



To: Members of the Performance
Scrutiny Committee

Date: 13 September 2013

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Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 19 SEPTEMBER 2013** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams
Head of Legal and Democratic Services

AGENDA

1 APOLOGIES

2 DECLARATION OF INTERESTS

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

3 URGENT MATTERS AS AGREED BY THE CHAIR

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

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

To receive the Minutes of the Performance Scrutiny Committee held on 20 June 2013 (copy enclosed).

5 PROVISIONAL EXTERNAL EXAMINATIONS AND TEACHER ASSESSMENTS (Pages 13 - 26)

To consider a report by the School Effectiveness Performance Officer: Secondary (copy enclosed) to review the performance of schools and that of looked after children.

9.35 a.m. – 10.05 a.m.

6 YOUR VOICE COMPLAINTS PERFORMANCE (Pages 27 - 32)

To consider a report by the Head of Customers & Education Support (copy enclosed) to scrutinise services' performance in complying with the Council's complaints process.

10.05 a.m. – 10.35 a.m.

~~~~~ **BREAK 10.35 a.m. – 10.45 a.m.** ~~~~~

**7 ANNUAL PERFORMANCE REVIEW REPORT 2012/13** (Pages 33 - 104)

To consider a report by the Corporate Improvement Team Manager (copy enclosed) to evaluate the performance of the council during 2012/13.

**10.45 a.m. – 11.15 a.m.**

**8 FUTURE OF PERFORMANCE REPORTING** (Pages 105 - 108)

To consider a report by the Corporate Improvement Manager (copy enclosed) regarding the future arrangements for reporting performance against the Corporate Plan.

**11.15 a.m. – 11.45 a.m.**

**9 SCRUTINY WORK PROGRAMME** (Pages 109 - 128)

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

**11.45 a.m. – 12.05 p.m.**

**10 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**12.05 p.m. – 12.10 p.m.**

## **MEMBERSHIP**

### **Councillors**

Bill Cowie  
Meirick Davies  
Richard Davies  
Colin Hughes  
Geraint Lloyd-Williams

Peter Owen  
Dewi Owens  
Arwel Roberts  
Gareth Sandilands  
David Simmons

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

Carole Burgess  
Gill Greenland  
Debra Houghton

Nicola Lewis  
Dr. D. Marjoram

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## PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 20 June 2013 at 9.30 am.

### PRESENT

Councillors Bill Cowie, Richard Davies, Colin Hughes, Geraint Lloyd-Williams, Arwel Roberts and David Simmons (Chair)

Co-optees : Ms D Houghton, Ms Nicola Lewis and Dr D Marjoram

### ALSO PRESENT

Corporate Director: Economic and Community Ambition (RM), Head of Education (KE), Head of Business Planning and Performance (AS), Audit Manager (BS), Assistant Planning & Performance Officer (CE), Planning & Performance Officer (RBM), Corporate Improvement Officer (EMc), Health & Safety Officer, Support Services (VR), Scrutiny Co-ordinator (RE) and Committee Administrator (SLW).

#### 1 APOLOGIES

Apologies for absence were received from Councillors Meirick Davies, Peter Owen, Dewi Owens and Gareth Sandilands  
Co-Optees Carole Burgess and Gill Greenland.

#### 2 DECLARATION OF INTERESTS

No declaration of personal or prejudicial interest had been raised.

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

No urgent matters had been raised.

#### 4 MINUTES OF THE LAST MEETING

The minutes of the Performance Scrutiny Committee held on 24 May 2013 were submitted.

**RESOLVED** that the minutes of the meeting held on 24 May 2013 be received and approved as a correct record.

Councillor C Hughes, who was unable to attend the previous meeting, advised that he would be interested in representing the Committee on the Finance and Assets Service Challenge Group as he had not been appointed onto any of the Groups in his absence. The Committee agreed to Councillor Hughes' request and asked the Scrutiny Coordinator to contact Councillor D Owens, who already represented the Committee on a number of the Service Challenge Groups, to seek his agreement for Councillor Hughes to replace him on the Finance and Assets Group.

## 5 ESTYN ACTION PLAN

The Head of Education (H of E) submitted a report (previously circulated) providing an update on the progress made following the report presented to the Scrutiny Committee on 10 January 2013 in response to the recommendations made by Estyn following the 2012 inspection.

The Estyn Inspection had been very positive and had placed Denbighshire in the top 3 performing local authorities. However, in order to improve further, Estyn made the following two recommendations:-

**Recommendation 1:** Improve the accuracy of Teacher Assessments at the end of Key Stage 3. Denbighshire had been performing very well at the end of primary education and also at the end of statutory education. However, Estyn had noticed a dip in performance of students between key stage 2 and 4. At the age of 7, 11, 13-14 children were assessed in English, Welsh (if Welsh medium school), maths and science and performance had been judged on those assessments.

Estyn looked at the performance in relation to the free school meal percentage and Denbighshire were performing above the free school meal assessment level.

Denbighshire were looking to improve their ranking position in Wales. Once analysis of the results from all local authorities, together with teacher performance results, had been received, the rankings would be published. The climate around assessments would be changing and children would be required to sit numeracy and literacy tests. The actions identified by the Estyn Report, had been completed or were on target for completion.

**Recommendation 2** – identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the Authority and its partners know whether these offer good value for money.

Phase One of the Resource Mapping Project for the Big Plan had begun in September 2012. There had been five phases to the Project. The time scale for Phase One had been amended to an estimated completion anticipated date of April 2014.

The threat of future industrial action by teachers was raised. One significant issue which had been the cause of possible future industrial action had been performance management. The Welsh Government favoured a “no limit” policy on the number of lesson observations taking place whereas the unions were strongly against a no limits policy.

The Welsh Government had instructed Denbighshire to instruct schools to adopt the Welsh Government Policy, which had been carried out. The local authority was opposed to the disruption of children due to the threatened strike action, especially year 11 children who would be preparing for GCSEs. Schools across Wales had been working individually with unions to attempt to resolve the situation. However,

a further policy change involving the pay policy which would have to be in place by September 2013, was anticipated to add to future risk of disruption and strike action. The Robert Hill Report also made reference to lesson observations.

Changes within the assessment process whereby numeracy and literacy tests were to take place caused an issue for Special Schools as pupils attending those schools did not fit into the criteria set by the tests. The problem had been raised at a recent meeting between the local authority and the Welsh Government.

Concerns had been raised with the Welsh Government (WG) on the impact these tests were having on the wellbeing of some of the children, some children having experienced significant issues. A number of children felt under pressure taking part in tests which occasionally caused problems with school attendance. Also, the impact on parents would need to be analysed. Many challenges lay ahead and it would be important the local authority were seen to be open and transparent.

Dr Dawn Marjoram thanked the Head of Education for her thorough report and incidental information. Dr Marjoram stated that co-opted members attended Scrutiny Committee meetings for education items only. There were numerous changes currently taking place but felt the Scrutiny system was not doing justice to education. Dr Marjoram expressed her concern that education items had not been discussed on a more regular basis at Scrutiny and felt an increased number of education topics needed to be scrutinised.

The Scrutiny Co-ordinator clarified that education topics were on the Forward Work Programme for Partnerships Scrutiny Committee in September 2013 and also for Performance Scrutiny in September 2013. Scrutiny Chairs and Vice-Chairs Group would be holding a meeting on Thursday 27 June and the subject of education scrutiny would be raised at the Group.

The Head of Education offered the Co-optees a briefing session to enable all the current issues within education to be discussed. Councillor Colin Hughes requested to be included in the briefing session. This was agreed.

The use of Moodle within schools was raised. All schools had access to Moodle and were being encouraged to utilise the system as an information sharing platform.

The Head of Education clarified work had been undertaken with Dr. Phil Bassett of Glyndŵr University in developing protocol for peer observations. This had been taken through the Union Forum LSP which met on a term basis to ensure there were no barriers down the line and some primary schools were to be pilots for this. There had been plans for the scheme to be in force across the county by the end of 2014.

There had been a considerable amount of work carried out within Denbigh Locality supported by Roger Rowett of Taith. The report by Roger Rowett had not yet been taken across county. The work had been labour intensive and in terms of targeting it would need to be taken locality by locality.

It had been recommended the issue be brought back to Performance Scrutiny Committee in six months for an update report. This had been agreed as clarification would be required for further scrutiny.

Tir Morfa School, Rhyl had recently been before members of the Schools Standards Monitoring Group (SSMG). Tir Morfa had been noted as a very good school Group Members had been extremely impressed. It was therefore recommended that a letter of congratulations be sent to Tir Morfa on their good work.

The Head of Education confirmed that due to welfare reforms, indicators may be changed regarding free school meals. Teachers were attempting to encourage parents to complete free school meal forms.

As there had been a number of experienced officers who had recently retired, and with the establishment of the regional school improvement service, concern was expressed regarding the quality of replacements. It was confirmed that there was a rigorous quality process in place to ensure best provision for Denbighshire.

**RESOLVED** that:-

- (i) The Committee receive and note the report and*
- (ii) The Committee agreed further monitoring of the action plan's implementation was required and would be brought back in six months for a further update.*

## **6 CORPORATE PLAN QPR: Q4 2012/ 13**

The Head of Business Planning and Performance (H:BP&P) submitted a report (previously circulated) presenting an update on the delivery of the Corporate Plan 2012-17 at the end of quarter 4, 2012-13.

The Corporate Plan Performance Report was being presented to Performance Scrutiny Committee prior to submission to Cabinet to enable key points to be scrutinised and subsequently raised at Cabinet.

The current Corporate Plan QPR was quarter 4 of 2012/13 up to the end of March 2013.

The H:BP&P summarised the areas which had been identified within the report as "priority for improvement".

Following discussion the following issues were raised:

- (i) Many estate roads required work. Confirmation was requested as to whether these roads would be classed as C roads. The H:BP&P confirmed he would seek clarification of this and report back.
- (ii) A plan of the dropped kerb scheme had been requested. The H:BP&P confirmed he would obtain the information from Highways. It had been suggested the link member with highways could assist with this issue.



Councillor Bill Cowie, Link Member confirmed he would contact Mike Hitchings, the Strategic Highways Manager to arrange a meeting.

- (iii) The fact there were a deficit of primary school places was out of the local authorities hands.
- (iv) The fact the percentage of the adult population could not live independently was also an issue. This had been a long term plan but was not expected to change out of the red for some time.
- (v) Vince Russell, Service Improvement Manager, Highways & Public Realm, introduced himself as a representative for Steve Parker, Head of Environment. He reported the number of fly tipping incidents had increased from 680 incidents formally reported in 2009/10 to 2500 formally reported the following year. The data entry system for cases to be registered was CRM (Customer Relationship Management) system. Cases of fly tipping were dealt with within the day they were reported but it could take up to five days for the case to be closed on the CRM system. This caused data to be incorrectly monitored. The H&SO confirmed he would feed back to the Head of Environment that Members expressed concern regarding the delay in data entry.
- (vi) The Head of Planning and Public Protection was putting together a cross council approach regarding clean streets. Issues of untidy land were, on an average, dealt with within 12 weeks. Key officers were assigned to all individual sites. The Head of Planning and Public Protection would be approached to supply a list of “eyesore” sites to the Committee.

Committee members were reminded of their role as the Council’s performance leads for various services and the importance of utilising that role when the performance of the Service to which they were aligned seemed to be slipping or when undertaking the service challenge for the purpose of ensuring that priorities/actions were delivered e.g. improving school facilities and reducing the number of mobile classrooms.

The Head of Business Planning and Performance undertook to report the Committee’s observations on the Corporate Plan performance report to Cabinet at its next meeting.

**RESOLVED** that subject to the above, the Committee receive and note the report.

**At this juncture (10.50 a.m.) there was a break.**

**Meeting reconvened at 11.05 a.m.**

At this point, Councillor Colin Hughes raised the issue of the attendance of Lead Members at Scrutiny Committee meetings. Councillor Hughes stated that following the Peer Group exercise with Wrexham and Flintshire it had shown very good practice in that the Lead Member introduced the reports and officers played a more supporting role.

The Chair stated for future notice if Members wished a Lead member to attend, they were to contact the Scrutiny Co-ordinator to organise an invitation to the Scrutiny Committee

meeting.

The Scrutiny Co-ordinator confirmed the national Wales Audit Office (WAO) report would be launched on the 28 November 2013. The peer assessment report produced by Flintshire would be presented at the Scrutiny Chairs and Vice-Chairs Group on the 27 June 2013.

## **7 CORPORATE RISK REGISTER**

The Head of Business Planning & Performance (H:BP&P) presented a report (previously circulated) presenting the latest version of the Corporate Risk Register, as agreed by the Corporate Executive Team (CET).

A risk register was produced by all services for their own service plan. Many risk affected not only the individual service but the Council as a whole.

A process was in place whereby a review took place bi-annually. If risks were to arise in the interim, they would be presented to CET immediately and thereafter added to the risk register.

The H:BP&P summarised the main changes to the Corporate Risk Register.

Following discussion taking place, the following issues were raised:

- (i) CRB checks would no longer be in existence. CRBs would be replaced by the DBS (Disclosure and Barring Service)
- (ii) Members had been informed by officers that there had been no site large enough within Denbighshire to accommodate the potential super prison. Council officers had furnished information that the former North Wales Hospital site comprised of only 43 acres. However, Denbigh Town Council had been in contact with the Ministry of Justice and alerted them to the fact that land adjoining the old North Wales Hospital site could have been made available to increase the size of the site to 75 acres which would have been sufficient for the new super prison.

It was clarified to the Committee that the North Wales Regional Leadership Board and not the North Wales Regional Ambition Board had dealt with the prison issue and had been in favour of the Wrexham site.

The Corporate Director: Economic and Community Ambition reiterated that a report had been submitted to full Council which had been an opportunity to put forward the former North Wales Hospital site. A further report would be submitted to Council in due endorsing the Wrexham site.

Members expressed serious concerns as they believed officers had not tendered the full details and, therefore, the matter had not been given due consideration.

In response to members' request the Scrutiny Co-ordinator confirmed that she would obtain a report together with details of correspondence relating to the matter and circulate the information to the Committee Members. Following analysis of the information provided, the decision would be taken whether to invite relevant officers to a future Performance Scrutiny Committee meeting to account for their actions.

Members questioned whether the risk relating to Welsh government (WG) Funding for 21<sup>st</sup> Century Schools should appear in the Council's Register as the availability of this funding was totally beyond the Council's control.

**RESOLVED** that the Committee:-

(i) *note the deletions, additions and amendments to the Corporate Risk Register, and subject to the receipt of the report and correspondence regarding the prospective site for the super prison, the information be circulated to Members for scrutinising.*

## **8 SCRUTINY WORK PROGRAMME**

A report by the Scrutiny Co-ordinator was submitted (previously circulated) seeking Members' review of the Forward Work Programme:

- (i) The Corporate Governance Committee and Performance Scrutiny Committee roles regarding the Corporate Risk Register would be discussed at the forthcoming Scrutiny Chairs and Vice-Chairs Group meeting. A decision would be made as to which Committee the Corporate Risk Register would be required to be submitted. Depending on the outcome of the meeting, the Terms of Reference and Constitution may need to be amended to reflect the decision.
- (ii) Following the Bilingual Forum which had been held recently, the matter of the Conwy translation service had been raised. This had been due to the fact that the standard of translation appeared to have declined and also the length of time of translation of the papers had increased. The question had been raised as to why had the decision been taken to change from the original translation service to the Conwy translation service? Had it been to save costs? It had been recommended the issue be discussed at Scrutiny Chairs and Vice Chairs Group and then brought back to the Performance Scrutiny Committee.
- (iii) The Head of Communication, Marketing and Leisure requested the "Review of Council Publications" item be deferred until a future meeting. Unfortunately, due to the summer recess and work programme commitments, the Committee could not accommodate the report on its business agenda until the October meeting. As the Head of Communication, Marketing and Leisure was due to report to Communities Scrutiny Committee in September on the restructure of his Department, it was recommended that both subjects be combined into one report and

presented to the Communities Scrutiny Committee on the 12 September 2013.

- (iv) Five items had been scheduled into the work programme for the Committee's next meeting on 19 September. It was discussed and agreed that the "Licensing" matters be moved from the September meeting to the October 2013 meeting.
- (v) It was agreed that following the recent publication of an article in the Daily Post entitled "the missing millions of unpaid Council Tax," an information report would be submitted at a future meeting. If issues arose from the report, then the decision would be made as to whether to invite officers to the meeting to account for this problem.
- (vi) Dropped kerbs to be scheduled into the Forward Work Programme for October 2013.
- (vii) It was agreed at the meeting that Councillor David Smith, Lead Member for Public Realm, be invited for the "dropped kerbs", "CCTV" and "Licensing" items on the Forward Work Programme in October and Councillor Eryl Williams, Lead Member for Education, be invited to the September 2013 and January 2014 meeting for education items.

At this juncture, the Scrutiny Co-ordinator requested a volunteer to attend the Corporate Parenting Forum. Meetings were to be held quarterly with the next two meetings taking place in September and December. It was agreed by Members that the Scrutiny Co-ordinator contact Councillor Gareth Sandilands to ascertain if he would be willing to volunteer.

**RESOLVED** that subject to the above amendments, additions and agreements, the Future Work Programme be approved.

## **9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

Councillor Richard Davies wished to thank Councillor Colin Hughes for his hard work as Chair during the last year and offered his congratulations to Councillor David Simmons on his election as Chair.

**The meeting concluded at 12.00 noon**

|                             |                                                                                |
|-----------------------------|--------------------------------------------------------------------------------|
| <b>Report to:</b>           | <b>Performance Scrutiny Committee</b>                                          |
| <b>Date of Meeting:</b>     | <b>September 19<sup>th</sup> 2013</b>                                          |
| <b>Lead Member/Officer:</b> | <b>Lead Member for Education/<br/>Head of Education</b>                        |
| <b>Report Author:</b>       | <b>School Effectiveness Performance Officer -<br/>Secondary</b>                |
| <b>Title:</b>               | <b>Review the performance of schools and that of<br/>looked after children</b> |

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

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

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

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

**3. What are the Recommendations?**

That members review the performance of schools against previous performance and the external benchmarks that are currently available and comment accordingly.

**4. Report details: Teacher Assessment Results**

**4.1 Foundation Phase**

The current assessment model has been in operation since 2012 for pupils aged 7 years, they are assessed in literacy and mathematical development as well as personal and social development. The teacher assessments have risen from 11<sup>th</sup> in Wales in 2012 to 8<sup>th</sup> in 2013. This has increased from 81.9% in 2012 to 84.9% in 2013 for the Foundation Phase Indicator.

All assessments and Welsh ranking have improved this year, except for Language Literacy & Communication ranking in English and Welsh which has dropped from 10<sup>th</sup> and 4<sup>th</sup> respectively in 2012 to 11<sup>th</sup> and 6<sup>th</sup> this year. (Appendix 1)

## **4.2 Key Stage 2 (KS2) Teacher Assessment Results**

At the end of KS2 primary phase education (year 6) pupils are expected to achieve a Teacher Assessment Level 4.

The Core Subject Indicator (CSI) has risen from 12<sup>th</sup> in 2012 to 9<sup>th</sup> in Wales in 2013, an improvement from 83.5% in 2012 to 86% in 2013. All assessments, except for Cymraeg, have risen from last year, with Cymraeg slipping from 90% and 2<sup>nd</sup> in Wales to 88% to a ranking of 14<sup>th</sup>. Welsh Second Language has the largest increase in 2013, improving by 3.5% from 66.2% in 2012 to 69.7% in 2013, it has dropped 3 positions to 11<sup>th</sup> in Wales in 2013. (Appendix 1)

## **4.3 Key Stage 3 (KS3) Teacher Assessment Results**

At the end of KS3 (Year 9) pupils are expected to achieve a Teacher Assessment Level 5.

All key assessments improved at Key Stage 3 for a sixth consecutive year, however Denbighshire's ranking has dropped for all assessments except for English in 2013. The Core Subject Indicator (CSI) has risen from 72.5% in 2012 to 75% in 2013; the ranking has declined from 14<sup>th</sup> to 15<sup>th</sup> in Wales in 2013. (Appendix 1)

The highest positions for Key Stage 3 assessments are for English, Maths and Science at 14<sup>th</sup> in Wales and the lowest for Cymraeg which is ranked 17<sup>th</sup>. Welsh Second Language has had the highest increase 68.2% in 2012 to 72.6% in 2013, however dropped from 9<sup>th</sup> to 16<sup>th</sup>.

## **4.4 Key Stage 4 External Examinations (GCSE & vocational equivalent)**

The Level 1 and 2 thresholds continue to improve for a sixth successive year. The Level 2 Threshold (5 \*A-C or equivalent) has provisionally improved from 82.69% in 2012 to 84.4% in 2013, in 2012 Denbighshire was ranked 1<sup>st</sup> in Wales. The Level 1 Threshold has improved marginally from 93.1% in 2012 to 93.7% in 2013.

The Level 2 including English/Welsh dipped slightly from 54.3% in 2012 to 53.23% in 2013, with re-marks it is likely that we will match or succeed 2012 performance.

The national trend in attainment in English 62% (-.4%) and Mathematics 52.8% (-2.7%) have declined. In Denbighshire English remains static at 64.2% and mathematics has declined to 61.1% from 63.7%, this is less than the national trend. (Appendix 2)

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

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

The performance indicator for post 16 is the Level 3 Threshold which equates to 2 A levels or vocational equivalents. The percentage of candidates achieving the Level 3 Threshold has improved from 98% in 2012 to 99% in 2013. More detailed results are in Appendix 3.

Provisionally A Level results have improved this year in Denbighshire's secondary schools. More students achieved A\*-C grades improving to 77.7% this year, this is 1.0% higher than 2012.

There has been an improvement in pupils achieving the top A and A\* grades, up to 22.1% which is nearly 2% higher than the 2012, however this is below the Wales average of 22.9%. The number of pupils gaining the Welsh Baccalaureate declined slightly from 172 in 2012 to 170 in 2013.

The number of students in Denbighshire entered for post 16 qualifications in 2013 increased to 463 compared to 439 in 2012. Improved results at KS4 and post 16 partnership working has contributed to this increase.

The performance of students in the Rhyl 6<sup>th</sup> has improved this year with 33 students gaining the Level 3 Threshold, two of which gained A\*'s at A level.

At this time it is too early for detailed analysis of teacher assessments and examination results for Looked After Children (LAC). However early indications show that out of the 9 students in year 11 in high schools 1 achieved Level 2 inc, E/W&M and 3 the L2 Threshold, All gained at least one GCSE or vocational qualification.

#### **5. National Reading and Numeracy Tests**

In 2013 for the first time all eligible learners in maintained schools sat the National Reading and Numeracy Tests for all learners in Years 2 to 9 (7 -13 year olds). This year, learners were required to take the National Reading Test and the procedural element of the National Numeracy Test.

In the English reading test Denbighshire is ranked 11<sup>th</sup> in Wales for pupils achieving the percentage gaining a standardised score of 85+. Denbighshire achieved 85.9% which is just above Welsh average of 85.4%. The LA has the 8<sup>th</sup> lowest number of pupils with scores less than 85%.

The LA is ranked 6<sup>th</sup> for the Cymraeg at 93.4% which is above the Welsh average of 90.7%. Denbighshire has the 5<sup>th</sup> lowest number of pupils with scores under 85% in the Cymraeg test at 5.3% below the Welsh average of 7.2%.

In the National Regional Numeracy Test the LA was ranked 8<sup>th</sup> at 85.4% and is above the Welsh average of 83.9%. Denbighshire has the 5<sup>th</sup> lowest number of pupils with scores under 85% in the numeracy test at 11.1% below the Welsh average of 13%. There is currently no school level data available. Appendix 4.

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

Improving performance in education and the quality of our school buildings is one of the corporate priorities. The raising of attainment at all key stages particularly key stage 4 is a key objective.

**7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision?**

Analysis of the difference between boys and girls performance and minority groups will take place once the All Wales Core Data sets are published.

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

N/A

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

To reduce any risks to school support and challenge in Denbighshire schools, Education Officers within the Authority are monitoring and assessing the quality of the regional support from GwE (The regional school effectiveness and improvement service).

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

Detailed analysis for reasons for underachievement and targeting support for underperforming schools from local authority (LA) and GwE. Closely monitoring underperforming and high risk schools.

Continued uncertainty of continued 14-19 Learning Pathways Grant and European Social Fund (ESF) 'Potential' funding after 2014 that has successfully supported improvements at KS4.

**10. Power to make the Decision**

Articles 6.1 and 6.3.4(b) of the Council's Constitution

**Contact Officer:**

School Effectiveness Performance Officer – Secondary  
Tel: 01824 708026



# Assessments and Examinations Rankings 2009 - 2013

## Appendix 1

|                                    |           | Denbighshire 2009 |         | Denbighshire 2010 |         | Denbighshire 2011 |         | Denbighshire 2012 |         | Denbighshire 2013 |         |
|------------------------------------|-----------|-------------------|---------|-------------------|---------|-------------------|---------|-------------------|---------|-------------------|---------|
|                                    |           | %                 | Ranking | %                 | Ranking | %                 | Ranking | %                 | Ranking | %                 | Ranking |
| <b>ASSESSMENTS</b>                 |           |                   |         |                   |         |                   |         |                   |         |                   |         |
| Foundation Phase<br>( Outcome 5+ ) | PSD       |                   |         |                   |         |                   |         | 90.5              | 15      | 94.9              | 5       |
|                                    | LCE       |                   |         |                   |         |                   |         | 84.0              | 10      | 85.9              | 11      |
|                                    | LCW       |                   |         |                   |         |                   |         | 88.4              | 4       | 89.8              | 6       |
|                                    | MDT       |                   |         |                   |         |                   |         | 88.6              | 9       | 89.6              | 7       |
|                                    | FPI       |                   |         |                   |         |                   |         | 81.7              | 11      | 84.9              | 8       |
| Key Stage 1<br>( Level 2+ )        | English   | 86.2              | 5       | 84.8              | 5       | 80.9              | 17      |                   |         |                   |         |
|                                    | Welsh     | 89.8              | 13      | 90.7              | 10      | 89.7              | 17      |                   |         |                   |         |
|                                    | Maths     | 88.9              | 6       | 89.1              | 7       | 86.7              | 18      |                   |         |                   |         |
|                                    | Science   | 90.8              | 6       | 90.0              | 15      | 89.0              | 18      |                   |         |                   |         |
|                                    | CSI       | 83.2              | 6       | 82.4              | 9       | 79.8              | 18      |                   |         |                   |         |
| Key Stage 2<br>( Level 4+ )        | English   | 80.9              | 14      | 82.0              | 12      | 85.1              | 8       | 85.6              | 14      | 88.1              | 9       |
|                                    | Welsh     | 81.9              | 14      | 83.4              | 11      | 85.5              | 10      | 90.0              | 2       | 88.0              | 14      |
|                                    | Maths     | 82.3              | 12      | 82.7              | 15      | 86.9              | 6       | 87.7              | 12      | 89.1              | 5       |
|                                    | Science   | 86.8              | 10      | 86.1              | 14      | 90.5              | 4       | 90.4              | 9       | 92.3              | 5       |
|                                    | Welsh 2nd |                   |         | 48.9              | 5       | 62.4              | 3       | 66.2              | 8       | 69.7              | 11      |
|                                    | CSI       | 76.8              | 12      | 78.1              | 12      | 82.3              | 6       | 83.5              | 12      | 86.0              | 9       |
| Key Stage 3<br>( Level 5+ )        | English   | 70.8              | 11      | 72.9              | 12      | 74.3              | 17      | 79.3              | 16      | 82.5              | 14      |
|                                    | Welsh     | 68.4              | 14      | 75.8              | 10      | 77.0              | 14      | 84.2              | 13      | 85.7              | 17      |
|                                    | Maths     | 71.0              | 15      | 75.8              | 11      | 77.0              | 15      | 81.1              | 12      | 82.9              | 14      |
|                                    | Science   | 73.7              | 16      | 76.6              | 13      | 78.4              | 17      | 83.6              | 10      | 86.0              | 14      |
|                                    | Welsh 2nd | 54.3              | 14      | 62.5              | 10      | 65.6              | 12      | 68.2              | 9       | 72.6              | 16      |
|                                    | CSI       | 59.8              | 8       | 63.9              | 13      | 65.5              | 17      | 72.5              | 14      | 75.0              | 15      |

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Appendix 2

Provisional Denbighshire Level 2 (GCSE) Results 2013

|                    | 2011         | 2012         | Level 2EW&M  |            |              | Level 2      |             |             | Level 1      |             |             |
|--------------------|--------------|--------------|--------------|------------|--------------|--------------|-------------|-------------|--------------|-------------|-------------|
| Rhyl High School   | 36.00%       | 44.72%       | 132          | 67         | 50.8         | 132          | 120         | 90.9        | 132          | 128         | 97.0        |
| Prestatyn HS       | 50.00%       | 52.59%       | 276          | 126        | 45.7         | 276          | 256         | 92.8        | 276          | 272         | 98.6        |
| Ysgol Glan Clwyd   | 66.00%       | 67.56%       | 168          | 111        | 66.1         | 168          | 164         | 97.6        | 168          | 168         | 100.0       |
| Denbigh HS         | 41.00%       | 49.59%       | 138          | 68         | 49.3         | 138          | 86          | 62.3        | 138          | 133         | 96.4        |
| Ysgol Dinas Bran   | 60.00%       | 58.00%       | 152          | 85         | 55.9         | 151          | 151         | 100.0       | 152          | 152         | 100.0       |
| Ysgol Brynhyfryd   | 68.00%       | 70.87%       | 201          | 137        | 68.2         | 201          | 176         | 87.6        | 201          | 198         | 98.5        |
| Blessed Edward J   | 37.00%       | 39.47%       | 81           | 35         | 43.2         | 81           | 57          | 70.4        | 80           | 70          | 87.5        |
| St Brigid's School | 75.00%       | 72.00%       | 55           | 39         | 70.9         | 55           | 48          | 87.3        | 55           | 54          | 98.2        |
| Special/PRU        | 0            | 0            | 52           | 0          | 0.0          | 52           | 0           | 0.0         | 52           | 0           | 0.0         |
| <b>Total</b>       | <b>52.55</b> | <b>54.55</b> | <b>1,255</b> | <b>668</b> | <b>53.23</b> | <b>1,254</b> | <b>1058</b> | <b>84.4</b> | <b>1,254</b> | <b>1175</b> | <b>93.7</b> |

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|       |             |             |             |
|-------|-------------|-------------|-------------|
|       | <b>A*-A</b> | <b>A*-C</b> | <b>A*-G</b> |
| DCC   | 19          | 67.4        | 99          |
| Wales | 19.2        | 65.7        | 98.7        |

| DCC 2012 |  |      |
|----------|--|------|
| Welsh    |  | 69.7 |
| English  |  | 64.2 |
| Maths    |  | 63.7 |

|                    | Maths        |            |             | English      |            |             | Welsh      |            |             |
|--------------------|--------------|------------|-------------|--------------|------------|-------------|------------|------------|-------------|
| Rhyl High School   | 132          | 84         | 63.6        | 132          | 76         | 57.6        | 0          | 0          | 0.0         |
| Prestatyn HS       | 276          | 154        | 55.8        | 276          | 161        | 58.3        | 0          | 0          | 0.0         |
| Ysgol Glan Clwyd   | 168          | 130        | 77.4        | 168          | 115        | 68.5        | 167        | 111        | 66.5        |
| Denbigh HS         | 138          | 79         | 57.2        | 138          | 86         | 62.3        | 0          | 0          | 0.0         |
| Ysgol Dinas Bran   | 153          | 91         | 59.5        | 153          | 114        | 74.5        | 10         | 5          | 50.0        |
| Ysgol Brynhyfryd   | 201          | 144        | 71.6        | 201          | 157        | 78.1        | 68         | 59         | 86.8        |
| Blessed Edward J   | 80           | 42         | 52.5        | 80           | 47         | 58.8        | 0          | 0          | 0.0         |
| St Brigid's School | 55           | 41         | 74.5        | 55           | 50         | 90.9        | 0          | 0          | 0.0         |
| Special/PRU        | 52           | 2          | 3.8         | 52           | 0          | 0.0         | 0          | 0          | 0.0         |
| <b>Total</b>       | <b>1,255</b> | <b>767</b> | <b>61.1</b> | <b>1,255</b> | <b>806</b> | <b>64.2</b> | <b>245</b> | <b>175</b> | <b>71.4</b> |
| <b>Wales</b>       |              |            | 52.8        |              |            | 62.4        |            |            |             |

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**CRYNODEB POB YSGOL - HAF 2013**  
**SUMMARY BY SCHOOL - SUMMER 2013 - PROVISIONAL RESULTS**

|              |                              | %A*-C |       |       | %A*-E  |        |        | %A*+A |       |       | %A*   |      |      |
|--------------|------------------------------|-------|-------|-------|--------|--------|--------|-------|-------|-------|-------|------|------|
|              |                              | 2011  | 2012  | 2013  | 2011   | 2012   | 2013   | 2011  | 2012  | 2013  | 2011  | 2012 | 2013 |
| <b>68115</b> | <b>St Brigid's School</b>    | 87.5% | 81.7% | 80.7% | 100.0% | 100.0% | 97.6%  | 29.7% | 14.6% | 32.5% | 7.8%  | 6.1% | 2.4% |
| <b>68116</b> | <b>Denbigh High School</b>   | 65.0% | 76.3% | 62.2% | 95.0%  | 95.0%  | 94.1%  | 18.6% | 13.8% | 8.4%  | 2.9%  | 6.3% | 5.9% |
| <b>68138</b> | <b>Ysgol Dinas Bran</b>      | 71.4% | 80.5% | 82.7% | 98.0%  | 99.4%  | 99.4%  | 18.4% | 23.4% | 23.5% | 4.1%  | 5.2% | 2.8% |
| <b>68148</b> | <b>Prestatyn High School</b> | 62.6% | 69.0% | 68.4% | 95.7%  | 99.3%  | 96.5%  | 18.2% | 13.4% | 18.4% | 0.6%  | 1.8% | 4.3% |
| <b>68165</b> | <b>Ysgol Brynhyfryd</b>      | 84.6% | 80.9% | 84.3% | 99.6%  | 100.0% | 100.0% | 33.1% | 30.0% | 30.2% | 13.4% | 5.5% | 5.7% |
| <b>68171</b> | <b>Ysgol Glan Clwyd</b>      | 78.6% | 78.4% | 77.8% | 100.0% | 98.8%  | 100.0% | 19.0% | 22.8% | 18.6% | 3.6%  | 7.4% | 5.4% |
|              | <b>Denbighshire</b>          | 73.0% | 76.7% | 76.6% | 97.7%  | 98.9%  | 98.1%  | 22.5% | 20.4% | 22.3% | 5.2%  | 4.8% | 4.6% |
|              | <b>WALES</b>                 | N/A   | N/A   | N/A   | 97.2%  | 97.6%  | 97.6%  | 23.9% | 23.6% | 22.9% | 6.3%  | 6.0% | 6.0% |

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**Table 4: National Numeracy Test results, by LA and result, 2013**  
**Including ranking of % achieving standardised score of 85 and above**

| National Numeracy Test - Procedural Component |             |                       |                 |                        |                     |                | National Numeracy Test<br>Ranked by % achieving standardised score of<br>85 and above |                       |                 |
|-----------------------------------------------|-------------|-----------------------|-----------------|------------------------|---------------------|----------------|---------------------------------------------------------------------------------------|-----------------------|-----------------|
| Local Authority                               | Disapp lied | Absent<br>during test | Less than<br>85 | Betw een<br>85 and 115 | Greater<br>than 115 | Cohort         | Rank                                                                                  | Local Authority       | 85 and<br>above |
|                                               | %           | %                     | %               | %                      | %                   |                |                                                                                       | Local Authority       | %               |
| Isle of Anglesey                              | 1.6         | 1.2                   | 7.5             | 65.6                   | 24.1                | 5,373          | 1                                                                                     | Isle of Anglesey      | 89.7            |
| Gw ynedd                                      | 1.2         | 1.2                   | 9.4             | 68.2                   | 19.9                | 9,943          | 2                                                                                     | The Vale of Glamorgan | 89.4            |
| Conw y                                        | 1.2         | 1.4                   | 14.7            | 69.1                   | 13.6                | 8,830          | 3                                                                                     | Gw ynedd              | 88.1            |
| Denbighshire                                  | 2.6         | 1.0                   | 11.1            | 71.1                   | 14.3                | 8,679          | 4                                                                                     | Monmouthshire         | 87.6            |
| Flintshire                                    | 1.0         | 1.9                   | 13.0            | 69.1                   | 15.0                | 13,214         | 5                                                                                     | Pow ys                | 87.1            |
| Wrexham                                       | 2.6         | 2.3                   | 13.2            | 66.8                   | 15.1                | 11,182         | 6                                                                                     | Ceredigion            | 87.0            |
| Pow ys                                        | 1.3         | 1.0                   | 10.5            | 70.4                   | 16.7                | 10,701         | 7                                                                                     | Carmarthenshire       | 85.7            |
| Ceredigion                                    | 1.2         | 0.7                   | 11.2            | 69.1                   | 17.9                | 5,328          | 8                                                                                     | Denbighshire          | 85.4            |
| Pembrokeshire                                 | 1.6         | 1.1                   | 12.5            | 69.1                   | 15.7                | 10,005         | 9                                                                                     | Pembrokeshire         | 84.8            |
| Carmarthenshire                               | 1.6         | 1.5                   | 11.3            | 68.2                   | 17.5                | 15,282         | 10                                                                                    | Flintshire            | 84.1            |
| Sw ansea (a)                                  | 1.9         | 1.5                   | 12.6            | 66.6                   | 17.4                | 19,643         | 11                                                                                    | Sw ansea (a)          | 84.0            |
| Neath Port Talbot (a)                         | 1.6         | 1.5                   | 14.1            | 68.4                   | 14.4                | 11,687         | 12                                                                                    | Bridgend              | 83.6            |
| Bridgend                                      | 2.1         | 1.6                   | 12.7            | 68.9                   | 14.7                | 12,284         | 13                                                                                    | Cardif f (a)          | 83.4            |
| The Vale of                                   | 1.1         | 1.2                   | 8.2             | 67.1                   | 22.3                | 11,784         | 14                                                                                    | New port (a)          | 83.1            |
| Rhondda Cynon Taf                             | 1.8         | 1.7                   | 14.3            | 68.8                   | 13.4                | 21,010         | 15                                                                                    | Neath Port Talbot (a) | 82.8            |
| Merthyr Tydf il                               | 1.9         | 1.1                   | 17.8            | 67.8                   | 11.4                | 5,052          | 16                                                                                    | Conw y                | 82.7            |
| Caerphilly                                    | 0.8         | 1.9                   | 15.4            | 67.7                   | 14.2                | 16,131         | 17                                                                                    | Rhondda Cynon Taf     | 82.2            |
| Blaenau Gw ent (a)                            | 0.9         | 2.1                   | 19.3            | 68.0                   | 9.7                 | 5,537          | 18                                                                                    | Caerphilly            | 81.9            |
| Torf aen                                      | 0.8         | 2.0                   | 15.9            | 68.6                   | 12.7                | 8,470          | 19                                                                                    | Wrexham               | 81.9            |
| Monmouthshire                                 | 1.0         | 1.0                   | 10.3            | 67.7                   | 19.9                | 6,722          | 20                                                                                    | Torf aen              | 81.3            |
| New port (a)                                  | 1.6         | 1.7                   | 13.6            | 66.0                   | 17.1                | 13,143         | 21                                                                                    | Merthyr Tydf il       | 79.2            |
| Cardif f (a)                                  | 0.9         | 1.5                   | 14.2            | 65.9                   | 17.5                | 27,703         | 22                                                                                    | Blaenau Gw ent (a)    | 77.7            |
| <b>Wales (a) (b)</b>                          | <b>1.5</b>  | <b>1.5</b>            | <b>13.0</b>     | <b>67.8</b>            | <b>16.1</b>         | <b>258,623</b> |                                                                                       | <b>Wales (a) (b)</b>  | <b>83.9</b>     |

(a) One school in each of Swansea, Neath Port Talbot, Blaenau Gwent and Newport failed to provide numeracy test data. Three schools in Cardiff failed to provide numeracy test data.

(b) Includes Independent schools that provided their results.

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**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 19<sup>th</sup> September 2013

**Lead Officer:** Head of Customers and Education Support

**Report Author:** Corporate Complaints Officer

**Title:** Your Voice – Q1 report 2013/14

---

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

The report provides an overview of compliments, suggestions and complaints received by Denbighshire County Council under the council's customer feedback policy 'Your Voice' during Q1 2013/14.

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

To provide the Committee with information regarding any performance issues and to make recommendations to address these accordingly.

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

That the Committee note and comment on the performance of services.

## **4. Report details**

Headlines for Q1 (please see appendices for further detail).

- Environmental Services received the most compliments and complaints.
- 64% of all complaints were about 'service' including unhappy with quality of service, length of time for service and opening times.
- 97% of complaints were responded to within timescale (corporate target is 95%).
- 86% of complaints were successfully dealt with at stage 1.
- No service areas are highlighted as having RED status.

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

The Your Voice scheme directly contributes to the corporate aim of:  
An excellent council, close to the community.

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

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

**7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision?**

Not applicable.

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

Monthly reporting to the Senior Leadership Team. Annual reporting to Corporate Governance Committee.

**9. Chief Finance Officer Statement**

Not applicable.

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

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

**11. Power to make the Decision**

Article 6.3.4(b) of the Council's Constitution sets out the Committee's powers with respect to scrutinising performance in general and the performance of certain service areas.

**Contact Officer:**

Corporate Complaints Officer

Tel: 01824 706169

**Your Voice information**

**A1 Your Voice reporting periods**

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

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

**A2 Complaint response timescales**

A2.1 The Your Voice feedback policy states that the following timescales should be adhered to when responding to complaints:

- Stage 1: **10** working days
- Stage 2: **25** working days
- Stage 3: **15** working days

**A3 Your Voice performance measures**

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

|               |                                                                                  |
|---------------|----------------------------------------------------------------------------------|
| <b>Red</b>    | Less than 80% of complaints responded to within timescale                        |
| <b>Orange</b> | when more than 80% but less than 90% of complaints responded to within timescale |
| <b>Yellow</b> | when more than 90% but less than 95% of complaints responded to within timescale |
| <b>Green</b>  | more than 95% of complaints responded to within timescale                        |

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

| <b>Symbol</b> | <b>Indication</b>                 |
|---------------|-----------------------------------|
| ▲             | Improvement in performance        |
| ▼             | Decline in performance            |
| ◀             | No change in performance          |
| –             | No data for period for comparison |

## Appendix 2

| Service Area                         | Cumulative 2012/13 |            |            |          | Quarter 1 (13/14) |            |            |          |          |
|--------------------------------------|--------------------|------------|------------|----------|-------------------|------------|------------|----------|----------|
|                                      | Recd               | Within     | %          | Status   | Recd              | Within     | %          | Status   |          |
| Business Planning and Performance    | 0                  | 0          | n/a        | -        | 0                 | 0          | n/a        | -        | -        |
| Legal and Democratic Services        | 3                  | 3          | 100%       | G        | 2                 | 2          | 100%       | ◀        | G        |
| Customers and Education Support      | 25                 | 24         | 96%        | G        | 8                 | 8          | 100%       | ◀        | G        |
| Environment                          | 201                | 198        | 99%        | G        | 38                | 36         | 95%        | ▼        | G        |
| Finance and Assets                   | 24                 | 19         | 79%        | R        | 10                | 10         | 100%       | ▲        | G        |
| Housing and Community Development    | 90                 | 79         | 88%        | O        | 17                | 16         | 94%        | ▲        | Y        |
| Planning and Public Protection       | 66                 | 65         | 98%        | G        | 8                 | 8          | 100%       | ◀        | G        |
| Highways and Infrastructure          | 100                | 84         | 84%        | O        | 22                | 21         | 95%        | ▲        | G        |
| Communication, Marketing and Leisure | 45                 | 44         | 98%        | G        | 10                | 10         | 100%       | ▲        | G        |
| Education                            | 1                  | 1          | 100%       | G        | 2                 | 2          | 100%       | ◀        | G        |
| Other                                | 5                  | 2          | 40%        | R        | 0                 | 0          | n/d        | -        | -        |
| <b>Total</b>                         | <b>560</b>         | <b>519</b> | <b>93%</b> | <b>Y</b> | <b>117</b>        | <b>113</b> | <b>97%</b> | <b>▲</b> | <b>G</b> |

Table 1: Overall complaint response times for Q1

| Q1                | Count      | Within     | %          |
|-------------------|------------|------------|------------|
| Stage 1           | 101        | 100        | 99%        |
| Stage 2           | 12         | 10         | 83%        |
| Stage 3           | 4          | 3          | 75%        |
| <sup>1</sup> PSOW | 0          | 0          | -          |
| <b>Total</b>      | <b>117</b> | <b>113</b> | <b>97%</b> |

Table 2: Corporate response times according to each complaint stage for Q1

<sup>1</sup> Public Services Ombudsman for Wales

| Closed Compliants Summary |                           |                |          |                    |                            |                            |                |          |                    |                            |               |                |          |                    |                            |                   |                  |                            |
|---------------------------|---------------------------|----------------|----------|--------------------|----------------------------|----------------------------|----------------|----------|--------------------|----------------------------|---------------|----------------|----------|--------------------|----------------------------|-------------------|------------------|----------------------------|
| Month                     | Adult & Business Services |                |          |                    |                            | Children & Family Services |                |          |                    |                            | Corporate     |                |          |                    |                            | Overall           |                  |                            |
|                           | No Compliants             | No within time | Beyond   | Ended eg withdrawn | % within time, where ended | No Compliants              | No within time | Beyond   | Ended eg withdrawn | % within time, where ended | No Compliants | No within time | Beyond   | Ended eg withdrawn | % within time, where ended | Total no complain | Within timescale | % within time, where ended |
| April                     | 3                         | 3              |          |                    | 100%                       | 2                          | 2              |          |                    | 100%                       | 0             | 0              |          |                    |                            | 5                 | 5                | 100%                       |
| May                       | 3                         | 3              |          |                    | 100%                       | 2                          | 1              | 1        |                    | 50%                        | 0             | 0              |          |                    |                            | 5                 | 4                | 80%                        |
| June                      | 2                         | 2              |          |                    | 100%                       | 2                          | 2              |          |                    | 100%                       |               |                |          |                    |                            | 4                 | 4                | 100%                       |
| July                      |                           |                |          |                    |                            |                            |                |          |                    |                            |               |                |          |                    |                            | 0                 | 0                |                            |
| August                    |                           |                |          |                    |                            |                            |                |          |                    |                            |               |                |          |                    |                            | 0                 | 0                |                            |
| September                 |                           |                |          |                    |                            |                            |                |          |                    |                            |               |                |          |                    |                            | 0                 | 0                |                            |
| October                   |                           |                |          |                    |                            |                            |                |          |                    |                            |               |                |          |                    |                            | 0                 | 0                |                            |
| November                  |                           |                |          |                    |                            |                            |                |          |                    |                            |               |                |          |                    |                            | 0                 | 0                |                            |
| December                  |                           |                |          |                    |                            |                            |                |          |                    |                            |               |                |          |                    |                            | 0                 | 0                |                            |
| January                   |                           |                |          |                    |                            |                            |                |          |                    |                            |               |                |          |                    |                            | 0                 | 0                |                            |
| February                  |                           |                |          |                    |                            |                            |                |          |                    |                            |               |                |          |                    |                            | 0                 | 0                |                            |
| March                     |                           |                |          |                    |                            |                            |                |          |                    |                            |               |                |          |                    |                            | 0                 | 0                |                            |
| <b>Total</b>              | <b>8</b>                  | <b>8</b>       | <b>0</b> | <b>0</b>           | <b>100%</b>                | <b>6</b>                   | <b>5</b>       | <b>1</b> | <b>0</b>           | <b>83%</b>                 | <b>0</b>      | <b>0</b>       | <b>0</b> | <b>0</b>           |                            | <b>14</b>         | <b>13</b>        | <b>93%</b>                 |

Table 3: Social Services complaint response times for Q1. Social Services' data is now reported separately as the process and timescales are different.

| Service Area                                 | No        | %   |
|----------------------------------------------|-----------|-----|
| Social Services Adults                       | 0         | 0%  |
| Social Services Children                     | 0         | 0%  |
| Business Planning and Performance            | 0         | 0%  |
| Legal and Democratic Services                | 1         | 1%  |
| Customer Services                            | 2         | 2%  |
| Environment                                  | 41        | 41% |
| Finance and Assets                           | 0         | 0%  |
| Housing Services                             | 18        | 18% |
| Planning and Public Protection               | 18        | 18% |
| Highways and Infrastructure                  | 13        | 13% |
| Leisure, Libraries and Community Development | 6         | 6%  |
| Modernising Education                        | 0         | 0%  |
| School Improvement and Inclusion             | 0         | 0%  |
|                                              | <b>99</b> |     |

Table 4: Compliments received for Q1

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**Report To:** Performance Scrutiny Committee

**Date of Meeting:** 19 September 2013

**Lead Member / Officer:** Lead Member for Modernising and Performance/  
Head of Business Planning and Performance

**Report Author:** Corporate Improvement Manager

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

---

**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 Review for 2012/13.

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

- 2.1 To enable Members to scrutinise the draft report, attached at Appendix I, prior to a final draft being presented to Council on 8<sup>th</sup> October 2013.

**3. What are the Recommendations?**

- 3.1 It is recommended that, subject to any agreed changes, this draft 2012/13 Annual Performance Review is submitted to County Council for approval.

**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 Delivery 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 review provides a retrospective evaluation of the council's success in delivering against these commitments during 2012-13, and of whether the council has successfully fulfilled its obligation to make arrangements to secure continuous improvement.
- 4.3 The timing of this report is often difficult because much of the information needed to understand our performance (e.g. comparative data for all councils in Wales) is not available until very close to the report deadline. This is more

of an issue now that we have a more sophisticated performance management system based on excellence thresholds rather than locally-set targets. National data was published on 4<sup>th</sup> September, which gave us very little time to evaluate our comparative position and complete the draft report by 10<sup>th</sup> September.

- 4.4 Furthermore, some information required to complete the report was still not available when the report was submitted to scrutiny. For example, the deadline for responding to our Residents' Survey is Friday 20<sup>th</sup> September, and the survey of City, Town & Community Council Members will also take place during September and those results will not be available until the final draft is submitted to Council. Both of these surveys are critical to our full understanding of some of the outcomes in our Corporate Plan, and this report may therefore be subject to change once that information becomes available.

**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 relate 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. This report has been submitted for the purpose of consulting with the Performance Scrutiny Committee prior to the report being presented to Council for approval. Consultation is also taking place with the Senior Leadership Team (SLT) on



19<sup>th</sup> September 2013. Any required changes resulting from consultation with the Performance Scrutiny Committee and SLT will be made prior to the report being submitted to Council.

**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.

**Contact Officer:**

Corporate Improvement Manager

Tel: 07825 451448

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# ANNUAL PERFORMANCE REPORT

## 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 is available on request in other languages and / or formats



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

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|                                                                             |                                                                                                                  |
|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| 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<br>Denbighshire County Council,<br>County Hall,<br>Wynnstay Road,<br>Ruthin, LL15 1YN |

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## 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'. The signature is fluid and cursive, written in a professional style.

**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.

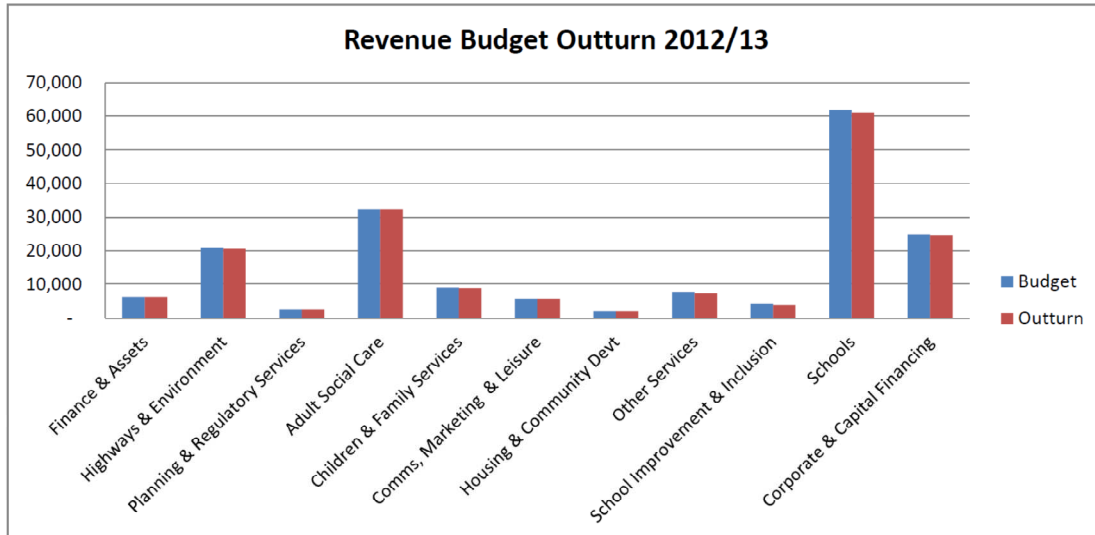
We will have to take care and manage demands for services while the amount of money available to pay for them is reduced. Reductions in the amount the council spends each year will continue to be required, and some very tough decisions will have to be taken to ensure we continue to operate within our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

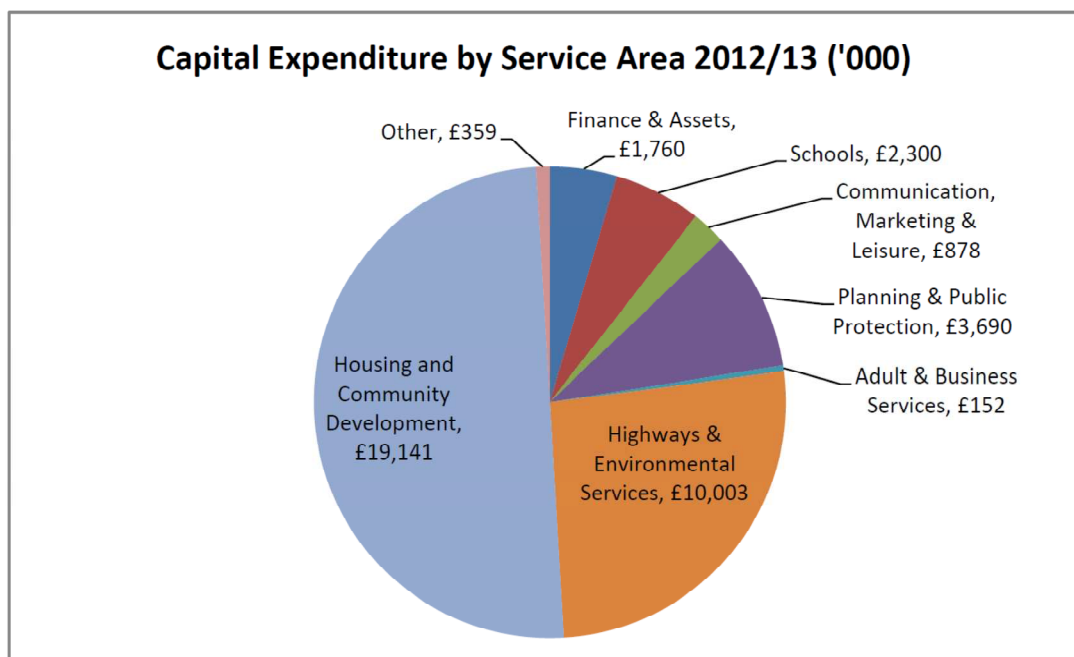
By the end of the year, the council had spent £1.5 million less than it budgeted for on services and corporate budgets, including making a budgeted contribution to balances of £300k. The year-end position made it possible to make a net contribution to reserves and balances (including schools) of £3.1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

| <b>Indicators</b>                                                  | <b>Status</b>   |
|--------------------------------------------------------------------|-----------------|
| 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**

| <b>Indicators</b>                                                   | <b>Status</b>   |
|---------------------------------------------------------------------|-----------------|
| % 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**

| <b>Indicators</b>                                            | <b>Status</b> |
|--------------------------------------------------------------|---------------|
| £ 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. **Note: some of the indicators are based on the 2013 Residents' Survey and the results will be available before the report is presented to Council on 8<sup>th</sup> October 2013.**

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     | Residents' Survey |

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

## 1.1 The Corporate Plan

### 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.

| Improvement Activity                        | Status |
|---------------------------------------------|--------|
| Parental support for deprived 0-4 year olds | Green  |

## 1.1 The Corporate Plan

|                                                               |        |
|---------------------------------------------------------------|--------|
| 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”.

[Updated analysis including the results of the Residents Survey and the survey of City, Town & Community Council Members will be included prior to this report going 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 |
| Maintaining rural roads in good condition                      | New for 2013/14 |

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| 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 **council's contribution** to the outcome

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.

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.

| 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          | TBC             |
| % 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           |
| Surface dressing works                                                 | Green           |

## 1.1 The Corporate Plan

|                                                           |       |
|-----------------------------------------------------------|-------|
| 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 done prior to the report going to Council on 8<sup>th</sup> October 2013. 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. Not all the information we need to help us understand this outcome is currently available, but the information that is available indicates that the current position for this outcome is ... <b>this section will be updated once the results of the 2013 Residents' Survey are available (before the report goes to Council on 8<sup>th</sup> October 2013).</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 the Welsh Government.</p> |  |

## 1.1 The Corporate Plan

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          |

---

<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    |

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|                                                                    |      |
|--------------------------------------------------------------------|------|
| % 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

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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                                                                                                                       |        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| The indicators for this outcome relate to the Residents' Survey, and the results will be analysed before the report is submitted to Council on 8 <sup>th</sup> October 2013. |        |
| 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> <p>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.</p> |

## 1.2 Strategic Equality Plan

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 **current position** for the outcome

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 & Assembly; Vertical Movement & 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.

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.

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



## 1.2 Strategic Equality Plan

### 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.

## **Appendix 2**

# 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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**Report To:** Performance Scrutiny Committee

**Date of Meeting:** 19 September 2013

**Lead Member / Officer:** Lead Member for Modernising and Performance/  
Head of Business Planning and Performance

**Report Author:** Corporate Improvement Manager

**Title:** Proposal for Corporate Plan Performance Reporting

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

1.1 This report is about future arrangements for reporting performance against the Corporate Plan.

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

2.1 The purpose of this report is to consult with the committee about the proposals contained within this paper.

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

3.1 It is recommended that the committee support the following proposals:

3.1.1 To reduce the number of in-year Corporate Plan Performance Reports from 4 to 2 per year. In addition to this, the committee would still receive an Annual Performance Report.

3.1.2 To reduce the scale of these in-year reports so that they only focus on exceptions in relation to performance measures and activities (i.e. the things that we have most influence on).

3.1.3 To align the bi-annual reviews of the Corporate Risk Register so that they are considered by the Performance Scrutiny Committee at the same time as the proposed bi-annual Corporate Plan Performance Reports.

## **4. Report details**

4.1 The Corporate Improvement Team Manager (Tony Ward) is leaving his post on 20<sup>th</sup> September 2013 due to an internal promotion. In response to the current discussions about efficiency savings for 2014-16, the opportunity has been taken to delete the Corporate Improvement Team Manager post and to develop a new way of delivering the core business of the Service. One of the things we feel could be done differently is performance management. We currently have different teams reporting performance against the Corporate Plan and the BIG Plan, but it now makes more sense to bring both tasks together under a single function now that both plans use the same performance management framework.

- 4.2 It has also become clear that an opportunity exists to streamline our processes and reduce the level of performance reporting. We currently present Quarterly Performance Reports to the Performance Scrutiny Committee and Cabinet on the Corporate Plan, but we feel that this level of reporting is not necessary anymore. Since the publication of our Corporate Plan 2012-17, we are clearer than ever about what we want to achieve. More importantly, we understand the reasons why some things remain a “priority for improvement” and we are clear that we have plans in place to address these. It is also true that very little changes from quarter to quarter, and those reports therefore often stimulate similar debates. For these reasons, it is proposed that we reduce our Corporate Plan performance reports from quarterly to bi-annual (**see recommendation 3.1.1**). That would result in a Quarter 2 report in December each year and a Quarter 4 report in June each year. Several other councils in Wales, including Conwy, have always had a bi-annual system for performance reporting, so our proposal is not out of line with what other councils are doing already.
- 4.3 In addition to reducing the frequency of performance reporting, it would also be beneficial to reduce the scale of those reports. Due to the breadth of the Corporate Plan, covering 7 priorities and 14 outcomes, the performance reports take a significant amount of resource to produce and a significant commitment from Members to consider. Most of the Outcome Indicators are annual and don’t change until the end of each financial year. It therefore feels right that a detailed analysis of the Outcome Indicators should only be included in the Annual Performance Report. It is Performance Measures and Activities that are most beneficial to include within the in-year performance reports as these are the elements within our control and updates tend to be available in-year. However, the position for many of these things will often be “excellent” and therefore does not warrant a discussion. It is therefore proposed that the bi-annual Corporate Plan performance reports are developed on an exceptions basis, i.e. they will report on performance measures and activities that are a “priority for improvement” or show some other cause for concern, e.g. they have moved from being “good” to “acceptable” with the potential to become a “priority for improvement” (**see recommendation 3.1.2**).
- 4.4 The Corporate Risk Register is currently presented to the Performance Scrutiny Committee twice a year. We are not proposing to change the frequency, but we are proposing to align this with the bi-annual Performance Reports (**see recommendation 3.1.3**). This will enable the committee to not only have an understanding of the current performance issues relating to the Corporate Plan, but to also consider the things that could impact on our performance at the same time.
- 4.5 The additional benefit of all these proposals would be to free up some time on the committee’s forward work programme.



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

- 5.1 The performance reports and the Corporate Risk Register relate directly to the delivery of the Corporate Plan. Although the proposal is to reduce the frequency and scale of the performance reports, we are confident that the Committee will still be able to effectively carry out its performance management function, and that the council will be able to exercise its duty to improve under these arrangements.

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

- 6.1 There are no additional costs or implications for other services. It will enable the Business Planning & Performance Service to continue to deliver its core functions whilst making significant efficiency savings.

## **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 Changing the arrangements for performance reporting has no impact on staff or the community, therefore an equality impact assessment is not required.

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

- 8.1 This paper is being presented for the purpose of consulting with the Performance Scrutiny Committee. Discussions have taken place with the Lead Member for Modernisation & Performance; and our local Wales Audit Office representative, both of whom support the proposals.

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

- 9.1 The changes proposed should not weaken performance reporting or wider governance arrangements. The proposals help to secure an efficiency saving proposed for 2014/15.

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

- 10.1 There is a risk that fewer performance reports could lead to reduced scrutiny of performance. However, we are not concerned about the consequences of the proposed changes because we have a strong performance management framework, a robust Service Performance Challenge process and a strong Performance Scrutiny Committee. The proposals are also in line with what many other councils in Wales already do.

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

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

11.2 Articles 6.1 and 6.3.4(b) of the Council's Constitution

**Contact Officer:**

Corporate Improvement Manager

Tel: 07825 451448

**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 19 September 2013

**Report Author:** Scrutiny Coordinator

**Title:** Scrutiny Work Programme

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

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

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

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

**3. What are the recommendations?**

That the Committee:

- 3.1 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate; and
- 3.2 endorse Councillor Dewi Owens' appointment as its representative on the Council's Corporate Parenting Forum.

**4. Report details.**

- 4.1 Article 6 of Denbighshire County Council's Constitution sets out each Scrutiny Committee's terms of reference, functions and membership, whilst the rules of procedure for scrutiny committees are laid out in Part 4 of the Constitution.
- 4.2 The Constitution stipulates that the Council's scrutiny committees must prepare and keep under review a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.
- 4.3 For a number of years it has been an adopted practice in Denbighshire for scrutiny committees to limit the number of reports considered at any one meeting to a maximum of four plus the Committee's own work programme report. The aim of this approach is to facilitate detailed and effective debate on each topic.
- 4.4 The Committee is requested to consider its draft work programme for future meetings, as detailed in appendix 1, and approve, revise or amend it as it deems appropriate taking into consideration:

- issues raised by members of the Committee
  - matters referred to it by the Scrutiny Chairs and Vice-Chairs Group
  - relevance to the Committee's/Council's/community priorities
  - the Council's Corporate Plan and the Director of Social Services' Annual Report
  - meeting workload
  - timeliness
  - outcomes
  - key issues and information to be included in reports
  - whether the relevant lead Cabinet member will be invited to attend (having regard to whether their attendance is necessary or would add value). (In all instances this decision will be communicated to the lead member concerned)
  - questions to be put to officers/lead Cabinet members
- 4.5 When considering future items for inclusion on the forward work programme members may also find it helpful to have regard to the following questions when determining a subject's suitability for inclusion on the work programme:
- what is the issue?
  - who are the stakeholders?
  - what is being looked at elsewhere
  - what does scrutiny need to know? and
  - who may be able to assist?
- 4.6 As mentioned in paragraph 4.2 above the Council's Constitution requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee's business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of suggested subjects. One such proposal form has been received for consideration at the current meeting. The request relates to a report on 'In-House Provider Visits 2013/14 Overview' (see Appendix 2). Members are asked to consider this request.
- Corporate Plan Quarterly Performance Report (Quarter 1)
- 4.7 The above report was scheduled for presentation to the Committee at the current meeting. However, due to staffing changes and the need to streamline reporting processes, there is a proposal to reduce the frequency of performance reporting against the Corporate Plan. This proposal is outlined in a separate report on this meeting's agenda – 'Proposal for Corporate Plan Performance Reporting'. Consequently, that report replaces the original scheduled Quarter 1 performance report on the current meeting's agenda.

#### Cabinet Forward Work Programme

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

#### Progress on Committee Resolutions

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

### **5. Corporate Parenting Forum**

At the last meeting the Committee was asked to nominate a representative to serve on the Council's Corporate Parenting Forum (see minutes of previous meeting). Unfortunately, Councillor Sandilands was unable to take up this role. Consequently, in response to a request to Committee members for expressions of interest in the being the Committee's representative on the Forum, Councillor Dewi Owens registered his interest. The Chair has agreed to Councillor Owens' appointment, the Committee is therefore asked to endorse the appointment.

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

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group held its first meeting following the August recess on 5 September. At that meeting the SCVCG received an information report on Parking Enforcement in the County. Having considered the information provided the Group requested that two different aspects of parking enforcement be examined by two of the Council's scrutiny committees. It has asked this Committee to examine the Service's financial performance and contribution towards delivery of the corporate priorities, whilst Communities Scrutiny Committee is asked to scrutinise the impact of the Council's parking enforcement strategy on economic development and the Authority's ambition to develop the local economy.

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

Effective scrutiny will assist the Council to deliver its corporate priorities in line with community needs and residents' wishes. Continual development and review of a coordinated work programme will assist the Council in monitoring and reviewing policy issues.

**8. 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.**

No Equality Impact Assessment has been undertaken for the purpose of this report as consideration of the Committee's forward work programme is not deemed to have an adverse or unfair impact on people who share protected characteristics.

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

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

**10. What consultations have been carried out?**

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

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

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

**12. Power to make the decision**

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

**Contact Officer:**

Scrutiny Coordinator

Tel No: (01824) 712554

Email: [dcc\\_admin@denbighshire.gov.uk](mailto:dcc_admin@denbighshire.gov.uk)

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

| Meeting                                                                     | Lead Member(s)           | Item (description / title) | Purpose of report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Expected Outcomes                                                                                                                                             | Author                   | Date Entered                          |
|-----------------------------------------------------------------------------|--------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------------------------------|
| 24<br>October<br><br>[Lead Member for Public Realm to be invited to attend] | <b>Cllr. David Smith</b> | 1<br>CCTV in Denbighshire  | (i) To consider progress on developing the Council's CCTV function in light of the Regional Collaboration project not being progressed and the Service's performance; and<br><br>(ii) To consider reducing costs, increasing income and delivery of identified savings while progressing a more equitable distribution of CCTV throughout the County (a representative from the Police to be invited to attend to outline the financial/resource benefits they realise as a consequence of using the service) | The development of an efficient and effective Service that serves the Council and residents well and delivers safer communities                               | Graham Boase/Emlyn Jones | April 2013 (amended May 2013)         |
|                                                                             | <b>Cllr. David Smith</b> | 2<br>Licensing Matters     | To consider the effectiveness of the new procedures for licensing following the implementation of the findings of the review of licensing matters conducted by the Internal Audit Department                                                                                                                                                                                                                                                                                                                  | Monitoring of the new licensing policies and procedures to ensure that the processes are robust and effective in supporting the Council's compliance with all | Graham Boase             | November 2012 (rescheduled June 2013) |

| Meeting     | Lead Member(s)             | Item (description / title)        | Purpose of report                                                                                                                                                                                                                                                                                                                                                       | Expected Outcomes                                                                                                                                                                                            | Author                      | Date Entered                       |
|-------------|----------------------------|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------------|
|             |                            |                                   | (with specific emphasis on taxi licensing and safeguarding responsibilities)                                                                                                                                                                                                                                                                                            | licensing and safeguarding legislation, and in mitigating risks to vulnerable groups who use services licensed by the Authority                                                                              |                             |                                    |
|             | <b>Cllr. David Smith</b>   | 3 Dropped Kerbs                   | To consider the Council's strategy and schedule for the provision of dropped kerbs across the County and its performance in delivering these objectives                                                                                                                                                                                                                 | Improved accessibility for all residents and visitors and delivery of one of the Corporate Plan's roads priority indicators and a key element of the Council's Strategic Equality Plan                       | Steve Parker/Mike Hitchings | June 2013                          |
|             | <b>Cllr. David Smith</b>   | 4. <i>Parking Enforcement</i>     | <i>To examine the statistics on the number of Penalty Charge Notices (PCNs) issued during 2012/12 and 2013/14 to date, the breakdown of PCNs per MAG area (and per town), the number of prosecutions arising from the issue of CPNs (and the associated costs of pursuing prosecutions), cost of the running the service and the income generated for the Authority</i> | <i>Assurances that the Service is demonstrating value for money and supporting the Council's delivery of its corporate priorities of developing the local economy and maintaining clean and tidy streets</i> | <i>Mike Jones</i>           | <i>By the SCVCG September 2013</i> |
| 12 December | <b>Cllr. Barbara Smith</b> | 1. Corporate Plan QPR: Q2 2013/14 | To monitor the Council's progress in delivering the Corporate Plan 2012-17                                                                                                                                                                                                                                                                                              | Ensuring that the Council meets its targets, delivers its Corporate Plan and the Council's services in line                                                                                                  | Tony Ward                   | February 2013                      |



| Meeting         | Lead Member(s)             | Item (description / title)                                                        | Purpose of report                                                                                                                                                                                                                                                                                                                         | Expected Outcomes                                                                                                                                                                                                                                                                                                                               | Author                                    | Date Entered  |
|-----------------|----------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|---------------|
|                 |                            |                                                                                   |                                                                                                                                                                                                                                                                                                                                           | with its aspirations and to the satisfaction of local residents                                                                                                                                                                                                                                                                                 |                                           |               |
|                 | <b>Cllr. Hugh Irving</b>   | 2<br>Your Voice' complaints performance (Q2)                                      | To scrutinise Services' performance in complying with the Council's complaints process                                                                                                                                                                                                                                                    | Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.                                                                                                                                                                                                                            | Jackie Walley/Steven Goodrum              | February 2013 |
| 16 January 2014 | <b>Cllr. Eryl Williams</b> | 1<br>Verified External Examinations and Teacher Assessments<br><b>[Education]</b> | To review the performance of schools and that of looked after children                                                                                                                                                                                                                                                                    | Scrutiny of performance leading to recommendations for improvement                                                                                                                                                                                                                                                                              | Julian Molloy                             | January 2013  |
|                 | <b>Cllr. Eryl Williams</b> | 2<br>Estyn Action Plan<br><b>[Education]</b>                                      | To<br>(i) monitor the progress achieved to date in implementing the actions to address the 2 recommendations in the 2012 Estyn Inspection of the Quality of Education Services; and<br>(ii) inform members of proposed changes to education delivery, performance/attainment measures and future inspection arrangements and expectations | (i) Better quality services and better outcomes for pupils through early identification of any slippages in progressing actions, or in implementing mitigating measures to address identified risks; and<br>(ii) identification of measures to address national policy requirements/challenges and consequential inspection arrangements with a | Joint report by Karen Evans/Diane Hesketh | June 2013     |

| Meeting     | Lead Member(s)             | Item (description / title)                         | Purpose of report                                                                                                                                                                            | Expected Outcomes                                                                                                                                                           | Author                       | Date Entered       |
|-------------|----------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------|
|             |                            |                                                    |                                                                                                                                                                                              | view to mitigating the risk of disruption to pupils and teachers and deterioration in performance and attainment rates                                                      |                              |                    |
|             | <b>Cllr. Barbara Smith</b> | 3 Corporate Risk Register                          | To consider the latest version of the Council's Corporate Risk Register following the latest formal review by CET                                                                            | Identification of effective measures to address the high level risks                                                                                                        | Tony Ward                    | January 2013       |
| 20 February | <b>Cllr. Hugh Irving</b>   | 1 'Your Voice' complaints performance (Q3)         | To scrutinise Services' performance in complying with the Council's complaints process                                                                                                       | Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.                                                        | Jackie Walley/Steven Goodrum | February 2013      |
| 20 March    | <b>Cllr. Barbara Smith</b> | 1. Corporate Plan QPR: Q3 2013/14                  | To monitor the Council's progress in delivering the Corporate Plan 2012-17                                                                                                                   | Ensuring that the Council meets its targets, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents | Tony Ward                    | February 2013      |
|             | <b>Cllr. Bobby Feeley</b>  | 2. <i>In-House Provider Visit 2013/14 Overview</i> | <i>To consider feedback on the visits undertaken in-house social care providers which highlight the quality, customer experience and good practice/improvement actions for the providers</i> | <i>To monitor the quality of services provided and identify any issues which arise from the visits which require to be addressed in order to improve the quality of</i>     | <i>Phi Gilroy</i>            | <i>August 2013</i> |

| Meeting   | Lead Member(s)             | Item (description / title)                | Purpose of report                                                                                                 | Expected Outcomes                                                                                                                                                           | Author                       | Date Entered  |
|-----------|----------------------------|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------|
|           |                            |                                           |                                                                                                                   | <i>the service provided</i>                                                                                                                                                 |                              |               |
| 1 May     |                            |                                           |                                                                                                                   |                                                                                                                                                                             |                              |               |
| June 2014 | <b>Cllr. Hugh Irving</b>   | 1 Your Voice' complaints performance (Q4) | To scrutinise Services' performance in complying with the Council's complaints process                            | Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.                                                        | Jackie Walley/Steven Goodrum | February 2013 |
|           | <b>Cllr. Barbara Smith</b> | 2 Corporate Plan QPR: Q4 2013/14          | To monitor the Council's progress in delivering the Corporate Plan 2012-17                                        | Ensuring that the Council meets its targets, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents | Tony Ward                    | February 2013 |
|           | <b>Cllr. Barbara Smith</b> | 3 Corporate Risk Register                 | To consider the latest version of the Council's Corporate Risk Register following the latest formal review by CET | Identification of effective measures to address the high level risks                                                                                                        | Tony Ward                    | January 2013  |

**Future Issues**

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

**Information/Consultation Reports**

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

|                       |                                |                                                                                                                                                                                                                                                                                                                                                                                                                               |              |           |
|-----------------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|
| <b>September 2013</b> | Council Tax Collection Matters | To detail the Council Tax collection rates for Denbighshire, the rates of non-collection and the reasons why the tax has not been collected/pursued, the number of households which have not paid their council tax, whether any underlying trends or patterns are developing, what the Authority is doing in order to improve collection rates and address possible Welfare reform pressures on Council tax collection rates | Paul McGrady | June 2013 |
|-----------------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|

**Note for officers – Committee Report Deadlines**

| Meeting    | Deadline          | Meeting     | Deadline           | Meeting         | Deadline              |
|------------|-------------------|-------------|--------------------|-----------------|-----------------------|
|            |                   |             |                    |                 |                       |
| 24 October | <b>10 October</b> | 12 December | <b>28 November</b> | 16 January 2014 | <b>2 January 2014</b> |

Performance Scrutiny Work Programme.doc

Updated 04/09/13 RhE

| <b>PROPOSAL FORM FOR AGENDA ITEMS<br/>FOR SCRUTINY COMMITTEES</b>                                       |                                                                                                           |                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>NAME OF SCRUTINY COMMITTEE</b>                                                                       | Performance Scrutiny                                                                                      |                                                                                                                                                                                              |
| <b>DATE OF MEETING /<br/>TIMESCALE FOR<br/>CONSIDERATION</b>                                            | March 2014                                                                                                |                                                                                                                                                                                              |
| <b>TITLE OF REPORT</b>                                                                                  | In-House Provider Visit 2013/14 Overview                                                                  |                                                                                                                                                                                              |
| <b>P<br/>U<br/>R<br/>P<br/>O<br/>S<br/>E</b>                                                            | <b>1. Why is the report being proposed? (see also the checklist overleaf)</b>                             | To provide feedback on the visits undertaken throughout the financial year which highlight the quality, customer experience and good practice/improvement actions for our in-house providers |
|                                                                                                         | <b>2. What issues are to be scrutinised?</b>                                                              | The quality of service of our in-house providers                                                                                                                                             |
|                                                                                                         | <b>3. Is it necessary/desirable for witnesses to attend e.g. lead members, officers/external experts?</b> | Yes – Lead Member for Social Care & Learning Disabilities Champion                                                                                                                           |
|                                                                                                         | <b>4. What will the committee achieve by considering the report?</b>                                      | Awareness of the quality of services or any issues that arise from these visits                                                                                                              |
|                                                                                                         | <b>5. Score the topic from 0 – 4 on aims &amp; priorities and impact (see overleaf)*</b>                  | <b>Aims &amp; Priorities</b><br>2                                                                                                                                                            |
| <b>ADDITIONAL COMMENTS</b>                                                                              |                                                                                                           |                                                                                                                                                                                              |
| <b>REPORTING PATH – what is the next step? Are Scrutiny's recommendations to be reported elsewhere?</b> | Back to the service providers                                                                             |                                                                                                                                                                                              |
| <b>AUTHOR</b>                                                                                           | Phil Gilroy, Head of Adult & Business Services                                                            |                                                                                                                                                                                              |



Cabinet Forward Work Plan

Appendix 3

| Meeting             | Item (description / title) |                                                                  | Purpose of report                                                                                                  | Cabinet Decision required (yes/no) | Author – Lead member and contact officer       |
|---------------------|----------------------------|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------|
| <b>24 September</b> | 1                          | Finance Report Update                                            | To update Cabinet on the current financial position of the Council                                                 | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady       |
|                     | 2                          | Annual Performance Review 2012/13                                | To review the draft Annual Performance Review for 2012-13 and to recommend the report for adoption by full Council |                                    | Cllr Barbara Smith / Tony Ward                 |
|                     | 3                          | Response to the Consultation on Town and Area Plans              | To consider the response to the consultation on town and area plans                                                | Tbc                                | Cllr Hugh Evans / Rebecca Maxwell              |
|                     | 4                          | Specialist Accommodation Protocol                                | To consider the protocol following a consultation exercise                                                         | Tbc                                | Sally Ellis                                    |
|                     | 5                          | Corporate Safeguarding Committee                                 |                                                                                                                    | Tbc                                | Sally Ellis                                    |
|                     | 6                          | PART II - Contract Award for the Outsourcing of Stores (Housing) | To award the contract for the outsourcing of Stores (Housing).                                                     | Yes                                | Cllr Hugh Irving / Peter McHugh                |
|                     | 7                          | North East Wales Sensory Support Service                         | To approve proposals for a North East Wales Sensory Support Service                                                | Yes                                | Cllr Eryl Williams / Karen Evans / Jil Timothy |

Cabinet Forward Work Plan

| Meeting           | Item (description / title) |                                     | Purpose of report                                                                                                                                               | Cabinet Decision required (yes/no) | Author – Lead member and contact officer                       |
|-------------------|----------------------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------------------------------------------------------|
|                   | 8                          | Three Counties Procurement Service  | To consider proposals for the merger and implementation of a three counties (Gwynedd, Denbighshire and Flintshire) procurement and category management service. | Yes                                | Cllr Julian Thompson-Hill / Paul McGrady                       |
|                   | 9                          | The Corporate Volunteering Strategy | To consider the draft strategy                                                                                                                                  | Tbc                                | Cllr Hugh Evans / Cllr Hugh Irving / Jamie Groves / Alan Smith |
|                   | 10                         | Treasury Management                 | To consider a report on treasury management.                                                                                                                    | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady                       |
|                   | 11                         | Scrap Metal Dealers Act 2013        | To consider the Council's arrangements for implementing the Act                                                                                                 | Tbc                                | Gary Williams                                                  |
|                   | 12                         | Items from Scrutiny Committees      | To consider any issues raised by Scrutiny for Cabinet's attention.                                                                                              | Tbc                                | Scrutiny Coordinator                                           |
|                   |                            |                                     |                                                                                                                                                                 |                                    |                                                                |
| <b>29 October</b> | 1                          | Finance Report Update               | To update Cabinet on the current financial position of the Council                                                                                              | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady                       |
|                   | 2                          | Faith Based Provision               | To note the findings of the formal consultation on the faith review and to consider                                                                             | Yes                                | Cllr Eryl Williams / Jackie Whalley                            |



Cabinet Forward Work Plan

| Meeting            |   | Item (description / title)                                            | Purpose of report                                                                 | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|--------------------|---|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|                    |   |                                                                       | whether to proceed to the publication of the proposal by way of statutory notice. |                                    |                                          |
|                    | 3 | Approval of Contract Award for Sub-regional Young Carers' Service     | To award the contract                                                             | Yes                                | Vicky Allen                              |
|                    | 4 | Items from Scrutiny Committees                                        | To consider any issues raised by Scrutiny for Cabinet's attention.                | Tbc                                | Scrutiny Coordinator                     |
|                    | 5 | Common Allocation Policy                                              | To update Cabinet on the current position                                         | Tbc                                | Sue Lewis                                |
|                    | 6 | Response to the Consultation on Town and Area Plans                   | To consider the response to the consultation on town and area plans               | Tbc                                | Cllr Hugh Evans / Rebecca Maxwell        |
|                    | 7 | Vibrant and Viable Places - Funding bid for Rhyl Town Centre projects | To update members on progress.                                                    | No                                 | Cllr Hugh Evans / Tom Booty / Sian Owen  |
|                    |   |                                                                       |                                                                                   |                                    |                                          |
| <b>26 November</b> | 1 | Finance Report Update                                                 | To update Cabinet on the current financial position of the Council                | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |
|                    | 2 | HR Policies                                                           | To consider adopting or amending HR Policies                                      | Yes                                | Cllr Barbara Smith / Linda Atkin         |
|                    | 3 | Advocacy Provision for Children and young people in North             |                                                                                   | Tbc                                | Cllr Bobby Feeley / Michelle Hughes      |

Cabinet Forward Work Plan

| Meeting                | Item (description / title) |                                       | Purpose of report                                                           | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|------------------------|----------------------------|---------------------------------------|-----------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|                        |                            | Wales                                 |                                                                             |                                    |                                          |
|                        | 2                          | Items from Scrutiny Committees        | To consider any issues raised by Scrutiny for Cabinet's attention.          | Tbc                                | Scrutiny Coordinator                     |
|                        |                            |                                       |                                                                             |                                    |                                          |
| <b>17 December</b>     | 1                          | Finance Report Update                 | To update Cabinet on the current financial position of the Council          | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |
|                        | 2                          | Corporate Plan QPR: Quarter 2 2013/14 | To monitor the Council's progress in delivering the Corporate Plan 2012 -17 | Tbc                                | Cllr Barbara Smith / Tony Ward           |
|                        | 3                          | Items from Scrutiny Committees        | To consider any issues raised by Scrutiny for Cabinet's attention           | Tbc                                | Scrutiny Coordinator                     |
|                        |                            |                                       |                                                                             |                                    |                                          |
| <b>14 January 2014</b> | 1                          | Finance Report Update                 | To update Cabinet on the current financial position of the Council          | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |
|                        | 2                          | West Rhyl Housing Improvement Project | Concept design of open green space to be considered                         | Tbc                                | Cllr Hugh Evans / Carol L Evans          |
|                        | 3                          | Items from Scrutiny Committees        | To consider any issues raised by Scrutiny for Cabinet's attention.          | Tbc                                | Scrutiny Coordinator                     |
|                        |                            |                                       |                                                                             |                                    |                                          |

Cabinet Forward Work Plan

| <b>Meeting</b>     | <b>Item (description / title)</b> |                                       | <b>Purpose of report</b>                                                    | <b>Cabinet Decision required (yes/no)</b> | <b>Author – Lead member and contact officer</b> |
|--------------------|-----------------------------------|---------------------------------------|-----------------------------------------------------------------------------|-------------------------------------------|-------------------------------------------------|
| <b>18 February</b> | 1                                 | Finance Report Update                 | To update Cabinet on the current financial position of the Council          | Tbc                                       | Cllr Julian Thompson-Hill / Paul McGrady        |
|                    | 2                                 | Items from Scrutiny Committees        | To consider any issues raised by Scrutiny for Cabinet's attention.          | Tbc                                       | Scrutiny Coordinator                            |
|                    |                                   |                                       |                                                                             |                                           |                                                 |
| <b>25 March</b>    | 1                                 | Finance Report Update                 | To update Cabinet on the current financial position of the Council          | Tbc                                       | Cllr Julian Thompson-Hill / Paul McGrady        |
|                    | 2                                 | Corporate Plan QPR: Quarter 3 2013/14 | To monitor the Council's progress in delivering the Corporate Plan 2012 -17 | Tbc                                       | Cllr Barbara Smith / Tony Ward                  |
|                    | 3                                 | Items from Scrutiny Committees        | To consider any issues raised by Scrutiny for Cabinet's attention           | Tbc                                       | Scrutiny Coordinator                            |
|                    |                                   |                                       |                                                                             |                                           |                                                 |
| <b>29 April</b>    | 1                                 | Finance Report Update                 | To update Cabinet on the current financial position of the Council          | Tbc                                       | Cllr Julian Thompson-Hill / Paul McGrady        |
|                    | 2                                 | Items from Scrutiny Committees        | To consider any issues raised by Scrutiny for Cabinet's attention.          | Tbc                                       | Scrutiny Coordinator                            |
|                    |                                   |                                       |                                                                             |                                           |                                                 |
| <b>27 May</b>      | 1                                 | Finance Report Update                 | To update Cabinet on the                                                    | Tbc                                       | Cllr Julian Thompson-                           |

Cabinet Forward Work Plan

| Meeting     | Item (description / title) |                                       | Purpose of report                                                           | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|-------------|----------------------------|---------------------------------------|-----------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|             |                            |                                       | current financial position of the Council                                   |                                    | Hill / Paul McGrady                      |
|             | 2                          | Items from Scrutiny Committees        | To consider any issues raised by Scrutiny for Cabinet's attention.          | Tbc                                | Scrutiny Coordinator                     |
|             |                            |                                       |                                                                             |                                    |                                          |
| <b>June</b> | 1                          | Finance Report Update                 | To update Cabinet on the current financial position of the Council          | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |
|             | 2                          | Corporate Plan QPR: Quarter 3 2013/14 | To monitor the Council's progress in delivering the Corporate Plan 2012 -17 | Tbc                                | Cllr Barbara Smith / Tony Ward           |
|             | 3                          | Items from Scrutiny Committees        | To consider any issues raised by Scrutiny for Cabinet's attention           | Tbc                                | Scrutiny Coordinator                     |

Note for officers – Cabinet Report Deadlines

| <i>Meeting</i>   | <b><i>Deadline</i></b>     | <i>Meeting</i> | <b><i>Deadline</i></b>   | <i>Meeting</i>  | <b><i>Deadline</i></b>    |
|------------------|----------------------------|----------------|--------------------------|-----------------|---------------------------|
|                  |                            |                |                          |                 |                           |
| <i>September</i> | <b><i>10 September</i></b> | <i>October</i> | <b><i>15 October</i></b> | <i>November</i> | <b><i>12 November</i></b> |

Updated 3/09/2013 - SP

Cabinet Forward Work Programme.doc

## Progress with Committee Resolutions

| Date of Meeting | Item number and title      | Resolution                                                                                                                                                                                                                                                                                                                               | Progress                                                                              |
|-----------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| 20 June 2013    | 5. Estyn Action Plan       | <p><b>RESOLVED that:-</b></p> <p>(a) <i>The Committee receive and note the report and</i></p> <p>(b) <i>The Committee agreed further monitoring of the action plan's implementation was required and would be brought back in six months for a further update</i></p>                                                                    | Report scheduled into the Committee's work programme for January 2014                 |
|                 | 7. Corporate Risk Register | <p><b>RESOLVED that the Committee:-</b></p> <p>(a) <i>note the deletions, additions and amendments to the Corporate Risk Register, and</i></p> <p>(b) <i>subject to the receipt of the report and correspondence regarding the prospective site for the super prison, the information be circulated to Members for scrutinising.</i></p> | Information report circulated to Committee members by e-mail during the August recess |

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