

To: Members of the Performance
Scrutiny Committee

Date: 26 September 2014

Direct Dial: 01824 712554

e-mail: dcc_admin@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 2 OCTOBER 2014** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams
Head of Legal and Democratic Services

AGENDA

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

1 APOLOGIES

2 DECLARATION OF INTERESTS

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

3 URGENT MATTERS AS AGREED BY THE CHAIR

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

4 MINUTES OF THE LAST MEETING (Pages 5 - 10)

To receive the minutes of the Performance Scrutiny Committee held on 17 July 2014 (copy enclosed).

5 PROVISIONAL EXTERNAL EXAMINATIONS AND TEACHER ASSESSMENTS (Pages 11 - 16)

To consider a report (copy attached) on the performance of the County's pupils at all key stages and the provisional examination results at Key Stage 4 and post 16

9:35 – 10:10

6 LOOKED AFTER CHILDREN - PERFORMANCE INDICATORS (Pages 17 - 20)

To consider a report (copy attached) outlining the actions being taken to improve performance in relation to the completion of statutory visits within expected timescales; improve educational and health outcomes, and to reduce the number of placements for the County's looked after children.

10:10 – 10:40

~~~~~ **BREAK** ~~~~~

**7 2013/14 ANNUAL PERFORMANCE REVIEW** (Pages 21 - 80)

To seek Scrutiny's view on the Council's Annual Performance Review report (copy attached) prior to its submission to County Council for approval

**10:55 – 11:25**

**8 SCRUTINY WORK PROGRAMME** (Pages 81 - 98)

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.

**11:25 – 11:40**

**9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**11:50 – 12:00**

## **PART 2 - CONFIDENTIAL ITEMS**

It is recommended in accordance with Section 100A (4) of the Local Government Act 1972 that the Press and Public be excluded from the meeting during consideration of the following item(s) of business because it is likely that exempt information (as defined in Paragraph 15 of Part 4 of Schedule 12A of the Act) would be disclosed.

### **10 THE FUTURE OF IN-HOUSE SOCIAL CARE SERVICES (Pages 99 - 134)**

To consider a report (copy attached) which outlines the findings and conclusions of the Task and Finish Group into the future financial sustainability of the Council's in-house social care services

**12:00 – 12:35**

## **DISCLOSURE AND REGISTRATION OF INTERESTS**

### **MEMBERSHIP**

#### **Councillors**

Councillor David Simmons (Chair)

Councillor Arwel Roberts (Vice-Chair)

Meirick Davies

Peter Owen

Richard Davies

Dewi Owens

Colin Hughes

Gareth Sandilands

Geraint Lloyd-Williams

#### **Voting Co-opted Members for Education (Agenda Item Nos. 5 & 6 only)**

Gill Greenland

Dr. D. Marjoram

Debra Houghton

Gareth Williams

Nicola Lewis

#### **COPIES TO:**

All Councillors for information

Press and Libraries

Town and Community Councils

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## PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Council Chamber, Russell House, Rhyl on Thursday, 17 July 2014 at 9.30 am.

### PRESENT

Councillors Richard Davies, Geraint Lloyd-Williams, Peter Owen, Arwel Roberts (Vice-Chair), Gareth Sandilands and David Simmons (Chair)

Co-opted Members – Gill Greenland, Dawn Marjoram and Gareth Williams attended for Agenda Item 5

Cabinet Members – Councillor Barbara Smith attended for Agenda Item 6

### ALSO PRESENT

Chief Executive (MM); Head of Education (KE); Partnerships and Communities Team Manager (LG); Lead Officer: Libraries, Arts and Young People (RE); Head of Legal, HR and Democratic Services (GW); HR Services Manager (CR); Audit Manager (BS); Corporate Information Manager (CB); Senior Corporate Health & Safety Adviser (GL); Scrutiny Coordinator (RhE), and Committee Administrator (KEJ)

### POINT OF NOTICE

As the Chair – Councillor David Simmons would be arriving late for the meeting the Vice Chair – Councillor Arwel Roberts presided over the first part of the meeting.

#### 1 APOLOGIES

Councillors Meirick Davies, Colin Hughes and Dewi Owens together with Co-opted Members Debra Houghton and Nicola Lewis

#### 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 12 June 2014 were submitted.

**Matters Arising –**

Page 8 – Item 8 Agricultural Estate Strategy – The Scrutiny Coordinator advised that a copy of the WLGA’s Rural Forum report ‘Welsh County Farms’, circulated to members ahead of the last meeting had been sent to Agricultural Estate Working Group members at the request of the Lead Member Councillor Huw Jones. A report on Agricultural Estate’s performance would be submitted to the committee in November and the draft long term strategy for the Agricultural Estate would be presented in January 2015.

Page 10 – Item 9 Director of Social Services annual report 2013/14 - The information requested by members on the New Work Connections Project had been included within the Committee’s information brief (previously circulated).

**RESOLVED** that the minutes of the meeting held on 12 June 2014 be received and approved as a correct record.

**5 POST INSPECTION ACTION IN RESPONSE TO THE ESTYN INSPECTION ON THE QUALITY OF LOCAL AUTHORITY EDUCATION SERVICES FOR CHILDREN AND YOUNG PEOPLE IN DENBIGHSHIRE**

The Partnership and Communities Manager (PCM) submitted a report (previously circulated) updating members on progress made in addressing Estyn’s recommendations arising from the 2012 inspection since the last report submitted to the scrutiny committee in January 2014.

Members were reminded of the positive outcome of the inspection with only two recommendations for further improvement –

- (1) Improve the accuracy of Teacher Assessments at the end of Key Stage 3
- (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

The Head of Education (HE) reported upon the work carried out to address the first recommendation and members were pleased to note that the validated Key Stage 3 results indicated that this recommendation had been addressed. The Core Subject Indicator had risen for a seventh consecutive year – rising from 75% in 2013 to 83.3% in 2014. It was important for the Council to ensure that pupil outcomes at the end of primary and secondary education were sustained and improved. In light of the improved outcomes the Committee agreed that future monitoring of this recommendation could be undertaken through annual scrutiny of external examination results and teacher assessments which the Committee undertook in the autumn of every year. This year the report would be submitted to the Committee’s October meeting and a representative from GwE (Regional School Improvement Service) would also be attending to present an annual report on progress. In responding to issues raised by Co-opted Member Dawn Marjoram the HE confirmed that special schools were supported in the same way in terms of scrutiny and systems in place but data was not measured against mainstream schools. She accepted there were difficulties in terms of comparative data and acknowledged that special schools were working hard to track pupil progress.

The Committee accepted that the second recommendation was much more difficult to define and quantify. Officers advised that in an attempt to address this recommendation a mapping exercise was underway to draw up a database of services to children and young people in the county and identify any gaps in provision. Concerns were raised regarding the lack of provision in the Dee Valley area for those with special needs and officers agreed to consider the provision for special needs children and young people in that area, including options for inclusion in existing child and youth activities. Questionnaires would be completed by the organisations in the presence of Family Information Service officers who would emphasise the need for honest answers about services currently provided to ensure that any gaps identified could be considered for future provision. In responding to further questions officers elaborated upon the monitoring process in place, involvement of other partner organisations within the process and timescales for the collection and analysis of data. The importance of promoting the availability of services was highlighted and it was agreed to receive a further report once the mapping work had been completed.

**RESOLVED** that –

- (a) *the information provided with regards to progress in addressing Estyn's recommendations be noted;*
- (b) *as a result of the maintained improvement in the accuracy of teacher assessments at the end of Key Stage 3, further stand-alone reports on this matter were not required. In future this aspect would be monitored through the annual report submitted to the Committee on external examination results and teacher assessments, and*
- (c) *once the mapping work had been completed, a further report be presented to the Committee in early 2015 outlining the results of that work and proposals on how the impact and value for money of the services to children and young people across the county could be measured.*

## **6 HR FRAMEWORK**

The HR Services Manager (HRM) submitted a report (previously circulated) relating to the risk that the HR Framework did not support the organisation's aims and provided an update on progress made in delivering the HR Improvement Plan and future plans to mitigate this risk.

The Head of Legal, HR and Democratic Services (HLHRDS) provided some background and context to the report and the HRM informed the Committee of the measures taken by the HR Service during the past eighteen months to improve the core service and deliver a better service for the service user. Members noted that 90% of the approximately 360 actions in the HR Improvement Plan had now been delivered. The Audit Manager reported upon a recent follow-up review of the Service undertaken by Internal Audit soon to be published, which would give assurances that the Service had improved and there were no new areas of concern. The original restructure of the Service and its delivery model had been

too ambitious with expectation set too high as the relevant IT systems had not been in place to deliver the strategy. Nevertheless, HR staff were committed and ready to move to the next phase of the improvement plan which focused on managers and the support and tools they required. It was also acknowledged that, whilst the Electronic Document Records Management System (EDRMS) had meant a new way of working for all Service staff, it had resulted in a more secure method of holding personal information.

Officers responded to members' questions confirming the successful use of EDRMS and future plans to utilise existing capacity in other IT systems. In terms of training the Service had a total of 35 members of staff who were trained on a fortnightly basis, with staff who were on leave or sick absence benefiting from a 'buddying scheme' to catch-up on any missed training. With respect to potential savings within the Service to contribute towards the Council's corporate efficiencies agenda, officers advised that potential savings options would be put to members at one of the programmed budget meetings.

Whilst the improvements made within the Service had the potential to reduce the residual risk score on the Corporate Risk Register, the Chief Executive and the HLHRDS indicated that they were content for the HR Framework to remain on the Register for the foreseeable future as this would guard against complacency. Councillor Barbara Smith, Lead Member for Modernising and Performance also advised that the HR Service featured as one of her priorities in the Corporate Plan.

The Committee congratulated the Service and the HRM on the improvements achieved to date and it was –

***RESOLVED*** that having considered the information provided on the progress made in addressing the risk identified in the Corporate Risk Register to ask that an information report be submitted to members in six months' time outlining the progress made in delivering the HR Improvement Plan and the actions identified and implemented following publication of the Internal Audit follow-up report.

At this juncture (10.45 a.m.) the committee adjourned for a refreshment break.

## **7 HEALTH AND SAFETY REPORTING**

The Corporate Information Manager submitted a report (previously circulated) providing an overview of the issues associated with the reporting of health and safety incidents and the actions being undertaken to address them. The report had been requested by the scrutiny committee following consideration of the Corporate Health and Safety Annual Report in May 2014. Whilst the original intention had been to invite the software provider (Civica) to attend the meeting it was subsequently considered more appropriate to review and then resolve the issues internally.

Some background information was provided regarding the development of the reporting system for health and safety incidents together the involvement of the Electronic Document Records Management System (EDRMS) Team; Corporate ICT, and Civica within that process. The Committee was informed of the actions



taken with a view to addressing the problems encountered with the categorisation of accident types on the Health and Safety section of the EDRM System, which resulted in high numbers of accidents classed as 'Other' and 'Not Applicable' being reported on the Services' regular statistical reports. This resulted in officers having to manually look at each record in order to identify trends or problems before they could start addressing them. Officers advised that Health and Safety, EDRMS and IT officers had worked closely since the Committee had raised concerns about the problem in May. The root of the problem had since been identified as the webform. The 'Other' and 'Not Applicable' categories would be removed from the form and additional fields would be included to enable detailed and definitive reporting. There would be some instances of 'Other' or 'Not Applicable' reporting occurring until such time as the enhanced system was fully operational and the entire reporting period commenced after the enhancement's full implementation. Reference was also made to a number of other system related issues and agreed actions to address them for completion by October 2014.

In response to questions the Senior Corporate Health and Safety Adviser confirmed that planned action to address the issues had been swift following the Committee's involvement and he was confident that the identified problems would be resolved satisfactorily and in a timely manner ensuring a system fit for purpose. The additional costs for improving and enhancing the EDRMS system would be financed from within the current EDRMS budget. The Committee considered the information presented and actions to ensure the provision of meaningful data in terms of recording health and safety incidents following which it was –

***RESOLVED*** to endorse the steps taken to date to identify the issues associated with the reporting of the health and safety incidents and the actions being undertaken to address them.

## **8 SCRUTINY WORK PROGRAMME**

The Scrutiny Coordinator submitted a report (previously circulated) seeking members' review of the committee's work programme and providing an update on relevant issues.

Councillor Arwel Roberts requested that the School Transport Policy be an item for future scrutiny and the Chief Executive reported upon areas of the policy currently under review. It was agreed that the draft new policy be presented to scrutiny before submission to Cabinet for approval. Members also noted the proposal that all future education items be considered by this committee.

The Scrutiny Coordinator updated members on the Adult and Social Care Services Task and Finish Group and the development of an options appraisal for future delivery. The Group would be meeting for the last time the following week in order to finalise their report. Members were also reminded of the proposal to establish an Affordable Housing Task and Finish Group to explore various matters relating to affordable housing. The Committee was asked to appoint a representative and substitute on the Group.

***RESOLVED*** that –

- (a) *the forward work programme as detailed in Appendix 1 to the report be approved, and*
- (b) *Councillors Colin Hughes and Geraint Lloyd-Williams be appointed the Committee's representative and substitute representative respectively on the Affordable Housing Task and Finish Group.*

## **9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

Committee representatives reported upon their attendance at meetings as follows –

Councillor Arwel Roberts reported upon a meeting with the Head of Children & Family Services and Lead Member for Social Care to discuss performance relating to holding child protection conferences which had been raised at the Committee's last meeting. He praised the work being carried out and was satisfied staff were doing an excellent job. The Scrutiny Coordinator drew members' attention to the Committee's information brief (previously circulated) which provided a statement from the Lead Member in which she explained that whilst striving to comply with performance indicators, there would be the odd occasion when it was more purposeful to delay slightly rather than proceed to conference without the participation of a key player. The Committee indicated they were satisfied with the explanation provided.

Councillor Gareth Sandilands reported that the Strategic Investment Group had met to discuss the Modernisation Education Programme with everything going according to plan.

Councillor Richard Davies confirmed his attendance at the Adult and Social Care Task and Finish Group (an update had been provided under the previous item).

***RESOLVED*** that the verbal reports from members attending meetings be noted.

The meeting concluded at 11.25 a.m.

|                             |                                                                      |
|-----------------------------|----------------------------------------------------------------------|
| <b>Report to:</b>           | <b>Performance Scrutiny Committee</b>                                |
| <b>Date of Meeting:</b>     | <b>2 October 2014</b>                                                |
| <b>Lead Member/Officer:</b> | <b>Lead Member for Education/Head of Education</b>                   |
| <b>Report Author:</b>       | <b>School Effectiveness Performance Officer -<br/>Secondary</b>      |
| <b>Title:</b>               | <b>Provisional External Examinations and Teacher<br/>Assessments</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 for KS4 and KS5.

**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.

**1. Verified Teacher Assessments Foundation Phase to KS 3**

**2. Foundation Phase**

2014 performance has improved to 86.1% compared 84.9% in 2013 for the Foundation Phase Indicator (FPI). Despite improving by 1.2% Denbighshire's rank position has dropped from 8<sup>th</sup> in 2013 to 9<sup>th</sup> in Wales.

However, apart from Language Literacy and Communication which dropped by 0.5% and from 6<sup>th</sup> to 14<sup>th</sup>, all measures were in the top 10 in Wales. In terms of the percentage of pupils achieving the FPI, this is the 3<sup>rd</sup> year of improvement.

**3. Key Stage 2**

All measures are top 10 performing except for Cymraeg, which dropped from 14<sup>th</sup> (88%) in 2013 to 18<sup>th</sup> (85.1%) in 2014, a difference of -2.9%. The Core

Subject Indicator (CSI) is the number of pupils achieving Level 4 in English/Welsh, maths and science. The percentage of pupils achieving the CSI at the end of KS2 has increased for the 5<sup>th</sup> consecutive year. However between 2013 (86.0%) and 2014(86.6%) the rate of decrease and rank position dropped from 9<sup>th</sup> to 10<sup>th</sup> in Wales.

Maths performance increased from 89.1% to 89.5% but dropped from position 5<sup>th</sup> to 9<sup>th</sup>. Science performance dipped from 92.3% in 2013 to 90.9% in 2014 and from 5<sup>th</sup> to 10<sup>th</sup> position in Wales. The area of focus for intervention is Cymraeg this year.

#### **4. Key Stage 3**

2014 performance improved significantly from 2013, with all measures in the top 10 and improved upon their 2013 percentages. Welsh Second Language is ranked 2<sup>nd</sup> (82.4%) in Wales from 16<sup>th</sup> (72.6%), an increase of almost 10% on 2013. CSI improved by 8.2%, and moved from 15<sup>th</sup> (75%) to 10<sup>th</sup> (83.2%).

There is also a significant increase in English (88.5%), Cymraeg (91.1%), maths (88.8%) and science (93.5%) compared to 2013, there has also been an increase in the number of pupils achieving the higher Levels 6 and 7 in 2014 in all core subjects.

#### **5. Unverified external examination results**

##### **Level 2/GCSE**

The Level 2 Threshold including English/ Cymraeg and maths has improved from 53.23% in 2013 to 55.4% in 2014. This places the LA third in North Wales behind Gwynedd and Flintshire and likely to be in the top 10 in Wales and above our benchmarked position subject to verification.

The Level 1 and 2 thresholds improved for the seventh consecutive year. The Level 2 Threshold (5 \*A-C or equivalent) has provisionally improved from 84.4% in 2013 to 88.6% in 2014. This is likely to place Denbighshire in the top three in Wales this year. The Level 1 Threshold has improved from 93.7% in 2013 to 95.0% in 2014.

The national trend in attainment in English declined to 58.0% (-1.6%) and Mathematics also declined 50.6% (-2.2%). In Denbighshire English has also declined from 64.2% in 2013 to 62.9%(-1.45) and mathematics has declined from 61.48% in 2013 to 59.9% in 2014 (-1.58). In Denbighshire the rate of decline was less than the Welsh average. Welsh 1<sup>st</sup> Language increased from 69.69% in 2013 to 72.7% in 2014. Nationally Welsh has increased by 1.1% in 2014, in Denbighshire it increased by 3.10% in 2014.

The Level 2 Threshold including E/W and M increased in all secondary schools except for Blessed Edward Jones Catholic High School and Rhyl High School. Denbigh High School and St.Brigid's School made the greatest improvement, both increasing by over 7%.

Most pupils in both special schools met their expected grades this summer. 7.1% of pupils at Ysgol Plas Brondyfryn achieved a A\*-C grade and 21.4% gained an A\*-G in maths. In addition 28% achieved a A\*-G in science. Most pupils in Ysgol Plas Brondyfryn and Ysgol Tir Morfa gained at least one vocational qualification.

There is a significant improvement in examination performance of Looked After Children (LAC) pupils compared to 2013. All LAC pupils except for one gained at least a Level 1 qualification and one pupil gained 10 GCSE A\*-C grades including an A\*. All pupils except for one gained at least a Level 1 GCSE grade in English or Welsh and maths. The majority of LAC pupils also gained a range of vocational qualifications at Level 2. One pupil is in sixth form pursuing A Levels and all the remaining LAC pupils are in college gaining vocational qualifications.

All results at key stage 4 are provisional, verified results will be available from in November and benchmarked data in December.

## **6. 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 2013 to 99% in 2014.

In addition to the A Level results, 99.4% students were awarded the Welsh Baccalaureate Qualification's Advanced Diploma in 2014, this is a 5% improvement on 2013.

The performance of students in the Rhyl 6<sup>th</sup> has improved this year with 91% students gaining the Level 3 Threshold and 95% achieved the Welsh Baccalaureate Qualification's Advanced Diploma. The Rhyl 6<sup>th</sup> results are not included in the local authority averages.

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

For the second year 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.

For the English reading test in 2014, Denbighshire achieved 82.7% which is below the Welsh average of 83.2% and places the local authority 14<sup>th</sup> in Wales. This has declined from 85.9% and 11<sup>th</sup> in Wales in 2013.

The LA is ranked 3<sup>rd</sup> in Wales for Cymraeg at 87.4% which is above the Welsh average of 84.4%. However this is a decline on 2013 (93.4%) when Denbighshire was placed 6<sup>th</sup> in Wales.

In the National Numeracy Procedural Test the LA is ranked 15<sup>th</sup> at 81.9% and

is below the Welsh average of 82.8%. In 2013 the schools achieved 85.4% and the LA was placed 8<sup>th</sup> in Wales. In the new Numeracy Reasoning test schools achieved 82.5% which is below the Welsh average of 82.2% and places the school 15<sup>th</sup> in Wales. This test was not sat in 2013.

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

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

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

N/A

**10. 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.**

Early indications show that boys and girls performed above the Welsh averages at all key stages and for the Level 2 Threshold including English/Welsh and Maths. At this time analysis of gender and Free School Meal (FSM) performance in the national literacy and numeracy tests has not taken place.

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

N/A

**12. Chief Finance Officer Statement**

N/A

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

There is detailed analysis for the reasons for underachievement and targeting support for underperforming schools from LA and GwE. The school classification process ensures underperforming and high risk schools are regularly monitored and are provided with additional support.

There will be a new regional programme to strengthen the moderation process for Teacher Assessments in 2015. This should ensure continuity and parity of Teacher Assessments across North Wales.

There is continued uncertainty of the continuation 14-19 Learning Pathways Grant and ESF 'Potensial' funding after 2014, which has successfully supported improvements at KS4.

**14. Power to make the Decision**

Scrutiny's powers with respect to reviewing performance and policy objective is outlined in Article 6.3.4(b) of the Council's Constitution.

**Contact Officer:**

Lead Education Officer – Secondary

Tel: 01824 708027

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| <b>Report to:</b>           | <b>Performance Scrutiny Committee</b>                               |
| <b>Date of Meeting:</b>     | <b>2 October 2014</b>                                               |
| <b>Lead Member/Officer:</b> | <b>Lead Member for Social Care (Adults and Children's Services)</b> |
| <b>Report Author:</b>       | <b>Head of Children and Family Services</b>                         |
| <b>Title:</b>               | <b>Looked After Children – Performance Indicators</b>               |

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

The report focusses on the health and social care indicators that appeared to be of concern in respect of the end of year performance statistics on looked after children as detailed in the Director of Social Services Annual Report and Wales Audit Office Annual Improvement letter.

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

To provide Members' with information regarding particular performance indicators, an explanation of the reason for the position on performance, and the steps as necessary to improve.

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

That Members comment and provide challenges on areas of concern.

## **4. Report details.**

There are a range of indicators in the Performance Measures for Looked After Children. Members in their earlier meeting were particularly concerned about three areas:

- Education
- Health Indicators in particular Health Assessments
- Looked After Children – Placement stability

The report on Education performance, External Examinations, incorporates information on looked after children so this report does not seek to address that.

In relation to the Health Assessments indicator, the level of performance has been of concern to the Service. There are two components to the concern. First the delays in getting medical reports from relevant medical practitioners, and second the availability of a Looked After Children (LAC) Nurse to provide ongoing support to the looked after children population.

In response to these concerns changes have been made via Betsi Cadwaladr University Health Board (BCU) to the provision of health assessments by allowing them to be undertaken by the wider range of health personnel. Secondly we have, since April 2014, had a full time LAC Nurse based from Brighton Road, Rhyl. Prior to that the role was shared between two part time nurses both based away from the Children's Services Offices.

In relation to stability of placements, the concern was about the children who have had three or more placement moves in a year. It is important to recognise that the indicator does not, at present, differentiate between positive moves e.g., to return to family, adoption etc, and when placements break down. In the year in question we set an intervention level at 10% and actually achieved 10.37%. This for Denbighshire was 17 children out of 164 Looked After Children.

In that year this included:

- One child who was in hospital
- Two children who were sentenced to a period in a Young Offender Institution
- Two children returned to their parents
- Three children who were placed with relatives

There were a small cohort, approximately 7 children where we found it difficult to find stable accommodation that would meet their needs, and they moved to a few placements before that could be achieved.

We monitor our performance through an internal panel mechanism. We have sought to enhance that further to minimise placement moves that are not in line with the child's plan. The indicator is regularly monitored through the year to ensure we seek to respond in a timely way to concerns.

These matters were the subject of extensive challenge through the Service Challenge Meeting which took place on the 12<sup>th</sup> September 2014.

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

The report relates to how we protect vulnerable children and look after them when it is not possible for them to be with their parents.

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

There are no direct cost implications as a result of this report.

## **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.**

The report relates to children but does not specifically propose any changes to the service or policy response to their needs.

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

This matter was subject of attention within the Service Challenge process on the 12<sup>th</sup> September 2014.

**9. Chief Finance Officer Statement**

The report does not propose any changes in respect of financial aspects or costs to the Council.

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

There are no specific risks in respect of this report.

**11. Power to make the Decision**

The Council's duties in respect of Looked After Children are dealt with under the Children Act 1989.

Article 6.3.4(b) outlines scrutiny's powers with respect to performance monitoring.

**Contact Officer:**

Head of Children and Family Services

Tel: 01824 706652

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| <b>Report To:</b>             | <b>Performance Scrutiny Committee</b>                                                                  |
| <b>Date of Meeting:</b>       | <b>2 October 2014</b>                                                                                  |
| <b>Lead Member / Officer:</b> | <b>Lead Member for Modernising and Performance/<br/>Head of Business Improvement and Modernisation</b> |
| <b>Report Author:</b>         | <b>Corporate Programme Manager</b>                                                                     |
| <b>Title:</b>                 | <b>2013/14 Annual Performance Review</b>                                                               |

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

- 1.1 The Council is required to publish an annual report of its performance by 31<sup>st</sup> October each year. This report is about the council's draft Annual Performance Review for 2013/14.

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

- 2.1 To enable Members to scrutinise the draft report, attached at Appendix 1, prior to a final draft being presented to Council on 7<sup>th</sup> October 2014.

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

The Committee is asked to comment on the draft report and, subject to any agreed changes, that the draft 2013/14 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 Deliver Document. The Council also has 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 2013-14, 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 3<sup>rd</sup> September, which gave us very little time to evaluate our comparative position and complete the draft report by 16<sup>th</sup> September.

**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 Improvement & Modernisation.

**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.

**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 Verto 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 has also taken place with the Senior Leadership Team (SLT). Any required changes resulting from consultation with Cabinet, 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.

- 11.2 Articles 6.1 and 6.3.4(b) sets out the Committee and scrutiny's powers with respect to performance management and monitoring.

**Contact Officer:** Corporate Programme Manager

Tel: 07827 311097

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# Annual Performance Report 2013-14

Corporate Plan / Project Register / Outcome  
Agreement / Statutory Performance Framework

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Page 25



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## LANGUAGE SIGNPOST

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To make comments and suggestions or for further information please contact:

By EMAIL: [corporate.improvement@denbighshire.gov.uk](mailto:corporate.improvement@denbighshire.gov.uk)

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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 2013/14 financial year.

2013/14 represented the second year of the council's Corporate Plan for 2012-17. It remains the most ambitious plan the council has ever had and there is continued commitment to delivering on the priorities it sets out, despite harsher financial settlements from the Welsh Government. The plan sets out our priorities for next three years, 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.

The council has continued to make progress with its priorities during 2013/14, making an important difference to the lives of people in our communities. However, there are still key areas that we have identified for improvement, and we will be working hard to address these.

Our services and elected members have worked hard to ensure that Denbighshire, once again, is the best performing council in Wales according to the indicators used by the Welsh Government to evaluate local government performance. In 2013/14, we performed in the top quarter of councils in Wales for 16 of 30 statutory indicators, which is more than any other council. We were also among the highest performing councils in Wales on a number of issues, such as special educational need statementing, adult protection referrals, and recycling. However, we have slipped behind in some of the indicators and we need to understand the reasons for this. Our aim is still 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.



**Dr Mohammed Mehmet, Chief Executive**

## INTRODUCTION

This report provides an overall assessment of the performance of Denbighshire County Council during 2013/14, 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 project register and progress in delivering key projects that support our corporate priorities.
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.

## 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 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, our “excellence” threshold is in line with the UK private sector because we feel that average sickness absence levels in Welsh councils are higher than we want Denbighshire’s to be.

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 better off. 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 2013/14.

## FINANCIAL INFORMATION

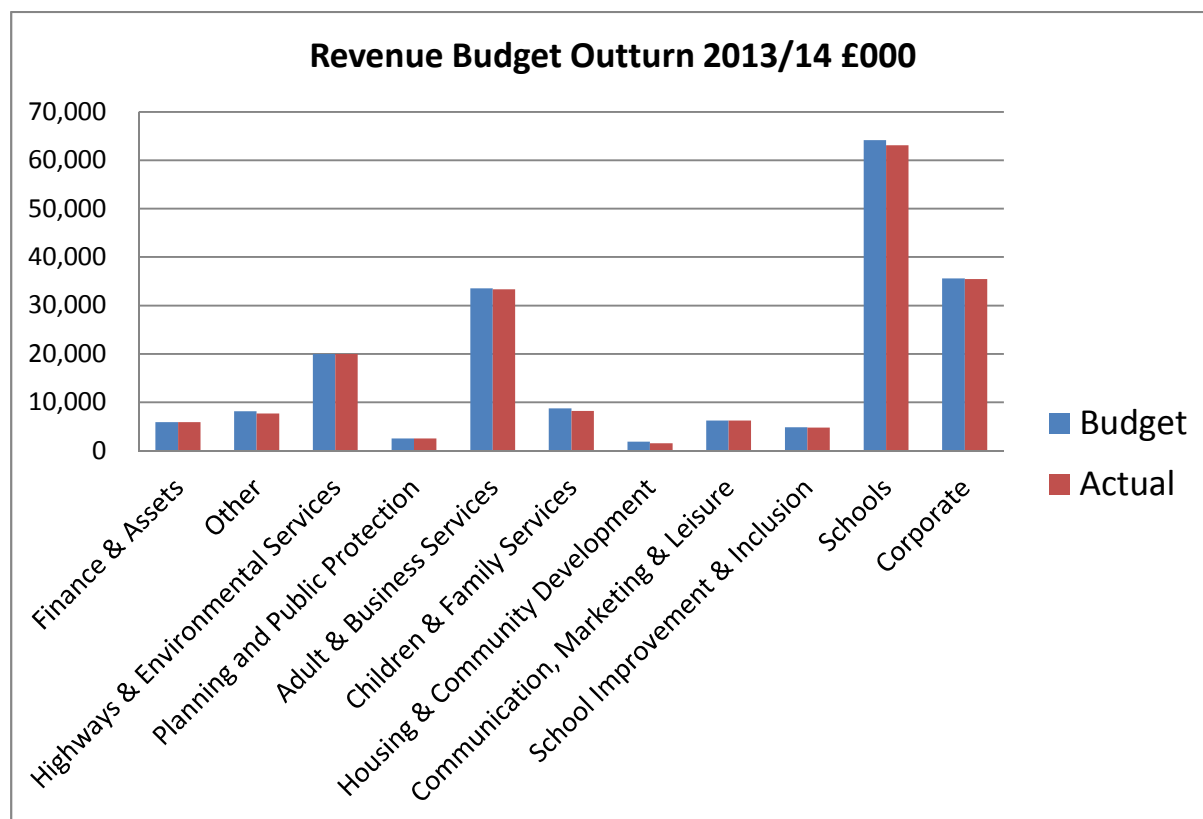
The council sets a revenue budget each year. This revenue budget covers the costs of the services the council provides, and is paid for by service users, Welsh Government Grants, Council Tax, and Business Rate payers. For 2013/14, the gross revenue budget was £268 million.

As part of the ongoing austerity measures, the funding available to Local Government was restricted and the Council had to identify £3.1m of savings to balance the budget.

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 was revised in 2014/15 to take account of known and likely reductions to the council’s budget settlement.

There will be significant reductions in the Council’s funding for future years with a 2014/15 savings target of £8.5m and £9m in each of the two following years.

The table below shows where the Council spends its money:



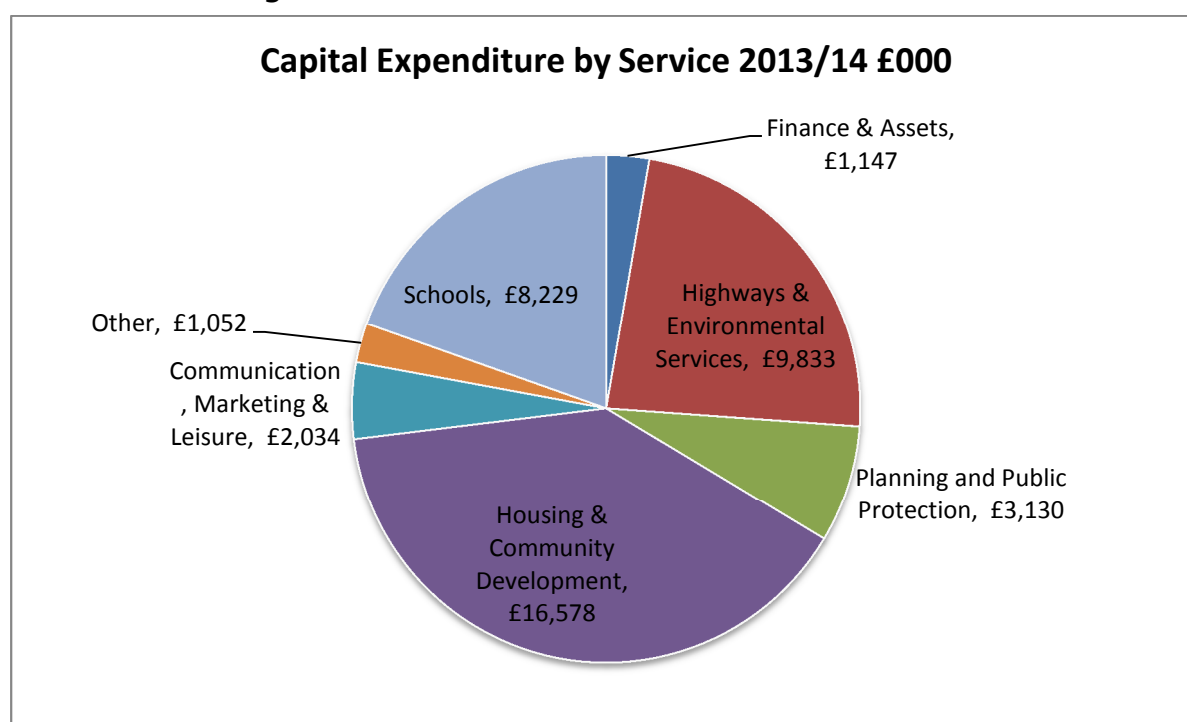
In 2013/14, we invested an additional £1m in our priorities, allocated as follows:

| Area                                         | £'000        |
|----------------------------------------------|--------------|
| <b>Modernising Education</b>                 | 200          |
| <b>Highways</b>                              | 100          |
| <b>Town Plans/Regeneration</b>               | 160          |
| <b>Modernising the Council</b>               | 140          |
| <b>Demographic Change/Extra Care Housing</b> | 400          |
| <b>Total</b>                                 | <b>1,000</b> |

By the end of the year, excluding schools delegated budgets, the council spent £1.8 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.

During 2012/13, the council agreed an ambitious Corporate Plan which aims to deliver investment of over £124 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 2013/14 we contributed additional cash resources of £5.2 million towards the Corporate Plan.

Capital investment in council assets amounted to over £42 million in 2013/14, which included £6.5 million spent on improvements to the council's housing stock.



## PERFORMANCE REVIEW

### **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.

### **Project Register**

The Project Register is a record of current projects being delivered by the council that support our corporate priorities. This report will outline our progress against delivering these in 2013/14.

### **Outcome Agreement**

Like all councils in Wales, we developed a set of five outcomes within our Outcome Agreement 2013-16 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, 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 2013/14.

## THE CORPORATE PLAN

This is the summary position for each Outcome in the Corporate Plan at 31 March 2014. The overall evaluation for each Outcome has been determined by taking account of the indicators, performance measures, and improvement activity.

### DEVELOPING THE LOCAL ECONOMY

|                           |                          |
|---------------------------|--------------------------|
| <a href="#">Outcome 1</a> | PRIORITY FOR IMPROVEMENT |
| <a href="#">Outcome 2</a> | UNKNOWN                  |
| <a href="#">Outcome 3</a> | UNKNOWN                  |
| <a href="#">Outcome 4</a> | ACCEPTABLE               |
| <a href="#">Outcome 5</a> | ACCEPTABLE               |
| <a href="#">Outcome 6</a> | GOOD                     |

### IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

|                           |            |
|---------------------------|------------|
| <a href="#">Outcome 7</a> | ACCEPTABLE |
|---------------------------|------------|

### IMPROVING OUR ROADS

|                           |      |
|---------------------------|------|
| <a href="#">Outcome 8</a> | GOOD |
|---------------------------|------|

### VULNERABLE PEOPLE ARE PROTECTED & ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

|                            |      |
|----------------------------|------|
| <a href="#">Outcome 9</a>  | GOOD |
| <a href="#">Outcome 10</a> | GOOD |

### CLEAN AND TIDY STREETS

|                            |           |
|----------------------------|-----------|
| <a href="#">Outcome 11</a> | EXCELLENT |
|----------------------------|-----------|

### ENSURING ACCESS TO GOOD QUALITY HOUSING

|                            |            |
|----------------------------|------------|
| <a href="#">Outcome 12</a> | ACCEPTABLE |
|----------------------------|------------|

### MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

|                            |            |
|----------------------------|------------|
| <a href="#">Outcome 13</a> | GOOD       |
| <a href="#">Outcome 14</a> | ACCEPTABLE |

## LOCAL ECONOMY HEADLINE INDICATORS

All of the work involved with delivering the six outcomes within this priority should have a positive influence on the following, overarching indicators that demonstrate the success of the Economic and Community Ambition (ECA) programme overall.

The survival rate of new enterprises in Denbighshire is Red, Priority for Improvement (especially after three years). Work under Outcome 2 to better support and connect businesses is underway, and should provide strategic direction for improving our contribution to the success of local businesses in the long term.

### DENBIGHSHIRE HAS HIGH EMPLOYMENT AND GOOD INCOME

|                                        |                          |
|----------------------------------------|--------------------------|
| % Job Seekers Allowance claimant count | ▲ 3.30<br>(1,872 people) |
| Median Household Income (£)            | (2013) 22,703            |

### BUSINESSES DEVELOP AND GROW

|                                                |              |
|------------------------------------------------|--------------|
| The count of births of new enterprises         | — (2012) 280 |
| 1 year survival rate of new enterprises        | ▲ 91.1%      |
| 3 year survival rate of new enterprises        | ▼ 52.6%      |
| Turnover of Denbighshire based businesses (£m) | (2013) 2,100 |

## OUTCOME 1

**Infrastructure for Growth**

## SUMMARY

The overall position for this outcome is Red: Priority for Improvement. This is based on two facts: 1) the indicators that we can measure presently have a mainly Red status, and 2) we are awaiting results from our Business Survey in order to gauge how far our infrastructure supports the business community. Although the activities are progressing well, their impact is yet to be felt.

The indicators relating to transport have been removed, as the ECA Board has no plans for additional projects to improve Denbighshire's position in relation to transport.

The Ofcom overall broadband ranking, which was last updated in October 2013 is, effectively, a score of 3 out of 5 (where '1' = good performance), based on four criteria. The availability of superfast broadband is poor, while the overall take-up of broadband is quite good. However, progress is being made. The BT Superfast Cymru project has now rolled out superfast broadband to communities served from the Corwen exchange. The future focus for the Digital Denbighshire project will be predominantly on encouraging businesses to take up the opportunities presented by superfast broadband.

The indicators relating to our business Land and Premises are new. The Council conducts employment land reviews on an annual basis, which monitor the development of land with regard to progress in planning terms (copies of the annual review report are available from the Planning department). Indicators relating to employment land are 0%, and refer to new sites or additional land allocated in the Denbighshire Local Development Plan 2006 – 2021 (LDP, p42). "The % of employment land that has been developed" refers to land that has been developed and completed in line with a valid planning permission. "The % of employment land that is ready to be developed" refers to land which has been granted planning permission. Both indicators are nil returns because no planning application has been received on these sites, so no development has been completed. These indicators are dependent on investors taking up land and applying for planning permission.

However, positive intervention through the council's Commercial Sites group could help to bring some of these sites forward. In addition, a planning

permission for Bodelwyddan Key Strategic Site is currently under consideration; this allocation includes 26 hectares of employment land.

Some of the activity originally outlined for this Outcome is no longer under the remit of the ECA Board, which steers progress under this priority.

The first activity that has been stopped is, “Identify transport infrastructure that risks limiting local economic development”. The Board has prioritised land, premises and digital infrastructure over transport, but it should be noted that transport issues are being discussed at a regional level.

For similar reasons the activity around development of a business case for electrification of the rail line has been withdrawn by Denbighshire’s ECA Board. This is because the business case is being co-ordinated overall by Welsh Government (WG). At a regional level, the North Wales Economic Ambition Board is contributing to the business case by analysing the potential economic growth and social benefit of rail modernisation. Early work suggests that economic benefit from investment in more modern rail services (including electrification) could be significant, but the full report to the Ministerial Taskforce on Transport for North Wales (which will also look at the potential offered by other strategic transport interventions) is due in December 2014. This work will be collated by WG and will be considered as they develop the National Transport Plan.

Activity around “Creating cross-sector online access point promoting business land and premises” is now due to start in June 2014, when resource will be available. It should be noted that the activity to promote inward investment (currently under Outcome 6, Well-Promoted Denbighshire) has been combined with this because the same tool will be used to achieve both objectives.

The scope of the activity “Public agency industrial/commercial property review and development plan” has been reduced so that now it will only focus on a Denbighshire commercial property review and development plan. It’s felt that there’s much work to be done on Denbighshire’s own property portfolio before examining the portfolio of other agencies.

[KEY](#)

INDICATORS

TRANSPORT

|                                                                           |           |
|---------------------------------------------------------------------------|-----------|
| % of businesses who report travel difficulties as a barrier for employees | WITHDRAWN |
|---------------------------------------------------------------------------|-----------|



|                                                                           |                   |
|---------------------------------------------------------------------------|-------------------|
| % of businesses who report travel difficulties as a barrier for customers | WITHDRAWN         |
| % of businesses who report travel difficulties as a barrier for suppliers | WITHDRAWN         |
| % of businesses who report selling goods and services to a wider area     | N/A until 2014/15 |

## DIGITAL AND MOBILE

|                                                                              |                   |
|------------------------------------------------------------------------------|-------------------|
| Ofcom five point ranking for overall broadband performance                   | ▲ (2013) 3        |
| Ofcom rank for premises that receive no reliable signal (3G)                 | — (2013) 5        |
| Ofcom rank for premises that receive no reliable signal (4G)                 | N/A until 2014/15 |
| % of businesses who report internet use to sell or source goods and services | N/A until 2014/15 |

## LAND AND PREMISES

|                                                    |   |
|----------------------------------------------------|---|
| % of employment land that has been developed       | 0 |
| % of employment land that is ready to be developed | 0 |

## IMPROVEMENT ACTIVITY

|                                                                                  |           |
|----------------------------------------------------------------------------------|-----------|
| Identify transport infrastructure that risks limiting local economic development | WITHDRAWN |
| Lead the case for modernisation/electrification of rail services in North Wales  | WITHDRAWN |
| Develop a 'Digital Denbighshire' Plan                                            | YELLOW    |
| Create cross-sector online access point promoting business land and premises     | POSTPONED |
| Identify constraints and opportunities for strategic development sites           | GREEN     |
| Public agency industrial/commercial property review and development plan         | YELLOW    |

## OUTCOME 2

### Supported and Connected Businesses

#### SUMMARY

The overall position for this outcome is Unknown. A judgement cannot be made as results from the Business Survey (which form most of the Indicators) are currently unavailable. It is anticipated that results will be available by the end of Quarter 2 (September) 2014/15.

There was an Open For Business event held in early April, with the purpose of engaging with businesses. This well-attended event was considered successful and useful by the businesses in attendance.

A proposal for capturing community and social benefits under the Procurement heading is due at the ECA Board in November 2014. This activity will feature in performance reports covering 2014/15. It should be noted that wider work on the procurement strategy is well underway already: the first phase is about strengthening arrangements in-house, which will make it easier for local businesses to engage with us; while phase two is about developing and monitoring contracts that feature community benefits, and also developing local suppliers so that they are better placed to bid for local authority contracts.

The activity to “Guide and assist development of business advice & support partnership” has been merged with the project under Outcome 6 regarding inward investment, and has been further refined. We are no longer aiming for a full blown partnership but are instead working with other agencies to streamline and make more straightforward the way businesses access the services. We have recently purchased a CRM system, Evolutive (to be implemented shortly), which is widely used in the Economic Development and Inward Investment sector, and we’re working at a regional level to share best practise and adopt common approaches. Contact has also been made with WG to improve Denbighshire's profile.

A project brief in support of the activity, “Embed effective county business networking and B2B mentoring” is now due in March 2015.

#### [KEY](#)

#### INDICATORS

#### BUSINESS SUPPORT

|                                                                                  |                   |
|----------------------------------------------------------------------------------|-------------------|
| No. of businesses that access business advice & support services during the year | N/A until 2014/15 |
| % of businesses who were satisfied with the quality of advice & support          | N/A until 2014/15 |
| % of businesses reporting that the right advice & support was easy to access     | N/A until 2014/15 |

#### LOCAL BUSINESS CONNECTIONS

|                                                                     |                   |
|---------------------------------------------------------------------|-------------------|
| % of businesses who report that they are part of a business network | N/A until 2014/15 |
| % of businesses who report some benefit from their business network | N/A until 2014/15 |

#### DCC PROCUREMENT AND LOCAL IMPACT

|                                                              |                                       |
|--------------------------------------------------------------|---------------------------------------|
| £ value of procurement contracts awarded to local businesses | £47,072,401                           |
| Local procurement as a % of total procurement                | ▲ 31.3%                               |
| % of agreed community and social benefit clauses that are:   |                                       |
| a. fully achieved                                            | Means of data capture to be developed |
| b. partially achieved                                        | Means of data capture to be developed |

#### IMPROVEMENT ACTIVITY

|                                                                       |           |
|-----------------------------------------------------------------------|-----------|
| Guide and assist development of business advice & support partnership | WITHDRAWN |
| Ensure regulatory services adopt a more business-friendly approach    | GREEN     |
| Embed effective county business networking and B2B mentoring          | POSTPONED |
| Plan effective strategic engagement with the business community       | GREEN     |

## OUTCOME 3

**Opportunities for growth**

## SUMMARY

The overall position for this outcome is Unknown, as too little information is available on which to base a judgement.

There have been changes to the set of Indicators under the heading, "Growth Opportunities". Originally itemising sectors such as Creative Industries, we now understand two things: 1) this might not be a growth sector, and 2) data does not exist in support of it. Instead, some research will be undertaken to identify the growth sectors for Denbighshire, and also identify means of collecting data in support of tracking their progress. Under this heading, we will be tracking the number of new businesses in the Growth Sectors, and the number of residents employed in Growth Sectors (as commuting out-of-county is likely).

The section of indicators relating to Social Enterprises has been removed. This is because the ECA Board has decided not to segregate this type of business from others. Also, the Board suggests that Denbighshire Voluntary Services Council (DVSC) is better placed to support the sector in future.

The activity, "Further exploit the potential of OpTiC & promote St Asaph Business Park" was briefly postponed but a project brief is due before the ECA Board in June 2014. Postponement has been due to the fact that finite resources necessitate staggered delivery of our projects. This is why the Economic & Community Ambition strategy is likely to be a ten-year one.

Establishment of a strategic relationship with the agricultural sector is an activity that has been postponed and will be reviewed in 2016/17, again due to competing priorities and resource allocation.

[KEY](#)

## INDICATORS

## TOURISM

|                                                          |               |
|----------------------------------------------------------|---------------|
| Total revenue derived from tourism (£m)                  | ▲ (2013) 339  |
| No. of people employed in tourism sector in Denbighshire | ▲ (2013) 5302 |
| No. of residents in accommodation & food services        | WITHDRAWN     |

|        |  |
|--------|--|
| sector |  |
|--------|--|

**GROWTH OPPORTUNITIES**

|                                                             |                  |
|-------------------------------------------------------------|------------------|
| No. of new business in Growth Sectors                       | Data Development |
| No. of Denbighshire residents employed in Growth Sectors    | Data Development |
| No. of businesses in production sector                      | WITHDRAWN        |
| No. of businesses in the creative industries sector         | WITHDRAWN        |
| No. of residents employed in the manufacturing sector       | WITHDRAWN        |
| No. of residents employed in the energy & water sector      | WITHDRAWN        |
| No. of residents employed in the agriculture sector         | WITHDRAWN        |
| No. of residents employed in the creative industries sector | WITHDRAWN        |

**SOCIAL ENTERPRISE**

|                                                                |           |
|----------------------------------------------------------------|-----------|
| The count of births of new social enterprises                  | WITHDRAWN |
| The one year survival rate for new social enterprises          | WITHDRAWN |
| The three year survival rate for new social enterprises        | WITHDRAWN |
| The number of jobs created within the social enterprise sector | WITHDRAWN |

**IMPROVEMENT ACTIVITY**

|                                                                              |           |
|------------------------------------------------------------------------------|-----------|
| Further exploit the potential of OpTiC & promote St Asaph business park      | YELLOW    |
| Map regional growth locations to identify supply chain and job opportunities | GREEN     |
| Business case and implementation plan for Coastal leisure facilities         | YELLOW    |
| Develop an Events Strategy, integrating major and local events               | GREEN     |
| Establish a strategic relationship with the agricultural sector              | POSTPONED |

## OUTCOME 4

**High quality skilled workforce**

## SUMMARY

The overall position for this outcome is Orange: Acceptable. Priorities are to see an increase in the qualification levels for a higher proportion of our residents (which might be achieved by improving the county's job market to attract/retain well-qualified residents); to reduce the number of Year 11 school leavers not in employment, education or training; and to reduce the number of young people claiming Job Seekers' Allowance.

In relation to NEETs, the Education service has looked into the figure supplied by Careers Wales, and there are no obvious trends. We will be meeting with Careers Wales to interrogate the data further, and will make this a priority.

Data for indicators beneath the Advanced Skills for Growth section will be available by September 2014, once the Denbighshire Business Confidence Survey (currently being conducted) is complete.

Four of the activities have been postponed, subject to a review of the section. To date, the key early priorities are about identifying the advanced skills that are needed for growth, with a particular focus on encouraging uptake of (and attainment in) STEM subjects (Science, Technology, Engineering, and Mathematics) and Careers advice to young people. Once we are clearer about the skills that are required we will identify specific improvement actions.

[KEY](#)

## INDICATORS

## SKILLS FOR WORK AND LIFE

|                                                                          |               |
|--------------------------------------------------------------------------|---------------|
| % of the working age population with no qualifications                   | ▼ (2013) 10.2 |
| % of the working age population with qualifications of level 2 and above | ▲ (2013) 72.4 |
| % of the working age population with qualifications of level 4 and above | ▲ (2013) 31.1 |

## CONNECTING PEOPLE WITH JOBS

|                                                                              |                                  |
|------------------------------------------------------------------------------|----------------------------------|
| % of year 11 school leavers not in employment, education, or training (NEET) | ▼ (AY - 2013)<br>4.1 (53 people) |
| % of the working age population claiming Job Seeker's Allowance (JSA)        | ▲ (Mar 2014)<br>3.30             |
| % of the population aged 18 to 24 claiming JSA                               | — (Mar 2014)<br>7.3              |

## ADVANCED SKILLS FOR GROWTH

|                                                                             |                   |
|-----------------------------------------------------------------------------|-------------------|
| % of businesses reporting unfilled vacancies due to unsuitable applicants   | N/A until 2014/15 |
| % of businesses reporting difficulty recruiting staff with the right skills | N/A until 2014/15 |

## ENTERPRISE AND ENTREPRENEURSHIP

|                                                                  |             |
|------------------------------------------------------------------|-------------|
| % of people of working age in Denbighshire who are self employed | ▲ (2013) 13 |
|------------------------------------------------------------------|-------------|

## IMPROVEMENT ACTIVITY

|                                                                      |           |
|----------------------------------------------------------------------|-----------|
| Review current programmes to support skills development              | YELLOW    |
| Ensure our priorities are in the North Wales Skills Development Plan | YELLOW    |
| Support and challenge Careers Wales to improve school career advice  | POSTPONED |
| Improve the availability and quality of apprenticeship opportunities | POSTPONED |
| Develop a county wide Job Brokerage scheme                           | POSTPONED |
| Review & evaluate how enterprise and entrepreneurship are promoted   | POSTPONED |

## OUTCOME 5

## Vibrant towns and communities

## SUMMARY

The overall position for this outcome is Orange: Acceptable. While some of the indicators are performing at a Good or Excellent level, deprivation in some of our areas is a key issue. New data from the Wales Index of Multiple Deprivation (WIMD) will be available later in 2014, but we know that unemployment and low income are still issues for Rhyl West in particular, which has not recovered the way other areas (including other deprived areas) in Wales have. It's likely that Rhyl Going Forward will need to focus not just on completion of the big infrastructure projects but also increasingly on how we derive maximum benefit from them in terms of improving employment and income levels.

Data on the indicator relating to rural business confidence forms part of the results from the aforementioned Denbighshire Business Confidence Survey (results available by September 2014). For both this indicator and the one relating to rural levels of JSA claimants, Rural has been taken to mean all areas except for Rhyl and Prestatyn.

The activity to develop an initiative for all empty shops has been postponed until sometime in the financial year 2015/16, pending a Town Centre Growth & Diversification Plan, which is due to be started in July 2014.

With regard to the activity to, "Deliver priority projects within the Rhyl Going Forward (RGF) work streams", this activity will now be monitored by the RGF Board alone. There was no need for additional oversight from the ECA Board. Likewise, it's suggested that the activity to support North Denbighshire Communities First Clusters is also overseen by the RGF Board.

[KEY](#)

## INDICATORS

## TOWN CENTRES AND HIGH STREETS OF THE FUTURE

|                                                                      |                               |
|----------------------------------------------------------------------|-------------------------------|
| % of vacant town centre premises (Denbighshire average)              | ▲ (2013) 9.75<br>(133 vacant) |
| % of residents reporting overall satisfaction with their town centre | (2013) 62.6                   |
| % of town residents reporting overall satisfaction with              | (2013) 86.0                   |



|                                                                      |                   |
|----------------------------------------------------------------------|-------------------|
| their local area                                                     |                   |
| % of town centre businesses reporting confidence in future prospects | N/A until 2014/15 |

#### TACKLING DEPRIVATION AND POVERTY, PARTICULARLY IN PARTS OF RHYL AND UPPER DENBIGH

|                                                                                                             |           |
|-------------------------------------------------------------------------------------------------------------|-----------|
| % of neighbourhoods (lower layer super output areas) that fall into the 10% most deprived in Wales          | (2011) 10 |
| No. of neighbourhoods (lower layer super output areas) with a claimant count (%) greater than Great Britain | (2011) 18 |
| No. of LSOA with a median household income below Wales                                                      | (2011) 32 |

#### RURAL DENBIGHSHIRE

|                                                                           |                       |
|---------------------------------------------------------------------------|-----------------------|
| % of the rural working age population claiming Job Seekers Allowance      | 1.75%<br>(604 people) |
| % of rural residents reporting overall satisfaction with their local area | (2013) 89.7           |
| % of rural businesses reporting confidence in their future prospects      | N/A until 2014/15     |

#### IMPROVEMENT ACTIVITY

|                                                                             |           |
|-----------------------------------------------------------------------------|-----------|
| Develop initiatives for empty shops                                         | POSTPONED |
| Review parking/traffic management in all towns to support economic growth   | YELLOW    |
| Deliver priority projects within the Rhyl Going Forward work streams        | YELLOW    |
| Support North Denbighshire Communities First Cluster to address deprivation | GREEN     |
| Develop a county wide approach to tackling deprivation and poverty          | YELLOW    |

## OUTCOME 6

## Well-promoted Denbighshire

## SUMMARY

The overall position for this Outcome is Yellow: Good. Although there are two indicators that are classed as Excellent, we need further data before we can be confident that the overall position is Excellent.

Two indicators have been removed because, on reflection, they were not deemed to be reliable indicators of a 'well-promoted Denbighshire'.

The activity to "Undertake market research to better understand target markets and audiences" was postponed for a short period, but a project brief is due to go before June's ECA Board.

We referred to "Ensure a seamless response to Inward Investment enquiries" under Outcome 2. Town & Area Plans are currently subject to a full review that will help guide their next stage of development. Cabinet commissioned the review following consideration of the latest wave of Town & Area Plans and concerns that perhaps the Plans were not sufficiently focused or delivering impact.

[KEY](#)

## INDICATORS

## DENBIGHSHIRE IS RECOGNISED AS A GREAT PLACE TO LIVE

|                                                                          |               |
|--------------------------------------------------------------------------|---------------|
| % of residents satisfied with their area as a place to live              | ▼ (2013) 84.7 |
| % of residents reporting they are likely to move out in the next 5 years | ▼ (2013) 17.9 |
| Number of house sales                                                    | WITHDRAWN     |
| Number of housing new build completions                                  | WITHDRAWN     |

## DENBIGHSHIRE IS RECOGNISED AS A GREAT PLACE TO VISIT

|                    |                       |
|--------------------|-----------------------|
| Number of visitors | ▲ (2013)<br>5,355,400 |
|--------------------|-----------------------|

IMPROVEMENT ACTIVITY

|                                                                             |           |
|-----------------------------------------------------------------------------|-----------|
| Undertake market research to better understand target markets and audiences | POSTPONED |
| Destination Management Plan & the Destination Denbighshire Partnership      | GREEN     |
| Ensure a seamless response to Inward Investment enquiries                   | POSTPONED |
| Embed Town & Area Plans across services, with partners and in communities   | POSTPONED |
| Develop and implement coordinated approach to tackling eyesore sites        | GREEN     |

## OUTCOME 7

### Students achieve their potential

#### SUMMARY

We are using a higher benchmark for Excellence for the educational attainment where Green/Excellent is the best in Wales. The overall position for this outcome is Orange: Acceptable. The percentage of pupils that leave without an approved qualification; the percentage of pupils achieving the level 2 threshold, including English/Welsh & maths; the percentage of pupils who achieve the Core Subject Indicator at Key Stage 4; and the percentage of pupil attendance in Secondary school are currently a Priority for Improvement. One of the performance measures is currently classed as a Priority for Improvement due to a small increase in the number of deficit places in primary schools.

#### [KEY](#)

#### INDICATORS

|                                                                              |                     |
|------------------------------------------------------------------------------|---------------------|
| % of all pupils that leave without an approved qualification                 | ▲ (FY-2014)<br>0.24 |
| % of pupils who achieve the Core Subject Indicator at Key Stage 2            | ▲ (AY-2013)<br>86.0 |
| % of pupils who achieve the Core Subject Indicator at Key Stage 4            | ▼ (AY-2013)<br>49   |
| Average Capped Points Score for pupils at Key Stage 4                        | ▲ (AY-2013)<br>345  |
| % of pupils achieving the level 2 threshold, including English/Welsh & maths | ▼ (AY-2013)<br>53.4 |
| % of pupils achieving the level 2 threshold or vocational equivalents        | ▲ (AY-2013)<br>85.7 |
| % of pupil attendance in primary schools                                     | ▼ (AY-2013)<br>94.3 |
| % of pupil attendance in secondary schools                                   | ▼ (AY-2013)<br>92.4 |
| Average number of school days lost per fixed-term exclusion                  | ▲ (AY-2013)<br>1.9  |

|                                 |                    |
|---------------------------------|--------------------|
| Number of fixed-term exclusions | ▲ (AY-2013)<br>555 |
|---------------------------------|--------------------|

**PERFORMANCE MEASURES**

|                                                               |                      |
|---------------------------------------------------------------|----------------------|
| No. of surplus places as a % of total primary school places   | ▲ (AY-2014)<br>12.95 |
| No. of surplus places as a % of total secondary school places | ▼ (AY-2014)<br>17.89 |
| No. of deficit places as a % of total primary school places   | ▼ (AY-2014)<br>1.22  |
| No. of deficit places as a % of total secondary school places | — (AY-2014)<br>0.00  |
| No. of primary school places provided by mobile classrooms    | ▲ (AY-2014)<br>527   |
| No. of secondary school places provided by mobile classrooms  | ▲ (AY-2014)<br>566   |

**IMPROVEMENT ACTIVITY**

|                                                                                |        |
|--------------------------------------------------------------------------------|--------|
| Bodnant Community School - Extension and remodelling                           | YELLOW |
| Mentoring programme to support year 11 students                                | GREEN  |
| Programme to facilitate the delivery of the Literacy Numeracy Framework        | GREEN  |
| Funding for 21st Century Schools Programme and Modernising Education           | GREEN  |
| Re-structure framework and delivery arrangements of strategic priorities       | YELLOW |
| Review current cluster arrangements                                            | YELLOW |
| Review current provision for students who access the Behaviour Support Service | YELLOW |
| Develop and implement an anti-bullying policy                                  | GREEN  |
| Rhyl High School - New building                                                | YELLOW |
| Programme to reduce the reliance on mobile accommodation                       | YELLOW |
| To establish the Modernising Education Programme Board                         | GREEN  |

|                                                                          |        |
|--------------------------------------------------------------------------|--------|
| Review approach to planned and reactive maintenance works within schools | YELLOW |
| Ysgol Bro Dyfrdwy - Building works for the new area school               | GREEN  |
| Ysgol Dyffryn Ial - Llandegla extension                                  | GREEN  |
| Ysgol Glan Clwyd - Extension and remodelling                             | GREEN  |
| Ysgol Twm o'r Nant - Refurbish and remodel                               | ORANGE |
| Ysgol y Llys - Extension and remodel                                     | GREEN  |
| Governor's Wales Quality Mark                                            | ORANGE |
| Faith-Based Review: Consultation                                         | YELLOW |

## OUTCOME 8

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

## SUMMARY

We compare our position for the road condition indicators with a group of similar rural local authority areas in Wales. Overall, the current position for this outcome is Yellow: Good. Our B roads are still considered a Priority for Improvement, despite seeing improvement, and satisfaction with the quality of our C roads is also low. The percentage of drop-kerb routes in place continues to be a Priority for Improvement; however, the Service has now identified each of the priority routes and through 2014-15 will be carrying out audits to identify gaps in provision and rectify any shortcomings. The percentage of damaged roads and pavements made safe within target time is also a Priority for Improvement.

Please note that the percentage of road condition defects (CRM queries) resolved within timescale has been withdrawn from the measures for this outcome due to issues with extracting data from the Customer Relationship Management System (CRM). The council has created a business case for a new CRM system.

[KEY](#)

## SURVEY INDICATORS

|                                                                |                   |
|----------------------------------------------------------------|-------------------|
| Residents Survey, % satisfaction with:                         |                   |
| Maintaining main roads in good condition                       | ▲ (2013) 64.9     |
| Maintaining streets in towns & villages in good condition      | ▼ (2013) 61.9     |
| Maintaining rural roads in good condition                      | (2013) 48.8       |
| City, Town & Community Councillor Survey, % satisfaction with: |                   |
| Maintaining main roads in good condition                       | N/A until 2014/15 |
| Maintaining streets in towns & villages in good condition      | N/A until 2014/15 |
| Maintaining rural roads in good condition                      | N/A until 2014/15 |

INDICATORS

|                                                                 |                |
|-----------------------------------------------------------------|----------------|
| % of A, B & C roads that are in overall poor condition          | ▲ (2014) 9.60  |
| % of principal A roads that are in overall poor condition       | ▲ (2014) 3.70  |
| % of non-principal/classified B roads in overall poor condition | ▲ (2014) 8.80  |
| % of non-principal/classified C roads in overall poor condition | ▼ (2014) 14.50 |

PERFORMANCE MEASURES

|                                                                        |                |
|------------------------------------------------------------------------|----------------|
| % structural maintenance spend spent on planned structural maintenance | ▲ (2014) 96.0  |
| % timeliness of category C (Final) Street Works inspections            | ▲ (2014) 10.28 |
| % of damaged roads and pavements made safe within target time          | ▼ (2014) 81.7  |
| % of road condition defects (CRM queries) resolved within timescale    | WITHDRAWN      |
| % of key routes where a drop-kerb route is in place                    | — (2014) 0     |
| % of planned Highways Capital Maintenance Programme achieved           | ▲ (2014) 90.3  |
| No of successful claims during the year (road condition)               | ▼ (2014) 3.00  |

IMPROVEMENT ACTIVITY

|                                                      |        |
|------------------------------------------------------|--------|
| Road Resurfacing                                     | ORANGE |
| Microasphalt                                         | GREEN  |
| Surface Dressing                                     | GREEN  |
| Pedestrian Safety Improvements                       | GREEN  |
| A525 Elwy Bridge                                     | GREEN  |
| A548 Foryd Bridge                                    | GREEN  |
| Dropped Kerbs Project                                | GREEN  |
| Review of preparations - Highways Winter Maintenance | GREEN  |
| Review parking charges                               | GREEN  |
| Develop Minor Works framework                        | GREEN  |



## OUTCOME 9

### Vulnerable people are able to live as independently as possible

#### SUMMARY

The overall position for this outcome is Yellow: Good. On the whole the council is successfully enabling vulnerable people to live independently in Denbighshire. The only concern within this outcome is the proportion of the adult population who are unable to live independently.

Traditionally Denbighshire has always had a very high rate of adults living in residential care compared to other authorities in Wales, and we have been working for many years to reduce it. However, it was always acknowledged that it would take time to bring the rate down. Our ambition for this Corporate Plan is to reduce the number of adults in residential care by 200 by 2017, from 815 to 615. At 31st March 2014, we had reduced the number by 106 to 709, which shows that significant progress has been made. However, Denbighshire still has a higher rate of adults in residential care than most other councils in Wales, which is why the indicator is still showing as red.

#### [KEY](#)

#### INDICATORS

|                                                         |               |
|---------------------------------------------------------|---------------|
| % of the adult population who live independently        | ▼ (2014) 94.7 |
| % of the adult population who cannot live independently | ▼ (2014) 0.95 |

#### PERFORMANCE MEASURES

|                                                                             |               |
|-----------------------------------------------------------------------------|---------------|
| % of people who live independently with modern supportive options           | ▲ (2014) 68.2 |
| % of people who live independently with traditional care options            | ▲ (2014) 31.8 |
| Rate of delayed transfers of care for social care reasons                   | ▲ (2014) 0.54 |
| % of adult clients who do not need social care service following reablement | ▲ (2014) 77.0 |
| Average number of days taken to deliver a Disabled Facilities Grant         | ▼ (2014) 187  |
| The number of new placements of adults whom the                             | ▼ (2014) 148  |

|                                                         |               |
|---------------------------------------------------------|---------------|
| authority supports in care homes (65+)                  |               |
| No. of service users in receipt of assistive technology | ▲ (2014) 1550 |

IMPROVEMENT ACTIVITY

|                                               |       |
|-----------------------------------------------|-------|
| Direct Payments Scheme                        | GREEN |
| Additional Reablement Capacity (£100k)        | GREEN |
| Carers Plan                                   | GREEN |
| Feasibility Study: Extra Care Housing Options | GREEN |

## OUTCOME 10

### Vulnerable people are protected

#### SUMMARY

The overall position for this outcome is Yellow: Good. The council has excellent success protecting vulnerable people in Denbighshire, but there is an exception in terms of the timeliness of core group meetings. In 2013/14, just over 9 out of 10 meetings were held within 10 days of the child protection conference, which is a performance improvement on the previous period but remains below the Wales median.

Steps have been taken over the last few months to increase the number of timely Core Groups meetings, but there are a few circumstances where the key professionals and/or parents are not available within the timescales. These are kept to a minimum and authorised at Service Manager level.

#### [KEY](#)

#### INDICATORS

|                                                              |               |
|--------------------------------------------------------------|---------------|
| % of child referrals that were re-referrals within 12 months | ▲ (2014) 17.2 |
|--------------------------------------------------------------|---------------|

#### PERFORMANCE MEASURES

|                                                                           |               |
|---------------------------------------------------------------------------|---------------|
| % of adult protection referrals completed & the risk has been managed     | ▲ (2014) 100  |
| % of child protection reviews carried out within statutory timescales     | — (2014) 100  |
| % of core group meetings within 10 days of child protection conference    | ▲ (2014) 91.2 |
| % of open cases on child protection register with allocated social worker | ▲ (2014) 100  |

#### IMPROVEMENT ACTIVITY

|                                                            |        |
|------------------------------------------------------------|--------|
| Arrangements for Protecting Vulnerable Children and Adults | YELLOW |
| Signs of Safety Model                                      | YELLOW |
| Intensive Family Support Services                          | GREEN  |

## OUTCOME 11

**To produce an attractive environment for residents and visitors alike**

## SUMMARY

The overall position for this outcome is Green: Excellent. The indicator data, however, identifies an issue with fly tipping. This is because we are reporting this indicator differently from other councils, including incidents that we identify ourselves in addition to incidents reported by the public. The percentage of reported fly tipping incidents cleared within five working days is also a Priority for Improvement. There are again some issues with the quality of the data, as our Customer Relationship Management System (CRM) can only 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). Going forward in 2014-15 we hope to have addressed these issues.

Please note that the average response time to litter notifications (including dog fouling) has been withdrawn from the measures for this outcome due to issues with extracting data from the Customer Relationship Management System (CRM). The council has created a business case for a new CRM system.

[KEY](#)

## SURVEY INDICATORS

|                                                             |                   |
|-------------------------------------------------------------|-------------------|
| Residents' Survey, % satisfaction with:                     |                   |
| The cleanliness of the streets (local area)                 | (2013) 73.1       |
| The cleanliness of the streets – dog fouling (local area)   | (2013) 50.8       |
| The cleanliness of the streets (nearest town)               | (2013) 74.4       |
| The cleanliness of the streets – dog fouling (nearest town) | (2013) 58.8       |
| City, Town & Community Council Survey, % satisfaction with: |                   |
| The cleanliness of the streets (C,T&CC area)                | N/A until 2014/15 |
| % of C,T&CC who report improvement with dog fouling         | N/A until 2014/15 |

INDICATORS

|                                                                          |               |
|--------------------------------------------------------------------------|---------------|
| The Cleanliness Index                                                    | ▲ (2014) 83.6 |
| The rate of reported fly tipping incidents reported per 1,000 population | ▼ (2014) 23.3 |
| Clean Streets Survey – Improvement Areas                                 | (2014) 97.6   |

PERFORMANCE MEASURES

|                                                                                                     |                |
|-----------------------------------------------------------------------------------------------------|----------------|
| % reported fly tipping incidents cleared within five working days                                   | ▲ (2014) 94.88 |
| % of untidy land incidents resolved within 12 weeks                                                 | ▼ (2014) 47    |
| Average response time to litter notifications (including dog fouling)                               | WITHDRAWN      |
| The rate of fixed penalty notices (all types) issued per 1,000 population (Status TBC in October)   | ▲ (2014) 35.3  |
| The rate of fixed penalty notices (dog fouling) issued per 1,000 population (Status TBC in October) | ▲ (2014) 0.47  |

IMPROVEMENT ACTIVITY

|                                                  |       |
|--------------------------------------------------|-------|
| Review provision of Public Bins                  | GREEN |
| Review street cleaning activities                | GREEN |
| Target problematic areas for environmental crime | GREEN |
| Anti-Dog Fouling Project                         | GREEN |
| Eyesore Sites Project                            | GREEN |

## 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

The overall position for this outcome is Orange: Acceptable. However, the current supply of social and affordable housing is considered a Priority for Improvement, as is the supply of housing land. The housing land supply data provided below is, however, is for 2012-13, pre-dating the adoption of the Local Development Plan (LDP). The LDP makes provision for 7500 new homes by 2021 and the land supply figure for 2013-14 will be significantly higher. The 2014 Joint Housing Land Availability Study is to be agreed and published by March 2015. In terms of the performance measures, the speed of determining householder planning applications within eight weeks is also a Priority for Improvement. The council recognises that speed needs to be balanced with quality, but accepts that further improvements should be made in this area. The council will also be looking at upfront work on planning applications (pre-application stage) to support the development and submission of higher quality applications.

[KEY](#)

## INDICATORS

|                                                                                    |              |
|------------------------------------------------------------------------------------|--------------|
| The current supply of social housing                                               | ▼ (2014) 9   |
| The current supply of affordable housing, excl. social                             | ▼ (2014) 7   |
| The current supply of market housing                                               | ▲ (2014) 134 |
| % additional affordable housing units provided                                     | ▲ (2014) 49  |
| % additional affordable housing units granted planning permission (count)          | ▲ (2014) 18  |
| % HMO with a full licence*                                                         | ▲ (2014) 36  |
| Supply of housing land by joint housing land availability study (provisional data) | ▼ (2014) 1.7 |

## PERFORMANCE MEASURES

|                                                               |             |
|---------------------------------------------------------------|-------------|
| % potentially homeless households with homelessness prevented | ▼ (2014) 93 |
|---------------------------------------------------------------|-------------|

|                                                                                              |                |
|----------------------------------------------------------------------------------------------|----------------|
| % of core KPI benchmarked in HouseMark that are in the top quartile                          | ▼ (2014) 41    |
| The average number of calendar days taken to re-let empty properties (standard re-lets only) | ▼ (2014) 34.42 |
| % private sector dwellings returned to occupation                                            | ▼ (2014) 17.7  |
| The number of potential homeless people assisted to find a home                              | ▲ (2014) 30    |
| The average number of calendar days taken to deliver a Disabled Facilities Grant             | ▼ (2014) 187   |
| % householder planning applications determined within eight weeks                            | ▲ (2014) 82    |
| % council properties achieving Welsh Housing Quality Standard                                | ▲ (2014) 99.76 |

## IMPROVEMENT ACTIVITY

|                                                                                   |        |
|-----------------------------------------------------------------------------------|--------|
| Single Access Route to Housing Project                                            | YELLOW |
| HMO Licensing Scheme                                                              | ORANGE |
| Refurbishment in Conservation Area (Brighton Road, Rhyl)                          | GREEN  |
| Refurbishment (Area Renewal Grants)                                               | GREEN  |
| Housing Renewal Projects in private sector housing and environmental enhancements | GREEN  |
| Private sector bringing forward allocated Housing Sites                           | ORANGE |
| Financial Inclusion Strategy 2014-17                                              | ORANGE |
| Satisfaction Survey: Homelessness & Housing Options Service                       | YELLOW |
| Arrangements for Move On accommodation from supported housing                     | GREEN  |
| Redesign/restructure the Homelessness and Housing Option Service                  | ORANGE |
| Action Plan: Relationship with Private Rented Sector                              | YELLOW |
| Encourage the private sector to bring forward allocated housing sites             | ORANGE |
| Agree common allocations policy with SARTH partners                               | YELLOW |

|                                                                                                    |        |
|----------------------------------------------------------------------------------------------------|--------|
| Local Housing Strategy for 2013-18                                                                 | ORANGE |
| Develop an Affordable Housing Programme for 2013/14                                                | YELLOW |
| Revise the Supplementary Planning Guidance on Affordable Housing                                   | YELLOW |
| Deliver energy efficiency initiatives in the private sector housing                                | GREEN  |
| Introduce re-payable loans to allow home owners to improve conditions in the private housing stock | YELLOW |



## OUTCOME 13

### Services will continue to develop and improve

#### SUMMARY

The overall position for this outcome is Yellow: Good, with most of the Indicators generating an Excellent status. Although the complaints-related indicator only achieves Acceptable status, there is low tolerance for deviation from 100%, and we are very close to the Acceptable threshold of 95%.

We have not been able to report on the percentage of Modernisation projects that have had a post-implementation review as no Modernisation projects are at this stage as yet.

We've reported the rate of complaints received by DCC per 10,000 population, but no Excellence or Intervention thresholds were set for this indicator. This is because we did not have access to enough comparable data, and we did not know whether comparable processes were being followed in other authorities. Hence, we could not account for the difference in volumes recorded, and could not establish what would be an excellent position. We will track the trend over time.

#### KEY

#### SURVEY INDICATORS

|                                               |               |
|-----------------------------------------------|---------------|
| Residents' Survey, % satisfaction with:       |               |
| The council is efficient and well-run         | ▲ (2013) 40.8 |
| The council acts on the concerns of residents | ▼ (2013) 38.4 |

#### INDICATORS

|                                                                 |            |
|-----------------------------------------------------------------|------------|
| % of projects expected to achieve their benefits                | — (Q) 100  |
| No. of statutory recommendations made by the Wales Audit Office | — (2014) 0 |

#### PERFORMANCE MEASURES

|                                                      |                |
|------------------------------------------------------|----------------|
| % of Outcome Agreement grant awarded to Denbighshire | — (2013) 100   |
| % of complaints responded to within corporate        | ▼ (2014) 93.84 |

|                                                                        |              |
|------------------------------------------------------------------------|--------------|
| timescales                                                             |              |
| % of eligible modernisation projects with a post-implementation review | (2014) N/A   |
| Rate of complaints received by DCC per 10,000 population               | (2014) 15.46 |

IMPROVEMENT ACTIVITY

|                                          |       |
|------------------------------------------|-------|
| Customer Feedback and Complaints         | GREEN |
| Establish the Corporate Programme Office | GREEN |
| Resident's Survey                        | GREEN |
| Launch New Website                       | GREEN |

## OUTCOME 14

**More flexible and effective workforce supported by cost efficient infrastructure**

## SUMMARY

The overall position for this outcome is Orange: Acceptable. Reducing running costs is a big challenge for the Council, but there are some significant projects underway to increase efficiency, and these are progressing well.

Of the exceptions, the percentage of people that feel they have the information and IT to work efficiently was initially gauged in 2013, and the survey will be repeated in 2015.

Although our levels of sickness absence remain a Priority for Improvement, the FTE average is down from 9 days, and there is work planned for 2014/15 to further address problem areas.

We are aware that our primary school portfolio emits a relatively high proportion of carbon, compared to the rest of Wales. This is because our electricity consumption in Primary Schools is higher than the Welsh average, and electricity substantially affects our carbon emissions. The Property section is aware of increased ICT equipment in schools, and is investigating ways of reducing consumption by installing switch off software for the computers when they are not being used. A number of schools under refurbishment are also having low energy lighting installed.

The average number of business miles recorded per FTE is 506, which is down from 557 in 2012/13 – a positive improvement. No Excellence threshold has been set for this indicator, but if there were to be a year-on-year increase the performance would become a Priority for Improvement.

The Council has changed the way that this it measures whether its workforce is flexible. Previously it was a count of the number of people that had mobile/remote access to Denbighshire's servers, but policy now states that to be mobile people need mobile server access, a laptop, and a mobile phone. Data is being developed, the original survey repeated, and full reporting will be possible from Q3 2014/15.

Although the percentage of 'key tasks' performed online is 7.43%, it should be noted that this is the average percentage for the year, but our new website was not launched until August 2013. The figure at Q4 was actually

13%, compared to 2% in Q1, so substantial progress had been made during the year.

KEY

**SURVEY INDICATORS**

|                                                                     |             |
|---------------------------------------------------------------------|-------------|
| Staff Survey, % of positive responses to:                           |             |
| I know what is expected of me                                       | (2013) 94.0 |
| I have the skills to do my job effectively                          | (2013) 97.0 |
| I can access the information & I.T. that I need to work efficiently | (2013) 82.0 |

**INDICATORS**

|                                                             |               |
|-------------------------------------------------------------|---------------|
| No. of working days/shifts lost to sickness absence per FTE | ▲ (2014) 8.47 |
|-------------------------------------------------------------|---------------|

**PERFORMANCE MEASURES**

|                                                                                         |                          |
|-----------------------------------------------------------------------------------------|--------------------------|
| % of performance appraisals due that were completed                                     | ▲ (2014) 96.0            |
| Carbon emissions from Denbighshire's corporate office space (carbon kg/m <sup>2</sup> ) | ▼ 50                     |
| Carbon emissions from Denbighshire's primary schools (carbon kg/m <sup>2</sup> )        | ▼ 45                     |
| Carbon emissions from Denbighshire's secondary schools (carbon kg/m <sup>2</sup> )      | ▼ 36                     |
| Corporate Office space occupied by DCC, m2                                              | 16,340                   |
| Average number of business miles recorded per FTE                                       | ▲ (2014) 506             |
| % of mobile staff that have remote access to their work I.T. systems                    | N/A until Q3 2014/15     |
| % of proposed savings through the Modernisation programme achieved                      | <b>New</b> (2014) 64.1%  |
| % of 'Key Tasks' transactions undertaken online                                         | ▲ (2014) 7.43 (baseline) |

**IMPROVEMENT ACTIVITY**

|                                 |          |
|---------------------------------|----------|
| Printer Rationalisation Project | COMPLETE |
|---------------------------------|----------|

|                                                  |          |
|--------------------------------------------------|----------|
| Defining Work Styles Project                     | YELLOW   |
| E-Invoicing & Central Invoice Registration       | GREEN    |
| EDRMS                                            | GREEN    |
| Office Accommodation Review Implementation       | GREEN    |
| Audio/video conferencing implementation          | GREEN    |
| Automated payment kiosks in Ruthin and Prestatyn | COMPLETE |
| Website: Phase 2 - channel shift                 | GREEN    |

## PROJECT REGISTER

## CORPORATE PROJECT REGISTER SUMMARY

## CORPORATE PROGRAMME: ECONOMIC &amp; COMMUNITY AMBITION

|                                                                               |        |
|-------------------------------------------------------------------------------|--------|
| Rhyl Harbour: Bridge, public square, quayside building and extended quay wall | YELLOW |
| Rhyl Harbour: Harbour Empowerment Order                                       | ORANGE |
| Construction Procurement North Wales                                          | GREEN  |

## CORPORATE PROGRAMME: MODERNISATION

|                                                          |       |
|----------------------------------------------------------|-------|
| Electronic Document and Record Management System (EDRMs) | GREEN |
| Electronic Invoicing & Central Invoice Registration      | GREEN |

## CORPORATE PROGRAMME: MODERNISING EDUCATION

|                                                                       |             |
|-----------------------------------------------------------------------|-------------|
| Rhyl New School                                                       | YELLOW      |
| Ysgol Y Llys - Extension, Remodel & Refurbishment                     | GREEN       |
| Bodnant Community School Extension and Refurbishment                  | YELLOW      |
| Ysgol Bro Dyfrdwy Area School: Extension & Refurbishment, Cynwyd Site | GREEN       |
| Ruthin Area Primary School Review                                     | New Project |
| Welsh Medium Primary's North Denbighshire - Ysgol Twm o'r Nant        | YELLOW      |
| Welsh Medium Provision - Ysgol Glan Clwyd Extension & Refurbishment   | New Project |

## CORPORATE PROGRAMME: MODERNISING SOCIAL SERVICES &amp; ENHANCING WELLBEING

|                                     |        |
|-------------------------------------|--------|
| Carer's Development                 | YELLOW |
| Single Point of Access              | YELLOW |
| Vulnerable People Physical Activity | YELLOW |

## PROJECT REGISTER

### ICT STRATEGY

|                 |       |
|-----------------|-------|
| Desktop Refresh | GREEN |
|-----------------|-------|

### RHYL GOING FORWARD

|                                       |        |
|---------------------------------------|--------|
| West Rhyl Housing Improvement Project | YELLOW |
| The Honey Club, Rhyl                  | GREEN  |

### SERVICE: ADULT & BUSINESS SERVICES

|                                                           |        |
|-----------------------------------------------------------|--------|
| Review of Day Services Provision for Older People (North) | GREEN  |
| Financial Inclusion Project                               | YELLOW |

### SERVICE: BUSINESS IMPROVEMENT & MODERNISATION

|                                                        |       |
|--------------------------------------------------------|-------|
| Business Continuity Plan                               | GREEN |
| Denbighshire's T&CC Devolution and Empowerment project | GREEN |

### SERVICE: CHILDREN & FAMILY SERVICES

|                               |       |
|-------------------------------|-------|
| PARIS - Children's Financials | GREEN |
|-------------------------------|-------|

### SERVICE: CUSTOMERS & EDUCATION SUPPORT

|                                  |        |
|----------------------------------|--------|
| Income Management, Cash Receipts | GREEN  |
| Capita Regional MIS              | ORANGE |

### SERVICE: FINANCE & ASSETS

|                                                 |        |
|-------------------------------------------------|--------|
| Office Accommodation Review                     | GREEN  |
| FCC and DCC Joint Strategic Procurement Service | YELLOW |
| PROACTIS eSourcing Rollout                      | ORANGE |

### SERVICE: HIGHWAYS & ENVIRONMENTAL SERVICES

|                                                                       |        |
|-----------------------------------------------------------------------|--------|
| Residual Waste (North Wales Collaboration)                            | GREEN  |
| North Wales Cycling Sustainable Activity Tourism Centre of Excellence | YELLOW |
| H&I Street Lighting HiLight Implementation                            | GREEN  |
| Merged Highways and Environmental Services                            | GREEN  |

PROJECT REGISTER

---

|                                                   |        |
|---------------------------------------------------|--------|
| Department                                        |        |
| Loggerheads Traffic Congestion Initiative         | YELLOW |
| Foryd Harbour Blue Bridge Concrete Repairs        | GREEN  |
| Corwen Flood Risk Management Scheme               | GREEN  |
| Denbighshire Local Flood Risk Management Strategy | GREEN  |

SERVICE: HOUSING & COMMUNITY DEVELOPMENT

|                   |        |
|-------------------|--------|
| Excellent Housing | YELLOW |
|-------------------|--------|

SERVICE: PLANNING & PUBLIC PROTECTION

|                                     |        |
|-------------------------------------|--------|
| Former North Wales Hospital Denbigh | YELLOW |
|-------------------------------------|--------|



**OUTCOME AGREEMENT**

The council, like all councils in Wales, has developed a set of five 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. The amount of grant that is awarded is judged according to two components:

1. Standards of corporate governance, as reported by the Auditor General for Wales (worth 30%).
2. Outcomes achieved (worth 70% of the available grant).

There are no statutory recommendations by the Wales Audit Office that apply to Denbighshire, nor is the authority under any statutory intervention. We are therefore expecting full payment of the corporate governance element (30%).

Our self-assessment for 'outcomes achieved' currently suggests the potential for the maximum loss of four points due to some missed targets. However, this was largely due to reasons outside of the council's control, and our assessment to the Welsh Government strongly argues this.

| Provisional Overall Score | Self-Assessment |
|---------------------------|-----------------|
| 6 out of 10               | Acceptable      |

We expect to receive confirmation shortly of the Welsh Government's assessment, but we remain confident of securing the 8 points required for the full Outcome Agreement grant for 2013/14.

| Outcome                                                                                               | Self-Assessment      | Provisional Score |
|-------------------------------------------------------------------------------------------------------|----------------------|-------------------|
| 1. Growth and sustainable jobs: Improving our infrastructure                                          | Partially successful | 1 out of 2        |
| 2. Education: Improving school attainment                                                             | Partially successful | 1 out of 2        |
| 3. 21st century health care: Ensuring people receive the help they need to live fulfilled lives       | Partially successful | 1 out of 2        |
| 4. Welsh homes / Supporting People: Improving quality and increasing the supply and choice of housing | Partially successful | 1 out of 2        |
| 5. Tackling poverty: Poverty and material deprivation                                                 | Fully successful     | 2 out of 2        |

NATIONAL STRATEGIC INDICATORS

Denbighshire's performance in the statutory indicators is excellent, with 16 in the top quartile (which is more than any other council in Wales).

| NSI | Code                                                                                     | Denbighshire | Quartile | Improvement |
|-----|------------------------------------------------------------------------------------------|--------------|----------|-------------|
| 1   | SCA/019 - Adult Protection Referrals - risk managed (%)                                  | 100.00       | 1        | ↑           |
| 2   | SCC/004 - Looked after children with 3 or more placements (%)                            | 10.37        | 3        | ↓           |
| 3   | SCC/041a - Eligible, relevant and former relevant children with pathway plans (%)        | 90.91        | 3        | ↓           |
| 4   | SCC/011b - Children seen alone by a social worker at initial assessment (%)              | 52.55        | 2        | ↓           |
| 5   | SCA/001 - Delayed transfers of care, per 1,000 population 75+                            | 0.54         | 1        | ↑           |
| 6   | *SCA/002a - Older people helped to live at home, per 1,000 population 65+                | 50.34        | 4        | ↓           |
| 6   | SCA/002b - Older people in care homes, per 1,000 population 65+                          | 20.85        | 3        | ↑           |
| 7   | SCC/002 - Looked after children changing school (%)                                      | 8.08         | 1        | ↓           |
| 8   | SCC/037 - Average qualification points score for looked after children                   | 163.86       | 4        | ↓           |
| 9   | SCC/033(d) - Former looked after children in contact with the authority at 19 (%)        | 100.00       | 1        | ↔           |
| 9   | SCC/033(e) - Former looked after children in suitable accommodation at 19 (%)            | 93.75        | 2        | ↑           |
| 9   | SCC/033(f) - Former looked after children in education, training or employment at 19 (%) | 81.25        | 1        | ↑           |
| 10  | **HHA/013 - Homeless prevention (%)                                                      | 92.98        | N/A      | ↓           |
| 11  | PSR/002 - Delivering Disabled Facility Grants (average days)                             | 186.86       | 1        | ↓           |

## NATIONAL STRATEGIC INDICATORS

|    |                                                                                                                           |         |   |   |
|----|---------------------------------------------------------------------------------------------------------------------------|---------|---|---|
| 12 | PLA/006(b) - Additional affordable housing units provided (%)                                                             | 49.19   | 1 | ↑ |
| 13 | PSR/004 - Vacant private dwellings returned to occupation (%)                                                             | 17.74   | 1 | ↓ |
| 14 | EDU/003 - Pupils achieving the KS2 CSI (%)                                                                                | 85.97   | 2 | ↑ |
| 15 | EDU/006ii - Pupils receiving a Welsh teacher assessment in Welsh at KS3 (%)                                               | 19.94   | 1 | ↑ |
| 16 | EDU/017 - Pupils achieving Level 2 threshold including a GCSE grade A*-C in English or Welsh (1st language) and maths (%) | 53.43   | 3 | ↓ |
| 17 | EDU/002i - School leavers with no qualifications (%)                                                                      | 0.24    | 3 | ↑ |
| 17 | EDU/002ii - Looked after school leavers with no qualifications (%)                                                        | 0.00    | 1 | ↔ |
| 18 | EDU/011 - Average qualification points score                                                                              | 553.24  | 1 | ↑ |
| 19 | EDU/015a - SEN statements issued in 26 wks (inc. exceptions) (%)                                                          | 100.00  | 1 | ↔ |
| 19 | EDU/015b - SEN statements issued in 26 wks (exc. exceptions) (%)                                                          | 100.00  | 1 | ↔ |
| 20 | WMT/009(b) - Local Authority collected municipal waste prepared for reuse, recycling and composting (%)                   | 63.21   | 1 | ↑ |
| 21 | WMT/004(b) - Waste sent to landfill (%)                                                                                   | 27.24   | 1 | ↑ |
| 22 | STS/006 - Fly tipping incidents cleared within 5 working days (%)                                                         | 94.88   | 4 | ↑ |
| 23 | THS/007 - Concessionary bus pass holders aged 60+ (%)                                                                     | 80.76   | 3 | ↓ |
| 24 | LCS/002(b) - Visits to sports facilities per 1,000 population                                                             | 6712.97 | 4 | ↑ |
| 25 | LCL/001(b) - Library use, per 1,000 population                                                                            | 7827.37 | 1 | ↑ |

\* SCA/002a does not take into account Denbighshire's ambition to meet people's need through reablement and community services rather than managed care. Good performance should be low in this indicator. In that case, Denbighshire's performance for 2013/14 has improved and is in the upper quartile.

\*\*Reference to comparative information for HHA/013 has been removed, which is in line with Welsh Government's approach. This indicator should not be compared between local authorities due to doubts about the consistency of data provided.

## 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. Please note that there has not been an Estyn inspection of the authority in 2013/14.

## 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 made good progress in delivering its improvement programme, however, further improvements were required in a few key services. The council's service performance challenge reviews and other measures to self-evaluate performance are robust; and planning for improvement and arrangements to support improvement are good. The council is likely to make arrangements to secure continuous improvement for 2014-15. The report also contained the following conclusions:

1. The council made good progress in delivering improvements in all of its priority objectives but further improvements are required in a few key services. This conclusion was reached because:
  - The council worked effectively with its business partners to deliver initiatives that support the local economy.
  - The Council has made some progress in improving performance in education, but recognises that further progress is required at key stage 3.
  - The condition of most roads in Denbighshire has improved.
  - The council continues to improve the wellbeing of its most vulnerable citizens.
  - The council has worked effectively to keep Denbighshire's environment attractive, but further work is required to reduce incidents of fly-tipping and improve resident satisfaction.

- The council has helped prevent many people from becoming homeless, but its work to ensure access to affordable housing was less effective.
  - The council has delivered some efficiencies in modernising services, but there has been a lack of progress by the Human Resources service in meeting targets.
2. The council's service performance challenge reviews and other measures to self- evaluate its performance are robust. In particular:
- The council's service performance challenge arrangements are good.
  - The council's performance management arrangements are soundly based.
  - The council has met improvement reporting duties required under the Measure.
  - The council complied with financial reporting requirements.
3. Finally, the council's planning for improvement and its arrangements to support improvement are good. In particular:
- The use of performance standards helps to promote a consistent culture of ambition.
  - The council continues to make good progress in addressing the proposals for improvement identified in the previous Annual Improvement Report.
  - Corporate arrangements are in place to ensure compliance with the council's Welsh Language Scheme;
  - The council has complied with its duties under the Equality Act 2010.
  - Processes for developing the Annual Governance Statement have improved, and the council is taking further action.
  - The council continues to manage its financial position effectively.

## PROPOSALS FOR IMPROVEMENT

1. In order to achieve its objective to modernise services the Council should continue its work to address weaknesses in its Corporate Human Resource Service.

Issues with the Council's Human Resource service are acknowledged, as demonstrated by its presence on the Corporate Risk Register. A HR Improvement Plan is being implemented. So far guidance has been developed for annual leave, the performance appraisal system has

been reviewed, and Vision Time changes are being worked on, in accordance with the plan. A strategy for ensuring leadership development is also in development.

2. The Council should ensure that roles and responsibilities are clear for the achievement of the affordable housing objective.

In response to achieving the affordable housing objective, the council has established a Task and Finish Steering Group to consider the supply of Affordable Housing in all its forms, which shall be reported through to Cabinet in February 2015. The recommendations from this steering group will then inform feedback on improvements to the delivery of affordable housing, the definitions, statistics collected and who they are reported to within Welsh Government to make reporting arrangements leaner and smarter.

#### 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 (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 2013, and it contained the following overall conclusions:

1. The council continues to work with an ambitious programme of modernisation, which aims to restructure and shape services and the expectations of citizens. There is evidence of continued progress despite a challenging environment. There is continued strong leadership at departmental and corporate level with effective working relationships with the Lead Member. The use of the Service Performance Challenge approach gives an additional level of internal scrutiny. The director's report provides a coherent narrative that places the council's performance in the context of the modernisation programme, and challenging financial and demographic environments. The modernisation programme is being delivered in the context of achieving efficiency savings and the services are delivering a balanced budget. Both service areas are using savings to "pump prime" further service developments. The Wales Audit Office indicates that the council has ambitious but deliverable plans with effective medium term financial planning.
2. Within Adult Services the evidence indicates that the council's emphasis on early intervention, prevention and reablement has meant that there

are fewer people being supported in residential care, and that more people are able to lead independent lives. Where people do need ongoing support, this is increasingly being provided without recourse to statutory services and within people's own communities. Many people are benefiting from short-term support packages to re-establish their independence and are not requiring any ongoing services. The council recognises that the provision of support to carers needs to improve and there are strategies in place to achieve this. There are some issues, however, in ensuring timely engagement, decision making and action at a strategic level with the local health board. Whilst acknowledging this, the council reports that the commitment to achieving more effective engagement within the Betsi Cadwaladr University Health Board (BCUHB) remains high.

3. In Children's Services Performance against a significant range of national indicators remains amongst the best in Wales. The council provides an effective response to incoming referrals and performs well in fulfilling its responsibilities in relation to children in need and child protection. The council has recognised the need to improve services to young carers and care leavers, and has taken action to achieve this. While the council has maintained and improved performance in a number of indicators relating to Looked After Children we noted that across a number of key indicators performance has deteriorated. This is an area that would benefit from further analysis by the council to understand the reasons underlying the change in performance and to identify what action is required to achieve improvement.
4. CSSIW identified the following potential risks:
  - Continuing ability to influence locality focused strategic planning with the BCUHB.
  - Achieving a smooth succession when the current director retires next year.
5. Overall, there has been a good response to the areas of improvement identified in last year's report. The council has achieved improvement in:
  - Consultation with children and their families in service development and review.
  - Development of commissioning strategies, although not yet fully implemented in practice.

- Improvement in the numbers of core assessments achieved within the required timescale.
  - Increased co-ordination of family support services.
  - Timely reviews of care plans for adults.
  - Improved focus on care leavers and their needs.
  - Improved numbers of annual performance appraisals for staff.
6. In some areas the council has not yet evidenced that they've fully achieved the progress expected. In particular:
- Staff sickness absence which remains high.
  - Improved consistency in the provision of support to families following de-registration from the child protection register.

Where necessary, these matters will remain a focus for CSSIW during the coming year.

7. Finally, CSSIW identified the following areas of good practice:
- Robust internal scrutiny of performance, including “service challenges”.
  - Collaborative working with other council departments.
  - Training and supporting service users to provide dignity in care training.
  - Short-listing of volunteers and staff for national awards.
  - Development of market position statements to engage independent and third sector social care organisations in shaping services.



**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 2 October 2014

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

**4. Report details.**

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

4.2 The Constitution stipulates that the Council's scrutiny committees must prepare and keep under review a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.

4.3 For a number of years it has been an adopted practice in Denbighshire for scrutiny committees to limit the number of reports considered at any one meeting to a maximum of four plus the Committee's own work programme report. The aim of this approach is to facilitate detailed and effective debate on each topic.

4.4 The Committee is requested to consider its draft work programme for future meetings, as detailed in appendix 1, and approve, revise or amend it as it deems appropriate taking into consideration:

- issues raised by members of the Committee
- matters referred to it by the Scrutiny Chairs and Vice-Chairs Group
- relevance to the Committee's/Council's/community priorities

- the Council's Corporate Plan and the Director of Social Services' Annual Report
  - meeting workload
  - timeliness
  - outcomes
  - key issues and information to be included in reports
  - 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. No such proposal form has been received for consideration at the current meeting.
- Report on Not in Education, Employment or Training (NEET)
- 4.7 Due to the urgent need to consider the findings of the Task and Finish Group looking at the provision of Adult Social Care Services in the county, the Chairman permitted the deferment of the report on NEET until a future meeting. This report has now been rescheduled for January 2015.
- 'Your Voice' Complaints Reports
- 4.8 At its next meeting in November the Committee is expected to consider a report on the above. To facilitate the preparation of this report members are asked to have regard to the monthly reports (included in the separate 'Information Brief' document) and determine which services they would like to focus on at that meeting.

#### Cabinet Forward Work Programme

- 4.9 When determining their programme of future work it is useful for scrutiny committees to have regard to Cabinet's scheduled programme of work. For this purpose a copy of the Cabinet's forward work programme is attached at Appendix 2.

#### Progress on Committee Resolutions

- 4.10 A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 3 to this report.

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

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group met on 3 July 2014. No items were referred to this Committee for consideration. The Group is scheduled to meet again on 23 September. A verbal update will be given to the Committee at its meeting on 2 October on any matters arising from the SCVCG meeting that affect the Committee.

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

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

### **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.**

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.

### **8. 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.

### **9. 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.

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

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

**11. Power to make the decision**

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  
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**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                                         |
|-------------|-----------------------------------------------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|------------------------------------------------------|
| 20 November | <b>Cllr. Hugh Irving</b>                      | 1. Your Voice' complaints performance (Q 1 & 2) | 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/Clare O'Gorman           | February 2013                                        |
|             | <b>Cllr. Huw LI Jones</b>                     | 2. Street Naming Policy                         | To consider the progress made with the implementation of the new policy                                                                                                                                             | Identification of problems with its implementation and management with a view to devising solutions to improve future performance                                                                                 | Hywyn Williams                         | May 2014                                             |
|             | <b>Cllr. Julian Thompson-Hil</b>              | 3. Agricultural Estate's Performance            | To examine the performance of the Estate during the period of the current Strategy. Report to include details on the number and location of holdings, capital receipts to date and the proposed investment strategy | A clear understanding of the Estate's financial position and its contribution to the local economy ahead of the drafting of a new strategy for the Estate from 2015 onwards                                       | Paul McGrady/David Lorey/David Mathews | June 2014                                            |
|             | <b>Cllr. David Smith</b><br><i>(required)</i> | 4. Provision of CCTV and Out of Hours Service   | To consider the preferred options identified for the delivery, with limited financial resources, of an equitable CCTV and associated Out of Hours service across the County in future                               | Provision of an effective and efficient service will assist the Authority to deliver the corporate priorities of protecting vulnerable people, keeping streets clean and tidy and bring the Council closer to the | Graham Boase/Emlyn Jones               | October 2013<br>(rescheduled March 2014 & June 2014) |

| Meeting         | Lead Member(s)                                                                | Item (description / title)                                                                                        | Purpose of report                                                                                                                              | Expected Outcomes                                                                                                                                                                                   | Author                                 | Date Entered                         |
|-----------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|--------------------------------------|
|                 |                                                                               |                                                                                                                   |                                                                                                                                                | community                                                                                                                                                                                           |                                        |                                      |
| 15 January 2015 | <b>Cllr. Eryl Williams</b><br><i>(representative from GwE also to attend)</i> | 1. Verified External Examinations and Teacher Assessments <b>[Education]</b>                                      | To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's powers  | Scrutiny of performance leading to recommendations for improvement                                                                                                                                  | Julian Molloy                          | September 2013                       |
|                 | <b>Cllr. Julian Thompson-Hill</b>                                             | 2. Draft Strategy for the Agricultural Estate 2015 onwards                                                        | To examine the draft strategy for the future of the Agricultural Estate                                                                        | A clear viable long-term vision for the Estate that will realise value for money for the Council and contribute towards the development of the local economy                                        | Paul McGrady/David Lorey/David Mathews | June 2014                            |
|                 | <b>Cllr. Huw LI Jones</b>                                                     | 3. Performance in relation to meeting the new Library Performance Standards – 'Libraries are Making a Difference' | To consider the Service's performance in achieving the new standards                                                                           | Identification of any problems encountered with meeting the new standards with a view to resolving them and improving performance and realising the Council's ambition to be close to the Community | Jamie Groves/Arwyn Jones/Roger Elleton | June 2014                            |
|                 | <b>Cllr. Eryl Williams</b><br><i>(required)</i>                               | 4. NEET <b>[Education]</b>                                                                                        | To detail the measures being taken to deal with the number of pupils in the County which are 'not in education, employment or training' (NEET) | To improve performance in education and ensure that none of the County's young people fall into the NEET's category in future and are equipped with the necessary skills to develop the local       | Karen Evans                            | June 2014<br>(rescheduled July 2014) |

| Meeting     | Lead Member(s)                                           | Item (description / title)                                                                            | Purpose of report                                                                                                                                                                                                        | Expected Outcomes                                                                                                                                                           | Author                       | Date Entered  |
|-------------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------|
|             |                                                          |                                                                                                       |                                                                                                                                                                                                                          | economy                                                                                                                                                                     |                              |               |
|             | <b>Cllr. Barbara Smith</b>                               | 5 Corporate Plan (Q1 & 2) 2014/15                                                                     | 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 | Alan Smith/Nicola Kneale     | May 2014      |
| 26 February | <b>Cllr. Hugh Irving</b>                                 | 1 'Your Voice' complaints performance (Q 3)                                                           | To scrutinise Services' performance in complying with the Council's complaints                                                                                                                                           | Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.                                                        | Jackie Walley/Clare O'Gorman | February 2013 |
|             | <b>Cllr. Bobby Feeley</b>                                | 2 Addressing Future Challenges outlined in the Director of Social Services' Annual Report for 2013-14 | To examine the Service's proposals to improve attendance at work by staff; to increase use of Direct Payments and individual Service Funds; and ensure that all carers are offered a review or assessments of their need | Delivery of the Council's corporate priority of assisting vulnerable people to live as independently as possible whilst improving services and realising efficiencies       | Nicola Stubbins/Phil Gilroy  | June 2014     |
|             | <b>Cllrs. Eryl Williams and Huw LI Jones [Education]</b> | 3. Estyn Action Plan – Recommendation 2                                                               | To present:<br>(i) the results of the mapping work to identify all services for children and young people across the County; and<br>(ii) proposals on how the impact and value for money of these services               | Delivery of recommendation 2 of the Estyn Action Plan and ensure that the Council delivers its safeguarding responsibilities and protects vulnerable people                 | Liz Grieve/Roger Ellerton    | July 2014     |

| Meeting  | Lead Member(s)                          | Item (description / title) |                                                             | Purpose of report                                                                                                                                                                   | Expected Outcomes                                                                                                                                                           | Author                       | Date Entered  |
|----------|-----------------------------------------|----------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------|
|          |                                         |                            |                                                             | can be measured for the Authority and partners                                                                                                                                      |                                                                                                                                                                             |                              |               |
| 16 April |                                         |                            |                                                             |                                                                                                                                                                                     |                                                                                                                                                                             |                              |               |
| May/June | <b>Cllr. Hugh Irving</b>                | 1                          | Your Voice' complaints performance (Q 4)                    | To scrutinise Services' performance in complying with the Council's complaints process and to consider the feedback received after service issues and complaints have been resolved | Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.                                                        | Jackie Walley/Clare O'Gorman | February 2013 |
|          | <b>Cllr. Julian Thompson-Hill</b>       | 2.                         | Corporate Health and Safety Annual Report                   | To consider the Council's management of general health and safety and fire safety matters                                                                                           | Assurances that the Authority is abiding and conforming with all relevant H&S legislation and therefore mitigate the risk of litigation                                     | Gerry Lapington              | May 2014      |
|          | <b>Cllr. Bobby Feeley</b><br>(required) | 3.                         | Draft Director of Social Services Annual Report for 2014/15 | To scrutinise the content of the draft annual report to ensure it provides a fair and clear evaluation of performance in 2014/15 and clearly articulates future plans.              | Identification of any specific performance issues which require further scrutiny by the committee in future                                                                 | Tony Ward                    | June 2014     |
|          | <b>Cllr. Barbara Smith</b>              | 4                          | Corporate Plan (Q3 & 4) 2014/15                             | 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 | Alan Smith/Nicola Kneale     | May 2014      |



| Meeting   | Lead Member(s)             | Item (description / title)           | Purpose of report                                                                                                                | Expected Outcomes                                                                                                                                                                                                | Author                | Date Entered   |
|-----------|----------------------------|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------|
| September | <b>Cllr. Barbara Smith</b> | 1. Annual Performance Review 2014/15 | To seek Scrutiny's view on the Council's Annual Performance Review report prior to its submission to County Council for approval | Participation in the consultation on the Annual Report will assist the Committee to identify areas of weakness and build them into its future work programme with a view to realising improvements going forward | Alan Smith/Keith Amos | September 2014 |

**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>Monthly Information Bulletin</b>          | Your Voice Complaints Procedure                                        | Details of number of complaints received and dealt with for each Service via the 'Your Voice' procedure to inform the information required in the quarterly reports to the Committee | Jackie Walley/Clare O'Gorman | June 2014      |
| <b>Available during the summer term 2014</b> | Use of Supply Teachers [Education – to be shared with coopted members] | To detail the use made of supply teachers within the county during recent years and to date this year. The report to detail the costs to the Council                                 | Karen Evans                  | September 2013 |

|                                      |              |                                                                                                                                                                                                                                                                       |                              |           |
|--------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------|
| [Information]<br><b>[Education]</b>  |              | of hiring supply teachers, the lengths of time for their hire, the expectations/objectives given to them upon engagement and the quality monitoring arrangements in place to evaluate their effectiveness                                                             |                              |           |
| <b>January 2015</b><br>[Information} | HR Framework | To detail the progress made in addressing the risk identified in the Corporate Risk Register and outline the progress made in delivering the Improvement Plan and the actions identified and implemented following publication of the Internal Audit follow-up report | Gary Williams/Roger Ellerton | July 2014 |

**Note for officers – Committee Report Deadlines**

| Meeting     | Deadline          | Meeting         | Deadline           | Meeting     | Deadline           |
|-------------|-------------------|-----------------|--------------------|-------------|--------------------|
| 20 November | <b>6 November</b> | 15 January 2015 | <b>30 December</b> | 26 February | <b>12 February</b> |

Performance Scrutiny Work Programme.doc

Updated 19/09/14 RhE

Cabinet Forward Work Plan

Appendix 2

| Meeting             |   | Item (description / title)                          | Purpose of report                                                                                             | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|---------------------|---|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------|
| <b>30 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 | Treasury Management Report                          | Annual review of the performance of the Council's treasury management                                         | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |
|                     | 3 | Food Hygiene Rating Act – Delegated Authority       | To provide delegated powers to the Head of Planning and Public Protection to authorise officers under the Act | Yes                                | Cllr David Smith / Emlyn Jones           |
|                     | 4 | Control of Horses (Wales) Act – Delegated Authority | To provide delegated powers to the Head of Planning and Public Protection to authorise officers under the Act | Yes                                | Cllr David Smith / Emlyn Jones           |
|                     | 5 | Mobile Homes Act – Delegated Authority              | To provide delegated powers to the Head of Planning and Public Protection to authorise officers under the Act | Yes                                | Cllr David Smith / Emlyn Jones           |
|                     | 6 | School Transport Policy                             | To consider changes to the current policy                                                                     | Yes                                | Cllr Eryl Williams / Jackie Walley       |
|                     | 7 | Items from Scrutiny Committees                      | To consider any issues                                                                                        | Tbc                                | Scrutiny Coordinator                     |

Cabinet Forward Work Plan

| Meeting           | Item (description / title) |                                                                            | Purpose of report                                                                              | Cabinet Decision required (yes/no) | Author – Lead member and contact officer   |
|-------------------|----------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------------|
|                   |                            |                                                                            | raised by Scrutiny for Cabinet's attention                                                     |                                    |                                            |
| <b>28 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                          | Denbighshire Highways and Civil Engineering Contractor Framework Agreement | To approve the framework agreement                                                             | Yes                                | Cllr David Smith / Ian Hewitt              |
|                   | 3                          | Bareland at Pentre Lane, Rhuddlan                                          | To consider declaring land surplus to requirements with a view to disposing on the open market | Yes                                | Cllr Julian Thompson-Hill / David Matthews |
|                   | 4                          | Bareland at Meliden Road, Dyserth                                          | To consider declaring land surplus to requirements with a view to disposing on the open market | Yes                                | Cllr Julian Thompson-Hill / David Matthews |
|                   | 5                          | Land at the rear of the former H M Stanley Hospital, St. Asaph             | To consider declaring land surplus to requirements with a view to disposing on the open market | Yes                                | Cllr Julian Thompson-Hill / David Matthews |
|                   | 6                          | Items from Scrutiny Committees                                             | To consider any issues raised by Scrutiny for Cabinet's attention                              | Tbc                                | Scrutiny Coordinator                       |
|                   |                            |                                                                            |                                                                                                |                                    |                                            |

Cabinet Forward Work Plan

| Meeting            | Item (description / title) |                                                                   | Purpose of report                                                                                               | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|--------------------|----------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------|
| <b>25 November</b> | 1                          | Tenancy Terms and Conditions and Service Charges                  | To consider updated tenancy terms and conditions and charges for additional landlord services                   | Tbc                                | Cllr Hugh Irving / Stephen Collins       |
|                    | 2                          | Finance Report Update                                             | To update Cabinet on the current financial position of the Council                                              | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |
|                    | 3                          | Denbighshire Supporting People Local Commissioning Plan 2015 - 18 | To approve the Plan for submission to the North Wales Regional Collaborative Committee and the Welsh Government | Yes                                | Cllr Bobby Feeley / Sophie Haworth-Booth |
|                    | 4                          | Items from Scrutiny Committees                                    | To consider any issues raised by Scrutiny for Cabinet's attention                                               | Tbc                                | Scrutiny Coordinator                     |
|                    |                            |                                                                   |                                                                                                                 |                                    |                                          |
| <b>16 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                          | Items from Scrutiny Committees                                    | To consider any issues raised by Scrutiny for Cabinet's attention                                               | Tbc                                | Scrutiny Coordinator                     |
|                    |                            |                                                                   |                                                                                                                 |                                    |                                          |
| <b>13 January</b>  | 1                          | Finance Report Update                                             | To update Cabinet on the current financial position of                                                          | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |

Cabinet Forward Work Plan

| Meeting            | Item (description / title) |                                          | Purpose of report                                                        | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|--------------------|----------------------------|------------------------------------------|--------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|                    |                            |                                          | the Council                                                              |                                    |                                          |
|                    | 2                          | Items from Scrutiny Committees           | To consider any issues raised by Scrutiny for Cabinet's attention        | Tbc                                | Scrutiny Coordinator                     |
|                    |                            |                                          |                                                                          |                                    |                                          |
| <b>17 February</b> | 1                          | Finance Report                           | To update Cabinet on the current financial position of the Council       | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady |
|                    | 2                          | Affordable Housing Task and Finish Group | To consider the findings of the Affordable Housing Task and Finish Group | Tbc                                | Cllr David Smith / Graham Boase          |
|                    | 3                          | Items from Scrutiny Committees           | To consider any issues raised by Scrutiny for Cabinet's attention        | Tbc                                | Scrutiny Coordinator                     |
|                    |                            |                                          |                                                                          |                                    |                                          |

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Note for officers – Cabinet Report Deadlines

| <i>Meeting</i>   | <i>Deadline</i>     | <i>Meeting</i> | <i>Deadline</i>   | <i>Meeting</i>  | <i>Deadline</i>    |
|------------------|---------------------|----------------|-------------------|-----------------|--------------------|
|                  |                     |                |                   |                 |                    |
| <b>September</b> | <b>16 September</b> | <b>October</b> | <b>14 October</b> | <b>November</b> | <b>11 November</b> |

Updated 17/09/14 - KEJ

Cabinet Forward Work Programme.doc

Cabinet Forward Work Plan

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## Progress with Committee Resolutions

| Date of Meeting | Item number and title                                                                                                                                                        | Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Progress                                                                                                                                                                  |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 17 July 2014    | <b>5. Post Inspection Action Plan in Response to the Estyn Inspection on the Quality of Local Authority Education Services for Children and Young People in Denbighshire</b> | <p><b>RESOLVED</b> that –</p> <p>(a) the information provided with regards to progress in addressing Estyn’s recommendations be noted;</p> <p>(b) as a result of the maintained improvement in the accuracy of teacher assessments at the end of Key Stage 3, further stand-alone reports on this matter were not required. In future this aspect would be monitored through the annual report submitted to the Committee on external examination results and teacher assessments, and</p> <p>(c) once the mapping work had been completed, a further report be presented to the Committee in early 2015 outlining the results of that work and proposals on how the impact and value for money of the services to children and young people across the county could be measured.</p> | <p>Officers advised of the Committee’s decision</p> <p>Report’s presentation scheduled into the Committee’s forward work programme for February 2015 (see Appendix 1)</p> |
|                 | <b>6. HR Framework</b>                                                                                                                                                       | <p><b>RESOLVED</b> that having considered the information provided on the progress made in addressing the risk identified in the Corporate Risk Register to ask that an information report be submitted to members in six months’ time outlining the progress made in delivering the HR Improvement Plan and</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>Information report included in the Committee’s forward work programme for circulation during January 2015 (see</p>                                                     |

|  |                                       |                                                                                                                                                                                              |                                                                                                                              |
|--|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
|  |                                       | the actions identified and implemented following publication of the Internal Audit follow-up report.                                                                                         | Appendix 1)                                                                                                                  |
|  | <b>7. Health and Safety Reporting</b> | <b>RESOLVED</b> to endorse the steps taken to date to identify the issues associated with the reporting of the health and safety incidents and the actions being undertaken to address them. | The next annual report has been scheduled into the Committee's forward work programme for early summer 2015 (see Appendix 1) |

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Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, (name)

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

Denbighshire County Council

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

(\*please delete as appropriate)

Date of Disclosure:

Committee (please specify):

Agenda Item No.

Subject Matter:

Nature of Interest:

Signed

Date

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