add real value for services as well as ensuring better accountability.

## **11 Power to make the decision**

s28 Children Act 2004

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Denbighshire  
County Council

# Policy and Guidelines Safeguarding Children & Adults

Draft  
September 2013  
Review date  
September 2016



## 1. INTRODUCTION

- 1.1. One of Denbighshire Council's corporate priorities is to ensure that vulnerable people are protected and are able to live as independently as possible.
- 1.2. As a Council, we believe that every child and adult has a right to be safe from harm. The Council acknowledges its role and responsibilities to provide definite guidance for staff, Councillors, partners and those people whom we serve in this key field.
- 1.3. "Safeguarding" is everybody's business in every Service within the Council. Whilst Social Services is the Lead Service for dealing with enquiries regarding allegations / concerns that children and adults may be suffering significant harm, everyone has a responsibility to safeguard the welfare of children, young people and adults, whatever the role of the individual.
- 1.4. "Safeguarding" is a wider concept than the protection of children and adults and deals with the promoting of:
- physical, emotional and mental health;
  - protection from harm and neglect;
  - education, training and leisure;
  - contribution to society;
  - social and economic well-being.
- 1.6. Although every organisation working with children, young people and adults should be committed to safeguarding and promoting their welfare, a number of organisations have statutory roles or duties:
- under Section 28 of the Children Act 2004, Denbighshire Council has a duty to ensure that it undertakes its functions in a way that safeguards and promotes the welfare of children;
  - under Section 17 of the Crime and Disorder Act 1998, it is Denbighshire Council's duty to ensure that every reasonable step is taken to protect adults and prevent crime and disorder when it undertakes its functions.

Welsh Government also proposes to strengthen duties relating to adult protection in the forthcoming Social Services and Wellbeing (Wales) Bill.

## 2. PURPOSE OF THIS DOCUMENT

The purpose of this document is to introduce the Council's "Policy and Guidelines for Safeguarding Children and Adults".

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This document will be submitted to the Denbighshire Council Cabinet on 24<sup>th</sup> September, 2013 and to full Council on 8<sup>th</sup> October, 2013. Every member of staff of the Council and every Councillor will then receive a copy of this document.

## 2.1. Objectives and Principles of the Policy and Guidelines

### 2.1.1 The following are the objectives of the Safeguarding Policy and Guidelines:

- to highlight how Denbighshire Council undertakes its legal commitments in the field of safeguarding children and adults;
- to give assurance to members of the public, service users, councillors, employees and people working on behalf of the Council that there are clear arrangements in place to safeguard and protect children and adults;
- that Council staff and councillors have clear guidelines for when a child or adult may be at risk of harm.

### 2.1.2 As a Council we believe that it is always unacceptable for a child or an adult to be abused or harmed in any way. This is reflected in the following principles which form the basis of the Policy and Guidelines:

- Every child and adult (whatever their background, culture, age, disability, gender, ethnicity, religious belief) has a right to participate in a safe society without any violence, fear, abuse, bullying and discrimination;  
Every child and adult has the right to be protected from harm, exploitation and abuse;
- we as a Council will put the welfare of children and adults centrally in our policies and procedures;
- As a Council we will work closely in partnership with children, their parents, carers and adults and other agencies to safeguard and promote the welfare of children and adults;
- Respect the rights, wishes, feelings and privacy of children and adults by listening to them and minimising any risks that may affect them;
- Invest in preventative work and early intervention and try to avoid situations where abuse or allegations of abuse or harm may occur.

## 2.2. Outcomes

### 2.2.1 This Policy and Guidelines reflect the Council's commitment to safeguard children and adults and to protect them from being abused when they receive services arranged and provided by or on behalf of the Council.

### 2.2.2 When the Guidelines are introduced, we will measure the impact regularly in order to achieve the following high level outcomes:

- a clear understanding amongst staff, councillors and those working on behalf of the Council of the policies and guidelines for safeguarding children and adults;
- robust corporate and departmental procedures in place to ensure compliance with the Policies and Guidelines introduced here;
- clear and accessible communication arrangements in place across the organisation, including information about the key officers in each Service who are responsible for children and adult safeguarding issues;
- consistency between these guidelines and the procedures which are operational on an all- Wales basis and associated protocols for safeguarding children and adults ;

- that staff and councillors receive information and training regarding the guidelines and that this is a continuous and permanent arrangement within the organisation.

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### 3. RESPONSIBILITIES AND DUTIES

- 3.1. Every Councillor, every member of staff, every volunteer and every contracted service provider has a responsibility to adhere to the procedures and guidance set out in this policy.
- 3.2. By following the correct procedures and guidance, it is possible to ensure that the appropriate steps are implemented to deal with any allegation or concern, services are planned and delivered in a way which safeguards children and adults and staff are able to conduct themselves safely.
- 3.3. Every member of staff, councillor, volunteer and service provider has a responsibility in the field of safeguarding. It is very important to highlight this.
- 3.4. This means that every Service within the Council has a key role to play and has to take full ownership of the safeguarding field. It follows that there is a need to ensure that there are clear arrangements and procedures in place within each Service in the Council to ensure that investigations into allegations / concerns that children and adults may be suffering substantial harm receive due consideration. In addition, every service needs to understand where safeguarding issues are most likely to arise in their particular service and ensure they have appropriate policies, procedures and guidance in place to manage these well.
- 3.5. This document draws together the corporate policies and guidelines in the field of safeguarding children and adults and it will operate as a framework for the procedures of every Service in the Council.

### 4. FUNCTIONS OF KEY OFFICERS AND MEMBERS

The Chief Executive has the general responsibility for ensuring that there is an effective safeguarding policy and procedures for children and adults in place and that they are implemented.

He is also responsible for the development of effective corporate governance and satisfying all the statutory requirements. However, there are some Key Officers who are worth highlighting because of their responsibilities in the safeguarding field:

#### 4.1. Statutory Director (Social Services) Current postholder: Sally Ellis

4.1.1 The Statutory Director (Social Services) has the final and indivisible responsibility for safeguarding issues. She is responsible for ensuring that the Council has appropriate safeguarding measures to protect children and young people, adults and vulnerable older people and she is responsible for reporting at a corporate level to councillors on their effectiveness.

4.1.2 The Director is responsible for the following:

- supervising the process of implementing, monitoring and improving the safeguarding and protection procedures for children and adults;
- ensuring that there are robust reporting arrangements and processes for

safeguarding children and adults and to report at corporate level and to Members;

- ensuring the effectiveness of the Local Safeguarding Children Board;
- ensuring that lessons are learned as a result of serious case reviews and that they are applied as necessary by every agency, acknowledging that the effectiveness of arrangements are dependent on the quality of the contribution of every agency;
- raising the profile, supporting the policy and ensuring that the Council complies fully with the Policy and Guidelines for Safeguarding Children and Adults;
- ensuring that every member of staff of Social Services understands and implements high standards in terms of identifying risks and safeguarding practices;
- promoting more awareness amongst the public of issues relating to safeguarding children and adults and ensuring social work practices evolve in light of appropriate research;
- raising standards in social work practice by means of professional supervision, training and other opportunities to learn and reflect so that staff working in the safeguarding field are supported appropriately;
- submitting observations, in her statutory role, on Cabinet reports dealing with the safeguarding field.

4.1.3 Whilst every member of staff has a responsibility to safeguard and promote the welfare of children and adults, the Statutory Director is the Senior Officer in the Council with the final and indivisible accountability for this.

4.2. Lead Director for Children and Young People  
Current Post Holder: Hywyn Williams

4.2.1 The Children Act (2004) places a responsibility on every local authority in Wales to appoint a lead director for children and young people services and to appoint a specified lead member for children and young people services. The role of the Lead Director in Wales does not change the arrangements of an executive authority or change accountability for services. The Lead Director for Children and Young People's Services in Wales has three main roles:

- Firstly, the Lead Director will be responsible for promoting partnership when planning for children and young people corporately across the departments of the local authority and across the authority and its partners;
- Secondly, the Lead Director will offer the required leadership to ensure that a high profile is given within the local authority to planning in partnership thereby promoting strategic change for children and young people in the field;
- Thirdly, the Lead Director is responsible for ensuring that the local authority implements the United Nations' Convention on the Rights of the Child.

4.2.2 This responsibility is in addition to, but independent of any executive responsibility the Lead Director has for a specific service or a group of services that could be associated with any appropriate Director within the Corporate Executive Team.

4.3. Designated Managers within Every Service

4.3.1 Every Service within the Council will be required to nominate a "Designated Manager" for dealing with safeguarding children and adults issues.

4.3.2 The Designated Managers are responsible for:

- Acting as a key source of advice and support for other staff in the Service on all safeguarding issues;
- Being familiar with Denbighshire Council's Corporate Policy and Guidelines for Safeguarding Children and Adults along with the All Wales Child Protection Procedures and the Policy and Procedure for the Protection of Vulnerable Adults;
- ensuring that there are effective internal procedures to deal with concerns within the Service by working closely with Social Services to achieve this;
- representing the Service on the Council's Corporate Panel for Safeguarding Children and Adults;
- ensuring that the process of complying with this Policy and Guidelines is monitored by reporting regularly to the Corporate Safeguarding Panel;
- attending the relevant training for "Designated Managers".

4.3.3. Any member of staff with concerns regarding the behaviour of a colleague towards children or an adult should contact the Designated Manager within the Service immediately.

4.3.4 The Designated Managers for each Service are as follows:

Department	Contact
School Improvement	Wayne Wheatley
Customers and Education Support	Wayne Wheatley
Human Resources	tbc
Finance and Assets	tbc
Legal and Democratic Services	tbc
Housing and Regeneration	tbc
Communications, Marketing and Leisure	Roger Ellerton

Social Services (Adults)	Nerys Tompsett
Social Services (Children)	Sue Trehearn
Business Planning and Performance	tbc
Environment and Highways	tbc
Planning and Public Protection	tbc
Business Transformation and ICT	tbc

4.3.5 If allegations are made against a "Designated Manager", the individual should refer their concerns to the line manager of the Designated Manager.

#### 4.4. All Heads of Service

4.4.1 All Heads of Service – through their Management Teams – will be jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.

4.4.2 All Heads of Service must ensure that their staff are appropriately checked through the Disclosure and Barring Service procedures and that their staff conform to the Policy and Guidelines for Safeguarding Children and Adults. All Heads of Service must establish arrangements to ensure that they comply with the requirements of this policy and the Council's Criminal Records Policy. All Heads of Service must ensure that records are kept of every check that is made by the Disclosure and Barring Service.

4.4.3 All Heads of Service are expected to co-ordinate the process of preparing a Policy and Guidelines for Safeguarding Children and Adults in their Service. It is expected that this Policy is prepared in order to highlight the Service's arrangements for responding to issues that could arise in the safeguarding field. It will be a requirement for the Policy to fully comply with the Corporate Policy and Guidelines. Every Service Policy and Guidelines will be in place by the end of March 2014.

4.4.4 It will be a requirement for every Service in the Council to report on their Safeguarding Policies and Guidelines to the Corporate Panel for Safeguarding Children and Adults.

- 4.4.5 The Council's Senior Leadership Team meets on a fortnightly basis. At these meetings, any member can raise safeguarding issues.
- 4.5. Every Line Manager
- 4.5.1 Every Line Manager is responsible for ensuring that the staff for which they are responsible receive the training which they need, proportionate to their responsibilities. A refreshed Training Strategy will be prepared setting out which members of staff should receive safeguarding training and to what level. A priority will be the training of Designated Safeguarding Managers in each service.
- 4.6. Every Member of Staff and Volunteers (including school governors)
- 4.6.1 Every member of staff and volunteers are responsible for undertaking their duties in a manner which safeguards and promotes the welfare of children and adults. They must also act in a way which protects them against false allegations of abuse as far as possible and in accordance with this policy. They must bring issues of concern regarding the safety and welfare of children and adults to the attention of the Designated Manager in their Service.
- 4.7. Contractors, Sub-contractors or Other Organisations funded by or on behalf of Denbighshire Council
- 4.7.1 Contractors, sub-contractors or other organisations funded by or on behalf of the Council are responsible for arranging checks through the Disclosure and Barring Service and the Independent Safeguarding Authority and for ensuring that their staff comply with regulatory and contractual arrangements relating to safeguarding children and adults. Some organizations are also required to undertake an annual self assessment of safeguarding arrangements, and to report outcomes, as part of contract monitoring arrangements. It is expected that this will apply to more organizations over time. Contractors are also responsible for informing relevant managers of the Council about any concerns they may have and to refer protection issues.
- 4.8. Detailed Guidelines
- 4.8.1A copy of "Signs of Abuse" is attached at Appendix 1 and the "Code of Conduct and Safe Working Practices" at Appendix 2.
- 4.8.2. Also, in Appendix 3, a statement is attached of the Council's commitment to train staff (and Councillors) in the field of safeguarding. Appendix 4 cross refers to the Council's detailed guidelines in relation to "Safe Recruitment".
5. ROLE OF ELECTED MEMBERS
- 5.1. Elected Members will receive the following information in the field of safeguarding:
- The Lead Member for Social Care and Children's Services and the Lead Member for Education will be standing members of the Corporate Panel for Safeguarding Children and Adults. This Panel will receive information regarding the working practices and procedures of every Service in the Council, providing assurance that the Services are meeting their duties in accordance with the Corporate Safeguarding Policy and Guidelines. In addition, the Panel will receive information regarding the performance management arrangements of every Service, in order to show that they are discharging their duties in a manner which safeguards children

and adults.

Members of the Panel will have an important role in challenging information regarding the results of the performance management process across services from the perspective of safeguarding children and adults. It is also the duty of Members of this Panel to ensure that effective corporate policies and procedures are developed across the organisation.

- The Lead Member for Social Care and Children's Services and the Lead Member for Education, will report on the work of the Corporate Panel to all Cabinet Members on an annual basis. Every Cabinet Member will receive assurance from the Lead Member for Social Care and Children's Services and the Lead Member for Education, that a clear work programme is in place and that the Council's policies and procedures are robust in the safeguarding field. In addition, it must be reported that appropriate arrangements are in place to monitor the performance of every Service regarding reviewing and evaluating policies. In the Annual Report, there will also be an opportunity for both Lead Members serving on the Corporate Panel to highlight any obstacles or concerns they may have in terms of the response or performance of any Service in the Council.

Any lessons from Serious Case Reviews will also be identified to Cabinet as part of the Annual Report.

- Members of the Performance Scrutiny Committee will receive information regarding the work of the Corporate Safeguarding Panel through the Annual Report. This will provide an opportunity for Members to scrutinise and challenge Members of the Corporate Panel. Members of the Scrutiny Committee will receive information regarding the work programme of the Corporate Panel, the progress against this work programme and the main messages stemming from the performance management arrangements. The observations of the Scrutiny Committee will steer and influence the priorities of the Corporate Panel's work programme.
- It is a requirement that every Councillor attends training in the field of safeguarding children and adults. A register will be kept of those attending and this will be reported as part of the performance monitoring arrangements co-ordinated by the Corporate Panel. The training will raise awareness amongst Denbighshire Councillors of this Policy and Guidelines and increase their understanding of the safeguarding procedures which exist within the Council.

5.2. A copy of the "Good Practice Guidelines for Councillors - Safe Contact with Children and Vulnerable Adults" is in Appendix 5.

## 6. CLARITY REGARDING THE REFERRAL PROCESS

6.1. Any member of staff with concerns regarding the safety of an individual, or the behaviour of a colleague towards children or an adult should contact the Designated Manager within the Service immediately.

6.2. If a Councillor (or any member of the public) has concerns regarding the safety of an individual, then the First Contact Team (Social Services) should be contacted immediately on 01824 712 900 during office hours (8.30am to 5pm Monday to Thursday, 8.30 am to 4.30 pm Friday).

- 6.3. The Social Services Out-of-Hours Team should be contacted on 0845 053 3116 if the issue arises after 5.00pm, Monday to Friday and on weekends and Bank Holidays.
- 6.4. The Police must be contacted immediately if the child or adult is in danger.
- 6.5. If the Designated Manager is unavailable, then the matter must be referred to the First Contact Team (details as noted above). It is crucial not to delay.
- 6.6. A copy of the "Referral Procedure" is in Appendix 6. Also, a copy of the detailed guidelines in relation to "Dealing with Allegations of Professional Abuse" is in Appendix 7.

## 7. CORPORATE GOVERNANCE ARRANGEMENTS

### 7.1. Corporate Panel for Safeguarding Children and Adults

7.1.1 On a corporate level, the responsibility for undertaking an overview of the children and adults safeguarding arrangements has been delegated to the Corporate Panel for Safeguarding Children and Adults by Cabinet.

7.1.2 The main responsibilities of the Panel are to ensure that robust arrangements for safeguarding children and adults are in place within Denbighshire Council.

7.1.3 The Panel will act on a Strategic level in order to:

- assure relevant Lead Members that the Council's procedures are robust where matters of safeguarding children and adults are concerned;
- Bring together interdepartmental work in the safeguarding field and ensure effective corporate communication;
- Support the functions and duties of the Statutory Director within the Council;
- Resolve any possible barriers that could prevent having effective and successful procedures in place;
- Identify any gaps in corporate policies and guidelines and ensure they are addressed, working appropriately with the LSCB and the Adult Protection Committee
- Ensure that appropriate training is available for officers and members
- Receive and consider information about trends in relation to allegations of professional abuse, and adopt action plans to respond should the need arise;
- Receive and challenge information about corporate safeguarding performance and the progress against work programmes commissioned
- Consider and understand the implications of Serious Case Reviews and ensure that the Council responds effectively to recommendations within such reviews;
- Accept and challenge the Annual Report of the Statutory Director;
- Approve the Policy and Guidelines for Safeguarding of every Service in the Council and receive information about the performance management arrangements of every service in relation to their safeguarding responsibilities
- Produce an Annual Report for CET, Cabinet, and the appropriate Scrutiny Committee

7.1.4 The Panel has a key role to play in ensuring that every Service undertakes its duties in accordance with the Council's Safeguarding Policy and Guidelines. The Panel also ensures that every Service has a performance management system in place to show that they are undertaking their functions in a manner which safeguards



children and adults.

- 7.1.5 The Panel meets on a quarterly basis. The Membership of the Panel includes Designated Managers for the field of safeguarding children and adults in every Service within the Council. The Panel is a key method of ensuring that the Designated Managers collaborate and share information across the Council. They also deal with identifying any gaps in the Council's procedures in the safeguarding field along with submitting recommendations to the Corporate Panel regarding updating or amending the Council's Policy in this field. A copy of the Panel's terms of reference is in Appendix 8. The Panel is serviced by Children and Family Services.
- 7.1.6 Cabinet receives an annual report from this Panel. The Corporate Executive Team also receives the annual report, with more frequent reporting on an as required basis. This provides assurance to the Chief Executive that safeguarding is receiving its due attention within the Council.
- 7.1.7 The Panel complements the role of the Local Safeguarding Children Board and the Denbighshire Adult Protection Committee. These focus on ensuring that robust multi-agency arrangements are in place to safeguard children and vulnerable adults and that key partners have appropriate safeguarding systems in place. The role of the Denbighshire Corporate Panel for Safeguarding Children and Adults is to ensure effective oversight of safeguarding across the wide range of services which the Council provides and commissions. On their own, the current multi-agency arrangements for children and adults cannot provide sufficient depth of assurance to meet the needs of complex organisations, especially given increased public expectations and expectations from regulators.
- 7.3. Denbighshire Council's Performance Scrutiny Committee
- 7.3.1 The Council's Performance Scrutiny Committee will have the role of scrutinising and challenging the work and performance of the Corporate Panel for Safeguarding Children and Adults on an annual basis. It is considered that this is crucial so that Committee Members gain experience and understanding in the field and become completely aware of the breadth and depth of the Panel's work and the corporate arrangements.
- 7.4. The Council's Corporate Plan 2012 - 2017
- 7.4.1 The Council's Corporate Plan sets out the strategic direction for the Council's work over the next five years and identifies clear priorities and actions to respond to these priorities. An Annual Delivery Plan is also produced to enable monitoring on regular basis.
- 7.4.2 One of the priorities within the Plan is that "Vulnerable People are protected and able to live as independently as possible." Regular progress reports are submitted to Cabinet and a set of high level indicators has also been agreed. These arrangements will complement reporting to the Corporate Panel for Safeguarding Children and Adults..
8. REPORTING, MONITORING AND REVIEWING
- 8.1. The Corporate Panel for Safeguarding Children and Adults' Annual Report will draw attention to the Council's performance in complying with the Corporate Policy and Guidelines. The Annual Report will be submitted to the Corporate Executive Team, the Cabinet and to the Performance Scrutiny Committee. In addition, on Page 105 the Council as a whole, the

Safeguarding Panel will report to the Conwy and Denbighshire Local Safeguarding Children Board as part of requirements under s28 of the Children Act 2004.

- 8.2. It is proposed to submit the Annual Report every June. Specific attention will be given initially to the following Performance Indicators. It is anticipated that this dataset will evolve over time to better capture the breadth of safeguarding activity:

# POVA referrals completed in the period
# child protection referrals in the period
% of staff commencing in post with two references and a DBS check
% of staff receiving safeguarding training as they receive induction
% of Child referrals during the year where a decision is made within one working day (SCC/006)
% of initial assessments completed during the year with evidence that a Social Worker has seen the child (SCC/011a)
% of child protection reviews held within the statutory timetable during the year (SCC/034)
% of initial assessments completed within 7 working days (SCC/042a)
% of adult clients with a care plan on 31 March whose care plans should have been reviewed that were reviewed during the year (SCA/007)
% of Councillors attending safeguarding training
% of adult protection referrals completed during the year, the percentage where the risk has been managed (SCA/019)
% of referrals re-referred within 12 months

- 8.3. The Corporate Panel for Safeguarding Children and Adults will receive a quarterly report noting the performance of indicators in the safeguarding field and work programme progress. The Local Safeguarding Children Board already receives core data on a regular basis. Any concerns regarding underperformance/slippage will require a clear action plan to respond to the concerns. Safeguarding will also be a potential "line of enquiry" in service challenges.
- 8.4. This Safeguarding Policy will be reviewed annually or if any amendments occur in legislation or in consideration of changes in working practices which may stem from incidents or allegations.
- 8.5. Further details are included in Appendix 9 regarding the method the Council will use to measure impact and monitor effectiveness.

## Appendices

- Appendix 1 – Signs of Abuse
- Appendix 2 – Code of Conduct and Safe Working Practices
- Appendix 3 – Safeguarding Training
- Appendix 4 – Safe Recruitment
- Appendix 5 – Good Practice Guidelines for Councillors: Safe Contact with Children and Vulnerable Adults
- Appendix 6 – The Referral Process
- Appendix 7 – Dealing with Allegations of Professional Abuse
- Appendix 8 – Corporate Panel for Safeguarding Children and Adults Terms of Reference
- Appendix 9 – Measuring Impact and Monitoring



APPENDIX 1  
Signs of Abuse

## Signs of Abuse

This policy relates to both children and adults. They both have their individual codes of practice and relevant staff need to be familiar with these documents.

### Children in Need

Abuse and neglect are forms of maltreatment of a child. Somebody may abuse or neglect a child either directly by inflicting harm, or indirectly, by failing to act to prevent harm. Children may be abused in a family or in an institutional or community setting; by those known to them; or, more rarely, by a stranger. They may be abused by an adult or adults, or another child or children.

There are four types of child abuse. They are defined in the All Wales Child Protection Procedures and Welsh Government guidance *Safeguarding Children: Working Together Under the Children Act 2004* as follows:

### **Physical abuse**

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating, or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.

### **The physical signs of abuse may include:**

- unexplained bruising, marks or injuries on any part of the body
- multiple bruises- in clusters, often on the upper arm, outside of the thigh
- cigarette burns
- human bite marks
- broken bones
- scalds, with upward splash marks
- multiple burns with a clearly demarcated edge.

N.B. Most children will collect cuts and bruises as part of the rough-and-tumble of daily life. Injuries should always be interpreted in light of the child's medical and social history, developmental stage and the explanation given. Most accidental bruises are seen over bony parts of the body, e.g. elbows, knees, shins, and are often on the front of the body. Important indicators of physical abuse are bruises or injuries that are either unexplained or inconsistent with the explanation given, or visible on the 'soft' parts of the body where accidental injuries are unlikely, e.g. cheeks, abdomen, back and buttocks.

### **Changes in behaviour that can also indicate physical abuse:**

- fear of parents being approached for an explanation
- aggressive behaviour or severe temper outbursts
- flinching when approached or touched
- reluctance to get changed, for example in hot weather
- depression or withdrawn behaviour
- running away from home.

### **Emotional Abuse**

Emotional abuse is the persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to children that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may feature age or developmentally inappropriate expectations being imposed on children. It may involve causing children frequently to feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.

### **Changes in behaviour which can indicate emotional abuse include:**

- neurotic behaviour e.g. sulking, hair twisting, rocking
- being unable to play
- fear of making mistakes
- sudden speech disorders
- self-harm
- fear of parent being approached regarding their behaviour
- developmental delay in terms of emotional progress

### **Sexual Abuse**

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault by penetration (for example, rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse (including via the internet).

### **The physical signs of sexual abuse may include:**

- pain or itching in the genital area
- bruising or bleeding near genital area
- sexually transmitted disease
- vaginal discharge or infection
- stomach pains

- discomfort when walking or sitting down
- Pregnancy

**Changes in behaviour which can also indicate sexual abuse include:**

- sudden or unexplained changes in behaviour e.g. becoming aggressive or withdrawn
- fear of being left with a specific person or group of people
- having nightmares
- running away from home
- sexual knowledge which is beyond their age, or developmental level
- sexual drawings or language
- bedwetting
- eating problems such as overeating or anorexia
- self-harm or mutilation, sometimes leading to suicide attempts
- saying they have secrets they cannot tell anyone about
- substance or drug abuse
- suddenly having unexplained sources of money
- not allowed to have friends (particularly in adolescence)
- acting in a sexually explicit way towards adults

**Neglect**

Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. It may involve a parent or carer failing to provide adequate food, shelter and clothing, failing to protect a child from physical harm or danger, or the failure to ensure access to appropriate medical care or treatment. It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

**The physical signs of neglect may include:**

- constant hunger, sometimes stealing food from other children
- constantly dirty or 'smelly'
- loss of weight, or being constantly underweight
- inappropriate clothing for the conditions.

**Changes in behaviour which can also indicate neglect may include:**

- complaining of being tired all the time
- not requesting medical assistance and/or failing to attend appointments
- having few friends
- mentioning being left alone or unsupervised

These definitions and indicators are not meant to be definitive, but only serve as a guide to assist you. It is important too, to remember that many children may exhibit some of these indicators at some time, and that

the presence of one or more should not be taken as proof that abuse is occurring. There may well be other reasons for changes in behaviour such as a death or the birth of a new baby in the family or relationship problems between parents/carers. In assessing whether indicators are related to abuse or not, Social Services will always want to understand them in relation to the child's development and context.

## **Adults in Need of Protection**

### **Categories of Abuse**

There are many ways in which a vulnerable person may be abused. It is not unusual for an abused adult to suffer more than one kind of abuse. Accordingly, the impact of abuse and its seriousness for the individual must be evaluated in every case.

*In safe Hands* identifies five main categories of abuse:

- Physical
- Sexual
- Financial
- Emotional or Physiological
- Neglect

### **Physical Abuse**

Physical abuse is the unnecessary infliction of any physical pain, suffering or injury by a person who has responsibility, charge, care or custody of, or who stands in a position of or expectation of trust to, a vulnerable person. Physical abuse may also be perpetrated by one vulnerable adult upon another.

### **Sexual Abuse**

Adult sexual abuse refers to the direct or indirect involvement of a vulnerable adult in sexual activity to which they are unwilling or unable to give informed consent, or which they do not fully comprehend, or which violates the social taboos of family roles, such as incest. Sexual abuse may also be perpetrated by one vulnerable adult upon another.

Any sexual activity that is not freely consenting is criminal. Where there is an abuse of trust, sexual activity may appear to be with consent, but is unacceptable because of the differences in power and influence between the people involved.

Sexual abuse includes the involvement in prostitution or 'sex trafficking' of vulnerable adults who do not have the capacity to consent.

### **Emotional or Psychological Abuse**

Emotional or psychological abuse is the infliction of mental suffering by a person in a position or expectation of trust upon a vulnerable person. Emotional / psychological abuse may also be perpetrated by one vulnerable adult upon another.

over time, which can include physical abuse but often is verbal (name-calling and threats). It can undermine self-confidence, may cause the victim to become more isolated and sometimes leads to self-harm.

Emotional and psychological abuse, including **bullying and harassment**, can be very subtle, for example taking the form of ignoring or excluding the victim. Such abuse may be direct, such as by not responding to the person, or indirect, such as by giving unfair preference to another person. Emotional and psychological abuse may be cumulative, possibly building up over months or even years. It may involve one or more person and may be part of the culture within any institution, organization or service.

Another example of psychological abuse is when a vulnerable adult is incited, induced or exploited to commit a crime or abuse. Examples of this include inciting to steal, to perform acts of violence and commit sexual crimes. There have also been examples of vulnerable adults being exploited to commit acts of radical extremism.

In determining whether emotional and psychological abuse has taken place, it is the impact on the vulnerable adult that counts. Individual actions may not seem significant and may even be a one-off, but if they are part of a wider pattern of abuse experienced by the vulnerable adult the impact on them may be significant. Therefore, the wider context in which action is experienced by the vulnerable adult must always be considered in determining whether or not abuse has occurred.

#### **Financial or Material Abuse**

Financial or material abuse is any theft or misuse of a person's money, property or resources by a person in a position of, or expectation of, trust to a vulnerable person. Common forms of financial abuse are misuse by others of a vulnerable adult's state benefits or undue pressure to change wills. Financial / material abuse may also be perpetrated by one vulnerable adult upon another.

#### **Neglect**

Neglect is the failure of any person for whom there is an expectation of trust and /or the responsibility, charge, care or custody of a vulnerable person to provide that degree of care which a reasonable person in a like position would provide.

Neglect may be criminal or non-criminal. It may also be as a result of intentional or non-intentional acts or omissions.





APPENDIX 2  
Code of Conduct and Safe Working Practices

## CODE OF CONDUCT AND SAFE WORKING PRACTICES

1. This code of conduct is a statement and is a description of the professional standards of practice that are required from all Council staff when undertaking their day-to-day duties.
2. The code of conduct reflects current practice and it is expected that employees can identify the following standards as those which they aim to emulate daily.
3. It is anticipated that this code of conduct provides a better understanding for members of the public using Council services of what is expected of the Council's staff and the manner in which the employer supports its staff to undertake work effectively and in a manner respectful of the needs of individuals.
4. Every member of staff should give a good example in terms of behaviour to ensure that children and adults are protected and safeguarded. The following guidelines provide details of examples of good practice which must be used, along with specific codes of conduct (e.g. Denbighshire Council's codes of conduct), which could be relevant to roles, activities or specific events.
  - You should always be open for the public to scrutinise you when working with children and adults and you should avoid situations where a Councillor, member of staff, volunteer or service provider is with a child or children or vulnerable adult alone without anyone else to observe him or her;
  - You should follow the required process for reporting incidents, e.g. an incident of health and safety importance;
  - Children and adults have a right to privacy, equality, respect and dignity and a safe and positive environment;
  - Councillors, staff, volunteers and contracted service providers must give priority to the welfare and safety of the child or adult before concerns for performance;
  - If a child or adult arrives at an activity or service exhibiting signs or symptoms which cause you concern, you must act appropriately and follow the procedures outlined in the policy;
  - Be aware of the need to ensure safe practices when meeting children and adults.

### YOU SHOULD

- Work in accordance with this safeguarding policy. If in doubt, contact the Designated Safeguarding Manager in your Department;
- Work in an open environment (e.g. you should avoid private situations or those which cannot be observed and encourage an open environment, i.e. no secrets);
- Treat every child and adult fairly with respect and dignity;
- Put the welfare of each child and adult first;
- Ensure a safe and appropriate distance with participants (e.g. it is not appropriate to have a close relationship with a child or an adult);
- Create an equal relationship based on trust which empowers children and adults to share in the decision making process;
- Get the most current information about training and safeguarding issues;
- Be an excellent example – this includes not smoking, drinking alcohol or swearing in the company of children and adults;

- Make sure that photographic or filming equipment is used appropriately and a parent or carer of the participants has given their permission;
- Keep a record in writing of any injury which is sustained, along with any treatment administered in accordance with Council policy;

### **YOU SHOULD NOT**

- Touch or allow inappropriate touching in any way, use force or inappropriate language or make suggestive sexual comments;
  - Make a child cry as a means of controlling him / her, or use any behaviour control techniques not authorised by the Council's policy and procedures;
  - Ignore allegations made by a child or adult. All allegations or disclosures of abuse by a child or vulnerable adult should be reported immediately to Social Services or the Police.
  - Undertake tasks of a personal nature for children or adults which they could do for themselves;
  - Invite or permit children or an adult to come to your home where they will be alone with you;
  - Enter areas that have been specifically set-aside for the other sex;
  - Use the internet, an electronic device or a phone to access child pornography sites;
5. An employee who breaches any condition of the above code of conduct will face an investigation and could face disciplinary steps which could lead to dismissal and the possibility of a criminal investigation if there is evidence of illegal activity.
6. Volunteer services that breach the code of conduct will be suspended immediately. If there is evidence of illegal activity, the name of the volunteer will be drawn to the attention of the relevant authorities and he /she could face a criminal investigation.



APPENDIX 3  
Training on Safeguarding

## TRAINING ON SAFEGUARDING

### 1. STATEMENT OF COMMITMENT

- 1.1. Denbighshire Council is committed to ensuring that all staff who work with children, young people and adults undertake appropriate General Safeguarding awareness training.
- 1.2. Every member of staff who works with children, young people and adults should have information on safeguarding issues, in order to ensure that our workforce:
  - is aware of the principles of safeguarding;
  - can identify the need to refer;
  - knows how to deal with individual cases.
- 1.3. Priority is given in the Staff, including Designated Managers, and Councillors training programmes to develop an understanding of the Council's Policy and Guidelines for Safeguarding Children and Adults.

### 2. CONTENT OF THE TRAINING

- 2.1. Every member of staff working with children, young people and adults should have information on safeguarding issues. The training will make workers aware of the distinction between safeguarding and child/adult protection. It will also make workers aware of the definition of the types of abuse of children, young people and adults, the main signs and indicators, staff implications and their personal responsibility to safeguard children and adults, and the procedures to follow should any worker have any concerns.
- 2.2. There will be a need to refer to:
  - The All Wales Child Protection Guidelines;
  - The Wales Interim Policy & Procedures for the Protection of Vulnerable Adults from Abuse (November 2010) [commissioned by the four Adult Protection Fora]
  - Older People's Commissioner for Wales 'Protection of Older People in Wales: A Guide to the Law' (John Williams, April 2011)
  - The function of the Conwy & Denbighshire Local Safeguarding Children Board.

### 3. LEARNING OBJECTIVES

*By receiving the training, attendees will be able to:*

- Challenge myths and stereotypes associated with child and adult abuse and the process of safeguarding children and adults;
- Ensure that the child's and adult's voices and rights are the principal consideration.

*Attendees will also:*

#### **Legislation, policies and procedures:**

- Be aware of the legislation and the local and national policies which relate to safeguarding;

- Understand local and institutional policies and procedures which relate to safeguarding individuals who receive care, and how these are to be implemented in their work.

#### **Understand and identify different types of abuse:**

- Be able to note the main categories for abuse and neglect, and be able to identify the usual signs and symptoms associated with these;
- Understand that individuals have the right to be safeguarded from abuse and neglect;
- Understand that they need to ensure that their own actions or behaviour do not have a harmful effect on the individual in their care;

#### **Understand how to respond to suspicions of abuse or neglect:**

- Understand that they must report at once any suspicions of abuse or neglect, and know how and when they should inform the appropriate individual of these;
- Know how important it is to continue to voice concerns if they are not addressed after they have been reported, and how to do this;
  - Understand the limitations of confidentiality and when to share information.

### **4. PROVIDING THE TRAINING**

4.1. (It is suggested that :-) The Care Council for Wales approved All Wales Safeguarding Awareness Training (known formerly as Adult & Child Protection Awareness Training) will be provided:

- As part of the Induction programme - as a minimum staff will be made aware of their responsibilities in respect of safeguarding at Corporate, Service and Team level Induction. (There will be potential for access to e-learning through the Learning Hub on the Intranet if DCC renew the license).
- Staff who have direct / indirect contact with children or adults who have not received the Adult & Child Protection Awareness training will need to undertake the All Wales Safeguarding Awareness Training;
- Staff will need to undertake Safeguarding refresher training on the appropriate level every three years *[note that some staff will require this training at more frequent intervals than three years]*.

**Note:** It is intended in the future to include all remaining staff i.e. those who do not have direct / indirect contact with adults or children in the awareness training. Currently the Corporate Adult and Child Protection Awareness half day course is targeted at staff who come into contact with Adults or Children as part of their daily responsibilities and duties .

### **5. TARGETING THE TRAINING**

- Every member of staff who has direct/indirect contact with children and adults is required to undertake the All Wales Safeguarding Awareness Training on safeguarding children and adults.
- The training is compulsory and should be attended within 12 months of starting in post.
- All posts requiring General Safeguarding awareness training, and who start in those posts for the first time in the Council's employment, will be targeted from April 2014 onwards.
- Existing staff members will be identified who have not received

the appropriate training, in order to target and introduce the new training / programme.

- As a priority, Designated Managers in each Service will receive the appropriate Safeguarding Training outlining their roles and responsibilities as outlined in the Denbighshire Safeguarding Policy & Guidance.

## **6. METHOD OF DELIVERING THE TRAINING**

### 6.1 Corporate / Departmental Induction

As part of their initial Induction Training staff to be informed of their responsibilities to protect children, young people and adults in line with the Denbighshire Policy and Guidance – Safeguarding Children & Adults.

### 6.2 All Wales Safeguarding Awareness ½ day Training

For all staff, except Designated Managers, who have direct / indirect contact with children and adults.

Training to be delivered by DCC Workforce Development staff (or a training provider) at service area venues as identified by the Designated Managers.

Learning Outcomes:

This training will give the opportunity for participants to:

- Know their own role in relation to safeguarding adults and children and young people from harm, abuse and neglect
- Understand how individuals are protected from harm, abuse and neglect
- Know how to recognise different types of harm, abuse and neglect
- Understand what actions to take if they have concerns about abuse of a child or adult

### 6.3 Designated Manager Training

1 day Training to be delivered by DCC Workforce Development staff (or a training provider)

Learning Outcomes;

This training will give the opportunity for participants to:

- Know their own role in relation to safeguarding adults and children and young people from harm, abuse and neglect
- Understand how individuals are protected from harm, abuse and neglect
- Know how to recognise different types of harm, abuse and neglect
- Understand what actions to take if they have concerns about abuse of a child or adult
- Understand their role in acting as a key source of advice and support for other staff in the Service on all safeguarding issues;
- Become familiar with Denbighshire Council's Policy and

Guidelines for Safeguarding Children and Adults along with the All Wales Child Protection Procedures and the Policy & Procedure for the Protection of Vulnerable Adults;

- Ensure that there are effective internal procedures to deal with concerns within the Service by working closely with Social Services to achieve this;
- Understand their role in representing the Service on the Council's Corporate Panel for Safeguarding Children and Adults;
- Understand their role in ensuring that the process of complying with this Policy and Guidelines is monitored regularly to the Corporate Safeguarding Panel

#### 6.4 Refresher Training for all staff

Content, frequency and method of delivery of refresher training will need to be agreed.

### **7. MEASURING THE IMPACT OF THE TRAINING**

7.1. The Council's Services will develop a 'Measuring Impact Programme' using the DCC Corporate Evaluation methodology. NB. This will need resourcing from within each service area by admin support to the Designated Manager.

7.2. Impact can also be measured through:

- Evaluation Forms for the training – completed by attendees;
- The Council's Procedure i.e. Staff Appraisal Scheme / Supervision Policy.

7.3. The impact will be reviewed by the Corporate Panel, and changes recommended to the training in light of the experience/feedback of the managers/attendees of the training if required.

### **8. TIMETABLE**

- Include as part of Corporate Induction from September 2013
- Adult & Child Protection Awareness training to recommence in October 2013 to be replaced by the All Wales Safeguarding Awareness Training programme from February 2014 or earlier once fully approved by the Care Council for Wales. - Frequency tbc – but move to service areas training.
- Designated Manager training to take place January 2013
- Safeguarding training programme will be included in the 2014-15 development programme for Elected Members. (sessions already held for new members in 2013)

8.1 The aim of the new procedure is to reconcile arrangements for the General Safeguarding awareness training across the Council.

8.2 More specialized training for particular occupational groups, and multi-agency training under the Safeguarding Boards for Children/Adults, already takes place and will continue.





APPENDIX 4  
**Safe Recruitment**

## **SAFE RECRUITMENT**

Ensuring that the Council only employs people who are suitable is a key activity in safeguarding the public. Carefully checking the credentials of potential employees is critical.

Denbighshire has detailed policies and procedures relating to Safe Recruitment, for example covering

- Disclosure of Offences and Criminal Records checks
- Applicants with previous convictions
- Checking the past employment histories of specific groups of employees
- Seeking and giving references
- interviewing

These policies and procedures are available on the intranet at

[http://intranet-ad/sorce/apps/sorce\\_doc\\_manager/Actions/view\\_doc.aspx?docid=1218&revid=1234](http://intranet-ad/sorce/apps/sorce_doc_manager/Actions/view_doc.aspx?docid=1218&revid=1234)

and all recruiting managers must be familiar with them. They must also ensure required records are maintained. Regular reports on indicators of Safe Recruitment will be generated and reported to the Corporate Safeguarding Panel.



## APPENDIX 5

# Good Practice Guidelines for Councillors: Safe Contact with Children and Vulnerable Adults

## **GOOD PRACTICE GUIDELINES FOR COUNCILLORS - SAFE CONTACT WITH CHILDREN AND VULNERABLE ADULTS**

1. These guidelines are a statement and description of the standards of conduct expected from all members of the Council when having contact with children or vulnerable adults\* in their office as a Councillor.
2. The guidelines are supplementary to, and do not replace, the Members' Code of Conduct. The Members Code of Conduct remains relevant whenever a member acts in his/her role as elected member, and also at any time in relation to not bringing the office or the Council into disrepute.
3. Some of the requirements of the Code are:
  - To show respect to others and be mindful of them;
  - To address equal opportunity for everyone, regardless of their gender, race, disability, sexual orientation, age or religion;
  - Not to disclose confidential information without consent;
  - Not to behave in a manner which would bring your office or the Council into disrepute;
  - To report any behaviour likely to be criminal by another member or employee to the appropriate authority;
  - Not to use your position inappropriately to cause someone advantage or disadvantage.
4. Members may come into contact with children and vulnerable adults through their position on a committee or working group, or through their role as local member. They may also come into contact with them when representing the Council on external bodies or taking part in events arranged by the Council. Every member of the Council has a corporate parent responsibility for looked after children, and every member also has a responsibility to follow good practice for safeguarding children and vulnerable adults.
5. The aim of these guidelines is to reflect current practice and it is expected that members identify the following standards as those which they aim to reach daily.
6. It is expected that these guidelines give a better understanding to members of the public of what is expected by councillors when they come into contact with them.
7. Every councillor should give a good example in terms of behaviour to ensure that children and vulnerable adults are protected and safeguarded. The guidelines below give details of examples of good practice that must be used.

### **YOU SHOULD**

- Become familiar with the Council's safeguarding policies and guidelines and the current procedures for reporting incidents etc.;
- Attend training on safeguarding children and vulnerable adults;
- Follow a recognised process for reporting incidents, e.g. an incident of health and safety importance;
- Be open to public scrutiny at all times when working with children and young people, and try and avoid situations where you are alone with a child or children or vulnerable adult, with nobody to observe you;
- Respect children and adults' right to privacy, equality, respect and dignity

and a safe and positive environment;

- Place the child or adult's welfare and safety above other considerations;
  - Create an equal relationship based on trust which empowers children and adults to share in the decision-making process;
  - Be an excellent example for children and vulnerable adults.
- 

**YOU SHOULD NOT**

- Touch or allow inappropriate touching in any way, use force or inappropriate language or make suggestive sexual comments;
- Ignore allegations made by a child or vulnerable adult; all allegations or disclosures of abuse by a child or vulnerable adult should be reported immediately to Social Services or the Police.
- Invite or allow children or a vulnerable adult to come to your home where they will be alone with you;
- Enter areas in the Council's buildings that have been specifically allocated for the opposite sex;
- Use the internet, electronic device or phone to access child pornography sites;
- Spread confidential information concerning individual cases to anyone unless through recognised reporting procedures.

*\* A vulnerable adult is a person over 18 years of age who cannot look after himself/herself, or protect himself/herself*



APPENDIX 6  
Referral Procedure

## Referral Procedure

### Recognition and Referral

Suspicion about abuse may take the form of 'concerns' rather than 'known facts'. Safeguarding concerns can arise in many different contexts, including when they are already known to the social services. Concerns can and should be shared with social services through a referral, **using the standard referral form available on the Denbighshire website**. All referrals should be sent to the **firstcontactteam@denbighshire.gov.uk**.


While concerns will not necessarily trigger an investigation, they help to build up a picture, along with concerns from other sources, which may indicate that they may be suffering harm.

In cases of alleged or suspected abuse by a professional or individual employee, the action should also be guided by the procedures contained in Part 1V of the All Wales Child Protection Procedures, the Wales Interim Policy and Procedures and Denbighshire's own procedures on professional abuse and whistle blowing (See Appendix 7).

### Making the referral

Referrals should be made to social services as soon as a problem, suspicion or concern about a child becomes apparent, and certainly within 24 hours. Outside office hours, referrals should be made to the social services emergency duty service or the police. All telephone referrals or referrals made in person should be confirmed in writing within two working days, preferably using the standard referral form. The first contact officer/duty social worker taking the referral should be given as much of the following information as possible by the referrer:

- The nature of the concerns;
- How and why those concerns have arisen;
- The full name, address and date of birth (or age) of the child / adult of concern;
- The names, addresses and dates of birth/ages of family members, along with any other names which they use or are known by;
- The names and relationship of all those with parental responsibility / guardian or carer roles, where known, should be recorded;
- The name, address & date of birth of parent's partner;
- The name, address and date of birth of any other adults living in the household;
- The names of other professionals involved with the family, including for example the name of the child's school and GP;
- Any information you have on the child's developmental needs / adults care needs and his/her parents or caregivers ability to respond to these needs within the context of the wider family and environment;
- Any information affecting the safety of staff:
- In the case of vulnerable adults the capacity and risks of the individual concerned need to be considered



Individual employees, professionals and independent contractors, should be aware that they cannot remain anonymous when making a referral. However, members of the public may remain anonymous, if they wish to.

The individual employee or professional making the referral may be asked to do some or all of the following tasks, and should be prepared and willing to do them: \_

- Contribute to a strategy discussion or strategy meeting;
- Assist in the child protection section 47 enquiries / POVA Adult Investigation;
- Attend the child protection / adult protection conference;
- Provide a written report for the conference;
- Contribute to the assessments.

It is the responsibility of individual employees and professionals to ensure that their child protection concerns are taken seriously and followed through. Each individual employee and professional is accountable for his or her own role in the protection process, and if an individual employee or professional remains concerned they should re-refer and/or bring the matter to the immediate attention of the children or adults senior manager or in their absence the person deputising for their function with responsibility for protection. In all such situations, the individual employee or Professional's own line manager and named professional for child protection should be informed.

### **Denbighshire Social Services**

During office hours\* tel. 01824 712 900

Out-of-hours tel. 0845 053 3116

\*Office hours 8.30am to 5.00pm Mon- Thu, 8.30am to 4.30pm Fri.

Police tel. 0845 607 1002

If you need Police assistance in an EMERGENCY, you should always dial 999

NSPCC tel. 0808 800 5000.

You do not need to know everything about the child / adult of concern and what is happening - just to be worried, or feel that everything is not right.



## APPENDIX 7

# Dealing with Allegations of Professional Abuse

## Dealing with Allegations of Professional Abuse

### Managing Allegations against Workers, Carers and Volunteers who have Contact with Children

Guidance and good practice

Final version

Date of Policy	June 2013
Author of Document	Sue Trehearn Adapted from Flintshire's policy
Revised by	Sue Trehearn
Date of review	June 2014

#### Contents

1. Introduction
2. Threshold
3. Roles and Responsibilities
4. General Considerations in Response to Allegations and Concerns of Abuse
5. Initial Response to an Allegations or Concern
6. Strategy Meeting
7. Conduct of Section 47 Enquiry
8. Second and Subsequent Strategy Meeting
9. Concluding Strategy Meeting
10. Substantiated Concerns
11. Informing the Independent Safeguarding Authority
12. Unsubstantiated Allegations
13. Unfounded or False Allegations
14. Allegations Against Staff in Their Personal Lives
15. Disciplinary Process
16. Sharing Information for Disciplinary Purposes

## 1. Introduction

Children / vulnerable adults can be subjected to abuse by those who work with them in any and every setting. All allegations of abuse or maltreatment of children / vulnerable adults by a professional, staff member, foster carer or volunteer must therefore be taken seriously and treated in accordance with agreed procedures. Local Safeguarding Children Boards and Local Adult Protection Committees have responsibility for ensuring that there are effective inter-agency procedures in place for dealing with allegations against people who have contact with children / vulnerable adults and for monitoring and evaluating the effectiveness of those procedures.

These procedures must be followed by all organisations providing services for children / vulnerable adults and staff or volunteers who work with or care for children / vulnerable adults. Any organisations who commission services for children / vulnerable adults must ensure that their arrangements with those services are consistent with the requirements in this procedure.

These procedures are based on the framework for dealing with allegations of abuse made against a person who works with children in Working Together to Safeguard Children under the Children Act 2004 (Welsh Assembly Government, 2006) and the All Wales Child Protection Procedures (2008) and more recent guidance to managing allegations against foster carers. In relation to adults the procedures are based on the framework for dealing with allegations of abuse against vulnerable adults contained within the Wales Interim Policy and Procedure for the Protection of Vulnerable Adults from Abuse (Nov 2010).

Compliance with these procedures will help to ensure that allegations of abuse are dealt with expeditiously; consistent with a thorough and fair process and Conwy and Denbighshire's Safeguarding Board will establish systems and processes to monitor and evaluate the effectiveness of these procedures.

## 2. Threshold

These procedures should be applied when there are concerns that any person who works with children / vulnerable adults, either in a paid or unpaid capacity i.e. any employee, foster carer, clergy, childminder or volunteer, where the adult is in a position of trust in relation to the child and family, has:

- Behaved in a way that has harmed a child / vulnerable adult, or may have harmed a child / vulnerable adult
- Possibly committed a criminal offence against or related to a child / vulnerable adult
- Behaved towards a child or children / vulnerable adult in a way that indicates s/he is unsuitable to work with children / vulnerable adults.

It can be very difficult to determine what may fall into 'unsuitable to work with children / vulnerable adults' although all employers have a responsibility to set personal and professional boundaries for staff and to be explicit about what behaviours are unacceptable and will impact on their employment. What constitutes unsuitability will vary depending upon the context and nature of the work undertaken although as a starting point, it is useful to consider whether the

alleged behaviour has:

- harmed or may have harmed a child / vulnerable adult
- contravenes or continues to contravene any safe practice guidance given by their organisation or regulatory body
- exploits or abuses their position of power
- acts in an irresponsible manner which any reasonable person would find alarming or questionable
- demonstrates a failure to understand or appreciate how his/her own actions or those of others could adversely impact upon the safety and wellbeing of a child or young person / vulnerable adult
- demonstrates an inability to make sound professional judgements which safeguard the welfare of children / vulnerable adults
- fails to understand or recognise the need for clear personal and professional boundaries in their work
- behaves in a way in his/her personal life which could put children / vulnerable adults at risk of harm
- has been the subject of a criminal investigation that could impact on the safety of children / vulnerable adults
- has been subject to enquiries under local protection procedures
- behaved in a way which undermines the trust and confidence placed in them by their employer

These behaviours should be considered within the context of the four categories of abuse i.e. Physical Abuse, Sexual Abuse, Financial Abuse, Emotional Abuse and Neglect. These include concerns relating to inappropriate relationships between members of staff and children / young people / vulnerable adults.

Restraints in schools often come up as an 'allegation' when teachers do not ring parents to explain that there has been a restraint in school that day. Careful unpicking of such allegations is indicated sooner rather than later and attention should be paid to the current restraint guidance permitted in different professional settings before reaching a decision on the most appropriate way forward.

### **3. Roles and Responsibilities**

will identify a named Senior Officer in each local authority with overall responsibility for:

- Ensuring that the organisation deals with allegations in accordance with these procedures
- Resolving any inter-agency issues
- Liaising with the LSCB / DAPC on the subject

Local authorities should designate an officer to:

- Be involved in the management and oversight of individual cases
- Provide advice and guidance to employers and voluntary organisations
- Liaise with Police and other agencies
- Monitor the progress of cases to ensure that they are dealt with as quickly as possible consistent with a thorough and fair process

Within Denbighshire this will ordinarily be the Service Manager for Safeguarding in Children's Services and Specialist Services Service Manager in Adult Services

Employers should identify:

- A Designated Senior Manager to whom allegations or concerns should be reported
- A deputy to whom reports should be made in the absence of the Designated Senior Manager or where that person is the subject of the allegation or concern

The Detective Inspector in the Public Protection Unit (PPU) will:

- Have strategic oversight of the local police arrangements for managing allegations against staff and volunteers
- Liaise with the LSCB / DAPC on the issue
- Ensure compliance

Each PPU should designate a Detective Sergeant/s to:

- Liaise with the Safeguarding Manager in Social Care
- Take part in Strategy Discussion/Meetings
- Review the progress of cases in which there is a Police involvement
- Undertake an investigation
- Share information as appropriate, on completion of an investigation or related prosecution

#### **4. General Considerations in Response to Allegations and Concerns of Abuse**

##### **Confidentiality**

Every effort should be made to maintain confidentiality and guard against publicity while an

allegation is being investigated or considered. Apart from keeping the child, vulnerable adult, parents, carers / representatives and accused person up to date with progress of the case, information should be restricted to those who have a need to know in order to protect and facilitate enquiries, and manage related disciplinary or suitability processes. The Police should not provide identifying information to the press or media, unless and until a person is charged, except in exceptional circumstances e.g. an appeal to trace a suspect. In such cases, the reasons should be documented and partner agencies consulted beforehand.

### **Support**

The organisation together with Children's or Adult Social Care and/or the Police, where they are involved, should consider the impact on the child / vulnerable adult concerned, ensure the child / vulnerable adults immediate safety or provide support as appropriate. Liaison between the agencies should take place in order to ensure that the child's needs are addressed. The member of staff should:

- Be treated fairly and honestly and helped to understand the concerns expressed and processes involved
- Be kept informed of the progress and outcome of any investigation. The person responsible for this will be identified at the first Strategy Meeting
- If suspended, be advised to contact their union representative and be kept up to date about events in the workplace. Human Resources should be consulted at the earliest opportunity in order that appropriate support can be provided via the organisation's occupational health or employee welfare arrangements.

### **Suspension**

Suspension is a neutral act and it should not be automatic. There could be an option for redeployment to a post where there would be no contact with children / vulnerable adult. Suspension should be considered in any case where:

- There is cause to suspect a child is at risk of Significant Harm, or
- The allegation warrants investigation by the Police, or
- The allegation is so serious that it might be grounds for dismissal

The possible risks to children / vulnerable adults should be evaluated and managed in respect of relevant others in the accused member of staff's home, work or community life. If a Strategy Meeting is to be held, (see Section 6 - Strategy Meeting) or if Children's / Adult's Social Care or the Police are to make enquiries, the Safeguarding Manager should canvass their views on suspension and inform the employer. Only the employer, however, has the power to suspend an accused employee and they cannot be required to do so by a local authority or police. If a suspended person is to return to work, the employer should consider what help and support might be appropriate e.g. a phased return to work and/or provision of a mentor, and also how best to manage the member of staff's contact with the people concerned, if still in the workplace.

## **Resignations and Compromise Agreements**

Every effort should be made to reach a conclusion in all cases even if:

- The individual refuses to cooperate, having been given a full opportunity to answer the allegation and make representations
- It may not be possible to apply any disciplinary sanctions if a person's period of notice expires before the process is complete

'Compromise agreements' should not be used i.e. where a member of staff agrees to resign provided that disciplinary action is not taken and that a future reference is agreed.

### **Organised Abuse**

Investigators should be alert to signs of organised or widespread abuse and/or the involvement of other perpetrators or institutions. They should consider whether the matter should be dealt with in accordance with the guidance in Safeguarding Children: Working Together Under the Children Act 2004 (Sec 9.22 – 9.25) and / or the Wales Interim Policy and Procedure for the Protection of Vulnerable Adults from Abuse (Nov 2010) which, if applicable, will take priority.

### **Whistle-Blowing**

All organisations must ensure they have a robust whistle blowing policy that all workers, carers and volunteers are aware of. They should feel confident to voice concerns about the attitude or actions of colleagues. If a worker, carer or volunteer believes that a reported allegation or concern is not being dealt with appropriately by their organisation, s/he should report the matter to the Safeguarding Manager.

### **Timescales**

It is in everyone's interest for cases to be dealt with expeditiously, fairly and thoroughly and for unnecessary delays to be avoided. The target timescales provided in these procedures are realistic in most cases, but some cases will take longer because of their specific nature, or complexity. Where this is the case, the timescales for progression should be recorded, progress regularly reviewed and the child or young person / vulnerable adult and the worker, carer or volunteer kept informed.

For fostering situations there may be a parallel need to review carers approval at the next available fostering panel.

## **5. Initial Response to an Allegation or Concern**

An allegation against or concerns about a worker, carer or volunteer may arise from a number of sources e.g. a report from a child, a concern raised by another adult in the organisation, a complaint by a parent or carer, or information arising from a disciplinary hearing.

The member of staff who has received the allegation or who has a concern about a colleague must immediately report this to his/her Designated Senior Manager or deputy in his/her absence

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or where the Designated Senior Manager is the subject of the allegation (see section 3).

The member of staff should:

- If the allegation has come from a child, reassure the child that s/he was right to report it
- Make a written record of the information (where possible in the child/adult's own words), including the time, date and place of incident(s), persons present and what was said
- Sign and date the written record and pass immediately to the Designated Senior Manager

The member of staff should not:

- Investigate or ask leading questions if seeking clarification
- Make assumptions or offer alternative explanations
- Promise confidentiality, but give assurance that the Information will be shared on a 'need to know' basis only so that the matter can be investigated in order to keep other children / vulnerable adults safe.

### **Initial Action by the Designated Senior Manager**

When informed of a concern or allegation, the Designated Senior Manager (see section 3) should not investigate the matter or interview the member of staff, child / vulnerable adult concerned or potential witnesses. He/she should:

- Obtain written details of the concern/allegation, signed and dated by the person receiving the allegation (not the child/adult making the allegation)
- Countersign and date the written details
- Record any information about times, dates and location of incident(s) and names of any potential witnesses
- Record discussions about the child / vulnerable adult and/or member of staff, any decisions made, and the reasons for those decisions
- If the child / vulnerable adult has sustained an injury, consider the need to have her/him medically examined. In this instance parent/carer must be notified and reason given as to why medical required.

If the Designated Senior Manager decides that no further action is required the reason for that decision must be recorded and the written record sent to the Safeguarding Manager.

If the allegation meets the criteria in section 2, the Designated Senior Manager should report it to the Intake and Assessment Team within 1 working day. Referral should not be delayed in order to gather information and a failure to report an allegation or concern in accordance with these procedures is a potential disciplinary matter. Where a Designated Senior Manager is unsure about how to proceed or cannot determine whether the criteria are met, there should be consultation with the Service Manager for Safeguarding. In their absence a member of the Social Care Senior Management Team should be contacted. The referral in respect of children who



may be at risk of significant harm in association with the referral will be dealt with in compliance with Section 3 of the All Wales Child Protection Procedures / Wales Interim Policy and Procedure for the Protection of Vulnerable Adults from Abuse (Nov 2010). The contact should be made with the Duty Manager of the Intake and Assessment Team in Social Service for Children or Adults as relevant.

If an allegation requires immediate attention, but is received outside normal office hours, the Designated Senior Managers should consult the Emergency Duty Team or local Police and inform the Safeguarding Manager as soon as possible.

If a Police officer receives an allegation, s/he should, without delay, report it to the Designated Detective Sergeant on the FPU (see section 3). The Detective Sergeant should then immediately inform the Safeguarding Manager and a preliminary strategy discussion undertaken to ensure that immediate safeguards are in place, whether the referral falls within this procedure and whether any immediate briefings to management are required.

Any allegation made to Children's or Adult's Social Services should be immediately reported to the Safeguarding Manager or equivalent.

Any allegation or concern received by a Regulatory Authority must be reported to the Safeguarding Manager within 1 working day. Similarly the Safeguarding Manager should be contacted within 1 working day about any cause for concern that a Regulatory Authority may identify while carrying out its duties.

### **Initial Consideration by the Designated Senior Manager and the Local Authority Designated Officer (Safeguarding Manager)**

There are up to 3 strands in the consideration of an allegation:

- A police investigation of a possible criminal offence
- Social Services for Children / Adult enquiries and/or assessment about whether a child / vulnerable adult is in need of protection or services
- Consideration by an employer of disciplinary action

The Safeguarding Manager and Designated Senior Manager should consider first whether further details are needed and whether there is evidence or information that establishes that the allegation is false or unfounded. Care should be taken to ensure that the child / vulnerable adult is not confused as to dates, times, locations or identity of the member of staff.

If the allegation is not demonstrably false and meets the criteria as in section 2, the Safeguarding Manager, in consultation with the referrer, should consider the need for a Strategy Meeting. Reasons for not convening a Strategy Meeting should be recorded.

The Designated Senior Manager and the Safeguarding Manager should agree how and when the member of staff is informed of the allegation. Consideration must be given to informing the parent/carer at the earliest opportunity. The Safeguarding Manager and Designated Senior Manager should agree what information they are given to ensure that the disciplinary or investigative processes are not impeded.

The Police must be consulted about any case in which a criminal offence may have been committed. If the threshold for Significant Harm is not reached, but a Police investigation might be needed, the Safeguarding Manager should immediately inform the police and consider the need for a Strategy Discussion/Meeting.

The Regulatory Authority should be informed of any allegation or concern made against a member of staff in any day care establishment for children under 8, a registered childminder, a foster carer, prospective adopter, or member of staff in a residential care facility. They should also be invited to take part in any subsequent Strategy Discussion/Meeting.

In circumstances where there remains disagreement between the referring agency and the Safeguarding Manager the case should be referred immediately to the Head of Social Services for Children for a decision or if an adult Head of Adult and Business Services.

## **6. Strategy Meeting**

If the criteria are met for further investigation, a Strategy Meeting must be arranged within 48 hours where at all possible, given capacity issues for chairs and attendees. The reason for delays should be clearly recorded in the minutes. The Strategy Meeting will be convened by the Safeguarding Unit and chaired by the Safeguarding Manager or in their absence, a senior manager from Children's / Adult's Social Care. A record will be made of the meeting and decisions will be made available to the child/parents, vulnerable adult / representative and the alleged perpetrator at the conclusion of the investigation. This information will also be shared with regulating bodies. The following should be considered to attend the Strategy Meeting:

- Safeguarding Manager (Chair)
- Service Manager for Intake and Assessment and or designated investigating officer
- Relevant social worker and his/her manager (if an open case)
- Detective sergeant (FPU)
- Designated Senior Manager for the employer concerned
- Senior Nurse (Child / Adult Protection)
- Education representative
- Human Resources representative
- Legal adviser where appropriate
- Senior representative of the employment agency, church or voluntary organisation if applicable
- Manager and family placement worker from the fostering service provider (including independent foster services) when an allegation is made against a foster carer
- Manager from the residential service when an allegation is made against a residential worker
- A representative of the Regulatory Authority where applicable
- Consultant Paediatrician
- Where a child / adult is placed or resident in the area of another authority, representative(s) of relevant agencies in that area
- Complaints Officer if the concern has arisen from a complaint
- Children and Family Court Advisory and Support Service when involved (CAFCASS)

- Health representative
- A representative from the Social Services for Adults Safeguarding Unit (where appropriate)
- CSSIW (where the concern is about a foster carer, childminder or care provider)

The representative must be at a level of sufficient authority to speak on behalf of their organization and ensure that the organisation acts in accordance with the recommendations of the meeting.

Where the representative of an organisation is implicated through an accusation of collusion or failure to respond to previous complaints, it is inappropriate for him/her to attend the Strategy Meeting.

The Strategy Meeting must:

- Decide whether there should be a Section 47 Enquiry and/or Police investigation and consider the implications
- Consider the current allegation in the context of any previous allegations or concerns
- Where appropriate, take account of any entitlement by staff to use reasonable force to control or restrain children, e.g. Section 550a Education Act 1996 in respect of teachers and authorized staff
- Consider whether a complex abuse investigation is applicable
- Plan enquiries if needed, allocate tasks and set time-scales
- Decide what information can be shared, with whom, when and how.
- Consider whether there is a need to convene an initial child / adult protection conference if there are concerns about the Professional's behaviour towards their own children.

The Strategy Meeting must also:

- Ascertain whether the member of staff has contact with children / vulnerable adults in any other setting.
- Ensure that arrangements are made to protect the child / children / adult involved and any other children / vulnerable adults affected, including taking emergency action where needed
- Examine whether relevant information that may exist in parallel processes is required and relevant—such as a finding of fact within care proceedings.
- Ensure that all children / vulnerable adults who may be affected, directly or indirectly, are identified and considered and provided with support. This would include children / vulnerable adults within the member of staff's own family.
- Consider what support should be provided to the member of staff and others who may be affected. Also consider by whom and how this should be provided.
- Ensure that investigations are sufficiently independent
- Make recommendations where appropriate regarding suspension, or alternatives to suspension
- Identify a lead contact Manager within each agency who will be responsible for co-ordinating the investigation.

- Agree timescales for reviewing investigations and monitoring progress
- Consider issues for the attention of senior management e.g. media interest, resource implications
- Consider reports for consideration of barring
- Consider notifying the Chief Executive/Senior Officer of the employing agency
- Consider whether any parallel disciplinary process can take place and agree protocols for sharing information
- Consider whether Children / Adult Safeguarding Procedures need to be followed.
- Consider what steps need to be taken in relation to establishments where it is felt that abuse has pervaded the whole staffing group with the involvement and collusion of managers.
- Where appropriate consider the wider implications for the organisation e.g .policy and procedures and staff training deficits.

All Strategy Meetings should be recorded and minutes circulated within 5 working days of the Strategy Meeting.

When requests for copies of minutes from Part 4 meetings are made by the subject of the meeting advice should be sought from the legal department in all cases as decisions need to be made on a case by case basis and clearly recorded.

## **7. Conduct of Enquiry**

Once a decision has been made at the first Strategy Meeting, to initiate an enquiry, the member of staff must be contacted and told the nature of the allegation, how the enquiries will be conducted and his/her co-operation sought ,unless this prejudices any aspect of the investigation, e.g. criminal enquiries. The meeting will agree how this will be done.

The enquiry should take into account any signs or patterns, which could suggest the abuse may be more widespread than it appears and whether it involves other perpetrators or institutions.

During the course of the enquiries, the Strategy Meeting Chair must be provided with regular progress reports from the investigating officers on a minimum 4 weekly basis.

Any investigation must be conducted in accordance with the All Wales Child Protection Procedures.

If the child, young person or vulnerable adult needs to be formally interviewed, the interview must take place in accordance with the Joint Children's Social Care and Police Protocol on Investigating Child Abuse involving only trained staff and video equipment or the adult equivalent.

If a Police investigation is to be conducted, the Police should set a date for reviewing its progress and consulting the Crown Prosecution Service about continuing or closing the investigation or

charging the individual. Wherever possible, this should be no later than 4 weeks after the Strategy Meeting.

The evidence gathered in the investigation, including written material, audio or video recordings with the child and other relevant people, may be referred to in all strands of the investigation (Section 47 Enquiry, criminal investigation, complaint investigation and disciplinary procedures) although a Court Order may be required for evidence to be released. The evidence will remain the possession of the investigating agencies in accordance with the Joint Social Care and Police Protocol on Investigating Child Abuse.

Decisions regarding the disclosure of such evidence must be considered carefully in conjunction with the relevant Human Resources procedures.

## **8. Second and Subsequent strategy Meetings**

In addition to the issues addressed at the first Strategy Meeting, subsequent meetings should be held to review

- Progress and results of enquiries
- Therapeutic and support needs of the child or children / vulnerable adult(s)
- Support needs of the child's parents/carers, the worker, carer or volunteer

## **9. Outcome Strategy Meeting**

The existing guidance highlights the duty of this meeting to decide on the balance of probabilities as to whether the concerns are substantiated. This discussion would normally precede any decision by the employer to invoke disciplinary procedures.

All the members of the Initial Strategy Meeting will need to attend. Additional relevant persons may be invited to attend by agreement with the Chair. This may include, where appropriate, contracts managers.

The alleged perpetrator or representative and the alleged victim and parents will not be permitted to attend.

The meeting is responsible for considering the following issues:

- Results of the Section 47 enquiry / POVA enquiry – Is the allegation substantiated, unsubstantiated, inconclusive, unfounded or false?
- Are there any outstanding concerns which require any Police/Children's / Adult's Services procedures?
- Are there any outstanding protection or support issues for the alleged victim?
- Are there any outstanding protection issues for other potential victims?
- Are there any outstanding disciplinary issues?

- Are there any other children / vulnerable adults with whom the alleged perpetrator has a professional relationship?
- Have all protection issues for the children / vulnerable adults of the alleged perpetrator been addressed?
- The requirement for notification to the Independent Safeguarding Authority.
- The identification of the persons responsible for informing the child/parent/carers and the alleged perpetrator of the outcome
- Whether the matter should be referred to the Fostering or Adoption Panels, Welsh Government Independent Investigation Service for Schools (SERVOCA), CSSIW or CAFCASS

Where the concerns are substantiated and individuals lose their position as a result of concerns, a referral should be made to the ISA (see section 11) and any other bodies nominated by the guidance and procedures. The employer responsible for informing such bodies or undertaking internal disciplinary action must inform the Safeguarding Manager in writing that such actions have been undertaken.

#### **10. Substantiated Concerns**

Where abuse or harm is confirmed on the balance of probability, the parents and child / vulnerable adult and /or representative must be informed – who should do this will be confirmed at the outcome meeting. The Chair will write to the alleged perpetrator informing them of the outcome of the investigations.

A disciplinary hearing should then be arranged by the employer within the relevant disciplinary code.

Should the need for a Child Protection / Adult Protection Conference have been identified, this will be organised by the relevant team and the Safeguarding Unit.

#### **11. Informing the Independent Safeguarding Authority (ISA)**

Where the concerns are substantiated, relevant information should be passed to the ISA by the relevant Senior Manager where the person is employed. Organisations must confirm in writing to the Safeguarding Manager that this has been completed.

#### **12. Unsubstantiated Allegations**

Where, following initial enquiries, it is concluded that there is insufficient evidence to determine whether the allegation is substantiated, or the allegation is not substantiated, the relevant Designated Senior Manager/Employer will consider what if any, further action should be taken.

The member of staff/volunteer will be informed of the outcome in writing by the Chair.

Consideration must be given to any support the member of staff may need, particularly if s/he is returning to his/her post following suspension.

The child / vulnerable adult and his/her parents/carers must be informed of the outcome. Who will do this will be identified at the Outcome meeting.

### **13. Unfounded or False Allegations**

If an allegation is determined to be unfounded the employer, in consultation with the Safeguarding Manager, should refer the matter to Children / Adult Social Care to determine whether the child / vulnerable adult is in need of services and/or might have been abused by someone else.

### **14. Allegations against staff in their personal lives**

If an allegation or concern arises about the conduct of a member of staff outside of his/her work with children / vulnerable adults and this may present a risk to children / vulnerable adults for whom the member of staff is responsible, the general principles outlined in these procedures will still apply.

In some cases, an allegation of abuse against someone closely associated with a member of staff, e.g. partner, member of the family or other household member, may present a risk to a child / children / vulnerable adults for whom the member of staff is responsible. In these circumstances the meeting should consider:

- The ability and/or willingness of the member of staff to adequately protect
- Whether measures need to be put in place to ensure their protection
- Whether the role of the member of staff is compromised.

### **15. Disciplinary Process**

The meeting will consider whether disciplinary action is appropriate in all cases where:

- No further action is required under Child / Adult Protection Procedures
- The employer or Safeguarding Manager is informed by Police or the CPS that a criminal investigation and any subsequent trial is complete or that an investigation is to be closed without charge or a prosecution discontinued.

The discussions should consider any potential misconduct or gross misconduct on the part of the member of staff and take into account:

- Information provided by the police and /or social care
- The result of any investigation or trial
- The different standard of proof in disciplinary and criminal proceedings

Where the initial evaluation decides that the allegation does not involve a possible criminal offence it will be dealt with by the employer who should institute appropriate action within 3

working days.

If disciplinary action is required, and further investigation is not required, the disciplinary hearing should be held within 15 working days.

Where further investigation is required by the employer the aim of the investigation is to obtain, as far as possible, a fair, balanced and accurate record in order to consider the appropriateness of disciplinary action and/or the individuals suitability to work with children / vulnerable adults. Its purpose is not to prove or disprove the allegation.

The Safeguarding Manager should be informed of the outcome of disciplinary action, including any training plan with timescales.

## **16. Sharing information for Disciplinary Purposes**

Wherever possible, the Police and Children / Adult Social Care should during the course of their investigations obtain consent to provide the employer and or the Regulatory Authority with evidence for disciplinary purposes. If the police or the CPS decide not to pursue a charge, or decide to administer a caution, or the person is acquitted, the Police should pass relevant information to the employer without delay.

If the person is convicted, the Police should inform the employer straight away so that appropriate action can be taken.

## **17. Record Keeping**

Employers should keep a clear and comprehensive summary of the case record on a person's confidential personnel file and give a copy to the individual.

The record should include details of what the allegation was, how the allegation was followed up and resolved, the decisions reached and the action taken.

The record will provide accurate information for any future reference and provide clarification if a future CRB disclosure reveals an allegation that did result in a prosecution or conviction. This record will prevent unnecessary re-investigation if the allegation should resurface.

Minutes of Strategy Meetings will be held at the Children's Safeguarding Unit / Adult Safeguarding Unit as appropriate.





APPENDIX 8

Terms of Reference Corporate Panel for Safeguarding  
Children and Adults

## **TERMS OF REFERENCE CORPORATE PANEL: SAFEGUARDING CHILDREN AND ADULTS**

### **1. INTRODUCTION**

- 1.1. Section 28 of the Children Act 2004 places a duty on local authorities to make arrangements to ensure that they fulfil their functions in a way which considers the need to safeguard and promote the welfare of children.
- 1.2. The following reflects the 'Statutory Guidelines on the Functions and Accountability of Directors of Social Services' [published by the Welsh Assembly Government – June 2009]. Although every member of staff has a responsibility to safeguard and promote the welfare of children, it is the Statutory Director of Social Services who remains the senior officer in the council with full and final accountability for safeguarding children.
- 1.3. The following does not change the Constitution of Denbighshire Council. The intention is to reinforce existing reporting arrangements.

### **2. TERMS OF REFERENCE OF THE DENBIGHSHIRE COUNCIL CORPORATE PANEL FOR SAFEGUARDING CHILDREN AND ADULTS**

- 2.1. The aim of the Panel is to ensure that robust arrangements for the safety of children and adults are in place within Denbighshire Council.
- 2.2. The Panel will act on a Strategic level in order to:
  - assure relevant Lead Members that the Council's procedures are robust where matters of safeguarding children and adults are concerned;
  - Bring together interdepartmental work in the safeguarding field and ensure effective corporate communication;
  - Support the functions and duties of the Statutory Director within the Council;
  - Resolve any possible barriers that could prevent having effective and successful procedures in place;
  - Identify any gaps in corporate policies and guidelines and ensure they are addressed, working appropriately with the LSCB and the Adult Protection Committee
  - Ensure that appropriate training is available for officers and members
  - Receive and consider information about trends in relation to allegations of professional abuse, and adopt action plans to respond should the need arise;
  - Receive and challenge information about corporate safeguarding performance and the progress against work programmes commissioned
  - Consider and understand the implications of Serious Case Reviews and ensure that the Council responds effectively to recommendations within such reviews;
  - Accept and challenge the Annual Report of the Statutory Director;
  - Approve the Policy and Guidelines for Safeguarding of every Service in the Council and receive information about the performance management arrangements of every service in relation to their safeguarding responsibilities.
  - Produce an Annual Report for CET, Cabinet, and the appropriate Scrutiny Committee

### **3. CHAIRING**

- 3.1. Cabinet member

#### **4. FREQUENCY OF MEETINGS**

4.1. Meetings every quarter

#### **5. GOVERNANCE AND ACCOUNTABILITY**

5.1. The Corporate Panel is accountable to Denbighshire Council Cabinet. The Chair has the right to refer matters to the Cabinet if not satisfied.

5.2 Business Management [i.e. creating a work programme, meeting agendas, secretariat, central communication point, organising additional professional advice if needed] through the function of Head of Children and Family Services.

#### **6. MEMBERSHIP**

<b>Name</b>	<b>Title</b>
Cllr Bobby Feeley	Lead Member, Social Care and Children's Services
Cllr Eryl Williams	Lead Member, Education
Sally Ellis	Director of Social Services
Hywyn Williams	Lead Member, Children and Young People
Karen Evans	Chief Education Officer
Leighton Rees	Head of Children and Family Services
Phil Gilroy	Head of Adult and Business Services
Designated Managers	1 from each service



APPENDIX 9  
Measuring Impact and Monitoring

## MEASURING IMPACT AND MONITORING

1. In order to ensure that the procedures contained in the corporate safeguarding policy are fully complied with across the Council, and that their implementation secures a positive effect on the lives of children, young people and adults, it is vital to ensure that the following steps happen:
  - It is essential that the policy is communicated effectively to all members of staff, councillors, volunteers, children, parents, carers and anyone else who is affected;
  - There are responsibilities for the Designated Safeguarding Managers in the Departments to ensure that all their staff are familiar with the policy and supplementary procedures;
  - Every Department in the Council has a responsibility to develop a safeguarding policy that is specific to their own service, highlighting how their internal guidelines will comply with the corporate policy and taking into consideration the National Guidelines in the field of child protection and the protection of vulnerable adults;
  - There are individual responsibilities on all members of staff, councillors and volunteers to advocate and promote the policy to establishments or partners, and to ensure that the Council's values and principles in the safeguarding field are communicated clearly to children, their parents, carers and to the public;
  - Ensure that every Department develops quality assurance processes in order to examine compliance with the policy and procedures regularly and report to the Strategic Panel for Safeguarding Children and Adults on any successes, failures or improvement programmes within their departments;
  - Ensure that information on every allegation of professional abuse is reported to the Corporate Panel for Safeguarding Children and Adults as well as to the Local Safeguarding Children Board;
  - Ensure that every department reflects safeguarding as a main priority in their individual business plans, and ensure that every activity takes safeguarding issues into account as a matter of procedure;
  - Ensure that every department develops local indicators in the safeguarding field, and reports on a quarterly basis to the corporate performance monitoring procedure;
  - Secure feedback from the Council's staff with regard to activity in the safeguarding field and how their line managers support them to undertake these duties;
  - Ensure through participation and engagement events that children, young people and adults feel safe in every aspect of their lives and that the Council's activities in the safeguarding field contribute to their feeling of being safe;
  - Ensure that self assessment takes place regularly in schools in order to improve safeguarding practice at all schools;
  - Ensure that a composite annual review is submitted to the Local Safeguarding Children Board on the Council's activity in the safeguarding field;
  - Ensure that a training programme is available at every level which will be filtered to every member of staff in accordance with their needs, and also ensure that refresher training takes place regularly;
  - Ensure that an annual report is submitted to the Corporate Executive Team which will provide information on any safeguarding concerns, activity, feedback from serious case review and progress against the action plan;
  - Ensure that any service commissioned by or on behalf of the Council complies fully with the safeguarding expectations set in the agreement with the partners, and that it is monitored regularly.



# Corporate Safeguarding Policy and Panel September 2013

Equality Impact Assessment

# Corporate Safeguarding Policy and Panel

**Contact:** Sally Ellis, Modernisation and Wellbeing

**Updated:** September 2013

## 1. What type of proposal / decision is being assessed?

A new or revised policy

## 2. What is the purpose of this proposal / decision, and what change (to staff or the community) will occur as a result of its implementation?

To ensure the Council takes a consistent approach to the implementation of safeguarding arrangements across all services and that appropriate safeguarding procedures are in place reflecting the circumstances of every service

## 3. Does this proposal / decision require an equality impact assessment? If no, please explain why.

*Please note: if the proposal will have an impact on people (staff or the community) then an equality impact assessment **must** be undertaken*

Yes

<If no, briefly summarise the reasons for this decision here, and skip ahead to the declaration at the end>

## 4. Please provide a summary of the steps taken, and the information used, to carry out this assessment, including any engagement undertaken

*(Please refer to section 1 in the toolkit for guidance)*

- 1) Discussion of issues arising from proposed policy at SSEMT (Social Services and Education Management Team), at CET and SLT
- 2) Consideration of groups typically likely to be impacted by the proposed policy
- 3) Identification of those most likely to be impacted
- 4) Checking of policy area and issues against the Equality Impact Assessment Toolkit

## 5. Will this proposal / decision have a positive impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?



*(Please refer to section 1 in the toolkit for a description of the protected characteristics)*

The proposal is most likely to have positive impact on vulnerable older people and those with disabilities as it will lead to increased awareness of safeguarding issues across the council and these are two groups where safeguarding issues do arise

**6. Will this proposal / decision have a disproportionate negative impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?**

None

**7. Has the proposal / decision been amended to eliminate or reduce any potential disproportionate negative impact? If no, please explain why.**

No

No negative impacts are expected on any groups with protected characteristics

**8. Have you identified any further actions to address and / or monitor any potential negative impact(s)?**

<Please Select>

<If yes please complete the table below. If no, please explain here>

Action(s)	Owner	By when?
<Please describe>	<Enter Name>	<DD.MM.YY>
<Please describe>	<Enter Name>	<DD.MM.YY>
<Please describe>	<Enter Name>	<DD.MM.YY>
<Please describe>	<Enter Name>	<DD.MM.YY>
<Unrestrict editing to insert additional rows>	<Enter Name>	<DD.MM.YY>

**9. Declaration**

Every reasonable effort has been made to eliminate or reduce any potential disproportionate impact on people sharing protected characteristics. The actual impact of the proposal / decision will be reviewed at the appropriate stage.

Review Date: 30.09.2013

Name of Lead Officer for Equality Impact Assessment

Date

<Sally Ellis	21.09.13
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**Please note you will be required to publish the outcome of the equality impact assessment if you identify a substantial likely impact.**

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County Council Forward Work Plan

Meeting	Item (description / title)	Purpose of report	Council Decision required (yes/no)	Author – Lead member and contact officer
<b>Council Briefing – Budget</b> 21 October	Reserved for an all-Council budget workshop			Cllr Julian Thompson-Hill / Paul McGrady
<b>5 November</b>				
	1	Rhyl/Prestatyn Coastal Facilities Development: Business Case	To consider the business case for the development of the coastal facilities.	YES Jamie Groves / Alastair McNab / Tom Booty
	2	Draft Economic & Community Ambition Strategy	To consider approval of the Strategy following the public consultation	Yes Cllr Hugh Evans / Rebecca Maxwell
	3	Scrap Metal Dealers Act 2013	To consider a revised regulatory regime for scrap metal dealing and vehicle dismantling industries.	Yes Cllr David Smith / Graham Boase / Nicky Jones
<b>Council Briefing –</b> 18 November	1	Natural Resources Wales	To consider issues relating to the new body & the management of natural	N/A Rebecca Maxwell

County Council Forward Work Plan

Meeting	Item (description / title)	Purpose of report	Council Decision required (yes/no)	Author – Lead member and contact officer
		resources		
	2	Biodiversity Issues	To consider biodiversity legislative requirements and DCC implementation	N/A Cllr Huw Jones / Elizabeth Webster / Huw Rees
	3	Older People’s Commissioner for Wales	To brief Members on the work of the Commissioner	N/A Cllr Bobby Feeley / Sally Ellis
	4	Risk Briefing	To brief members on the identification and management of risks (at the request of the Corporate Governance Committee)	N/A Cllr Barbara Smith / Alan Smith
<b>3 December</b>	1	Update on the draft budget for 2014 / 15	To consider an update on the developing budget	No Cllr Julian Thompson-Hill / Paul McGrady
	2	Local Housing Strategy	To agree the Local Housing Strategy	Yes Cllr Hugh Irving / Peter McHugh / Sue Lewis
	3	North Wales Gypsy and Traveller Accommodation Needs Assessment (GTANA)	To seek Council to adopt the North Wales GTANA	Yes Cllr. Hugh Irving/Peter McHugh/John Sweeney
	4	Contract Procedure Rules: Revised	To consider revisions to the CPRs	Yes Cllr Julian Thompson-Hill / Lisa Jones
<b>Council Briefing –</b>	Reserved for an all-Council budget workshop			Cllr Julian Thompson-Hill / Paul McGrady

County Council Forward Work Plan

<b>Meeting</b>		<b>Item (description / title)</b>	<b>Purpose of report</b>	<b>Council Decision required (yes/no)</b>	<b>Author – Lead member and contact officer</b>
<b>Budget</b> 9 December					
<b>Council Briefing</b> 27 January	1	Social Media Training (Requires an hour – first on agenda if possible)	A short session for members on the use of social media	N/A	Sue License / Eleri Woolford
	2	Modernisation (2 hours requested)	To give a presentation to Members on the Modernisation programme	N/A	Julie Horman
<b>4 February</b>					
<b>25 February</b>	1	Supplementary Planning Guidance Masterplan for the North Wales Hospital	To seek approval to adopt the SPG	Yes	Graham Boase
<b>8 April</b>					
<b>Council Briefing</b> 28 April					
<b>13 May ANNUAL MEETING</b>					

County Council Forward Work Plan

Note for officers – Full Council Report Deadlines

<i>Meeting</i>	<i><b>Deadline</b></i>	<i>Meeting</i>	<i><b>Deadline</b></i>	<i>Meeting</i>	<i><b>Deadline</b></i>
<i>September</i>	<i><b>27 August</b></i>	<i>October</i>	<i><b>24 September</b></i>	<i>November</i>	<i><b>22 October</b></i>

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