

To: Members of the Performance
Scrutiny Committee

Date: 8 January 2015

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Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 15 JANUARY 2015** 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 (Pages 5 - 6)

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 7 - 14)

To receive the minutes of the Performance Scrutiny Committee meeting held on the 20 November 2014 (copy attached).

9.35 a.m. – 9.40 a.m.

5 VERIFIED EXTERNAL EXAMINATIONS AND TEACHER ASSESSMENTS
(Pages 15 - 36)

To consider a report by the School Effectiveness Performance Officer: Secondary (copy attached) 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.

9.40 a.m. – 10.10 a.m.

6 NOT IN EDUCATION OR EMPLOYMENT OR TRAINING (NEET) (Pages 37 - 48)

To consider a report by the Head of Education (copy attached) 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).

10.10 a.m. – 10.40 a.m.

7 PERFORMANCE IN RELATION TO MEETING THE NEW LIBRARY PERFORMANCE STANDARDS (Pages 49 - 60)

To consider a report by the Head of Communication, Marketing and Leisure to review the new Library Performance Standards – "Libraries are making a difference".

10.40 a.m. -11.10 a.m.

~~~~~ **BREAK (11.10 a.m. - 11.25 a.m.)** ~~~~~

**8 STREET NAMING POLICY** (Pages 61 - 64)

To consider a report by the Corporate Director: Customers / Corporate Research and Intelligence Co-ordinator to consider the progress made with the implementation of the new Policy.

**11.25 a.m. – 11.55 a.m.**

**9 CORPORATE PLAN (Q1 AND Q2) 2014/2015** (Pages 65 - 142)

To consider a report by the Corporate Improvement Officer (copy attached) which provides the Council's progress in delivering the Corporate Plan 2012–17 (with particular emphasis on the delivery of the Outcome Agreements)

**11.55 a.m. – 12.25 p.m.**

**10 SCRUTINY WORK PROGRAMME** (Pages 143 - 162)

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

**12.25 p.m. – 12.35 p.m.**

## **11 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**12.35 p.m. – 12.40 p.m.**

### **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

#### **COPIES TO:**

All Councillors for information

Press and Libraries

Town and Community Councils

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DEDDF LLYWODRAETH LEOL 2000

Cod Ymddygiad Aelodau

## DATGELU A CHOFRESTRU BUDDIANNAU

Rwyf i,  
(enw)

\*Aelod /Aelod cyfetholedig o  
(\*dileuer un)

Cyngor Sir Ddinbych

**YN CADARNHAU** fy mod wedi datgan buddiant **\*personol / personol a sy'n rhagfarnu** nas datgelwyd eisoes yn ôl darpariaeth Rhan III cod ymddygiad y Cyngor Sir i Aelodau am y canlynol:-  
(\*dileuer un)

Dyddiad Datgelu:

Pwyllgor (nodwch):

Agenda eitem

Pwnc:

Natur y Buddiant:

(Gweler y nodyn isod)\*

Llofnod

Dyddiad

Noder: Rhowch ddigon o fanylion os gwelwch yn dda, e.e. 'Fi yw perchennog y tir sy'n gyfagos i'r cais ar gyfer caniatâd cynllunio a wnaed gan Mr Jones', neu 'Mae fy ngŵr / ngwraig yn un o weithwyr y cwmni sydd wedi gwneud cais am gymorth ariannol'.

**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:

*(See the note below)\**

Signed

Date

\*Note: Please provide sufficient detail e.g. 'I am the owner of land adjacent to the application for planning permission made by Mr Jones', or 'My husband / wife is an employee of the company which has made an application for financial assistance'.

## **Minutes of Performance Scrutiny Committee held on Thursday, 20 November 2014 at 9.30 am at Conference Room 1a, County Hall, Ruthin**

### **Present:**

Councillors Meirick Davies, Richard Davies, Geraint Lloyd-Williams, Gareth Sandilands and David Simmons (Chair)

### **Also Present:**

Chief Executive (MM), Head of Planning and Public Protection (GB), Head of Customer and Education Support (JW), Head of Internal Audit (IB), Head of Revenues and Benefits (RU), Corporate Complaints Officer (CO'G), Corporate Improvement Officers (NK & HG), Property Manager (DL), Valuation & Estates Manager (GT), Scrutiny Coordinator (RhE) and Democratic Services Officer (KE).

Councillor Julian Thompson-Hill, Lead Member for Finance and Assets attended at the Committee's request for agenda item 10.

## **1 APOLOGIES**

Councillors Colin Hughes, Peter Owen, Dewi Owens and Arwel Roberts submitted their apologies.

Apologies were also received from Councillor David Smith, Lead Member for Public Realm.

## **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 beforehand.

## **4 MINUTES OF THE LAST MEETING**

The minutes of the Performance Scrutiny Committee held on 2 October 2014 were agreed as an accurate record.

## **Matters arising.**

Under the item relating to Provisional External Examinations and Teacher Assessments (page 8 para5) the Verified External Examinations and Teacher Assessments reports presented to the Committee in January 2015 will include historical data for comparative purposes as requested.

**RESOLVED** that the minutes of the meeting held on 2 October 2014 be received and approved as a correct record.

With the Committee's consent the order of business was varied at this point.

## **5 CCTV AND OUT OF HOURS SERVICE**

The Committee considered a joint report by the Head of Planning and Public Protection (HPPP) and the Public Protection Manager (previously circulated) which outlined proposals, due to budgetary constraints, to withdraw the County's CCTV service following a managed exit strategy. The HPPP reminded members that 12 months ago a report had been brought to Scrutiny regarding the inconsistencies in CCTV provision across the County – in that Denbighshire provided the service in the north of the County whereas Town Councils in the South of the county provided their own - with a view to see whether expanding Denbighshire's service throughout the county was a viable option. The financial environment had changed drastically since then. In recent months the Authority has been going through the Freedom & Flexibilities process and had considered CCTV provision as part of the budget workshops. Whilst it was agreed that the service was of value it was not a statutory requirement and therefore not one that Denbighshire should be funding.

Members were advised that the report that would be presented to County Council in December would be the proposals to explore options for handing delivery of the CCTV service over to a third party and to agree to withdraw Council funding for the service with effect from April 2016.

This would enable options for alternative delivery of the service to be explored and negotiated upon during 2015/16, with a view to reaching an agreement with a third party (or a group of stakeholders) to facilitate a seamless hand-over of equipment and the establishment of an alternative service of quality by April 2016.

Members were advised that whilst Denbighshire had agreed in principle to explore further the viability of merging with Conwy County Borough Council in due course, this work was still at a very early stage. It would therefore be premature to hold back on any budget cut decisions subject to the merger work progressing, as the budget efficiencies had to be realised in the near future in order for Denbighshire to deliver a balanced budget for the forthcoming financial years.

Having discussed the implications at length the Committee members:

- emphasised the importance of a managed hand-over process of the current Service to an alternative provider;



- acknowledged that the replacement service was not likely to be a like for like service, but agreed that it should be a good quality service;
- supported the proposal to establish a multi-agency working group to devise and implement an exit strategy. This Group could in addition to looking at the current public space CCTV provision available in the three named towns also look at the wider community use of CCTV through the Community Safety Partnership (CSP), explore partners' joint capacity to deliver a CCTV Service and potential funding streams e.g. Police Commissioner Proceeds of Crime Fund monies for financing any alternative service;
- suggested that Scrutiny (possibly Partnerships Scrutiny Committee as the designated Crime and Disorder Scrutiny Committee) should monitor the development and implementation of the exit strategy and the Service's hand-over to a third party; and
- emphasised the need for the press and media to be regularly briefed, if possible in person, on the details of budget proposals to ensure that the proposals were factually reported to residents

***Resolved: that***

*(i) the above observations in relation to the Freedom and Flexibilities project and proposals relating to the CCTV Service be reported to County Council on 9th December; and*

*(ii) the progress made in devising, securing and implementing an exit strategy, and alternative solutions for delivering a CCTV Service in future be presented to Scrutiny in due course for examination*

## **6 CORPORATE RISK REGISTER**

The Corporate Improvement Officer presented the Risk Register report (previously circulated) in conjunction with a demonstration of the Verto system that manages it.

The Committee's attention was drawn to:

- revision of DCC017 – the risk was originally limited to the ICT Service now extends to other I.T. systems such as PARIS etc;
- addition of DCC027 and DCC028 – related to the proposed budget cuts, the timely delivery of a balanced budget and the eventual impact of the proposed cuts on services and residents. Another aspect of the cuts which was raised during the discussion was the actual long-term impact of the cuts/changes to service delivery on residents compared to the anticipated outcomes outlined in the Impact Assessments compiled for each proposed cut;
- addition of DCC029 – arising from a Supreme Court ruling that people under care and continuous supervision of the state are potentially being deprived of their liberty, training for Officers required.

The Committee considered information on the main changes to the Corporate Risk Register following its recent review. As a result the Committee:

**Resolved:**

*(i) subject to the above observations to note the deletions, additions and amendments to the Corporate Risk Register; and*

*(ii) that the remit of the Scrutiny Task and Finish Group established to examine the impact of the budget cuts on the deliverability of the Corporate Plan be extended, to include examining the cuts' impact on Council Services' performance, and an evaluation of the actual outcomes of cuts in comparison to the initial assessment of their impact.*

## **7 YOUR VOICE COMPLAINTS PERFORMANCE QUARTER 1 AND QUARTER 2**

The Head of Customers and Education Support (HoC&ES) presented the report (previously circulated) and informed the Committee that management information from 'Your Voice' was used to improve services. Officers explained that overall performance in quarter two showed that 88% of complaints had been dealt with at Stage 1 and Stage 2, compared to 94% and 91% respectively for quarter 2. This meant that meeting the year-end target of 95% was unlikely.

Information had been contained in Appendix 2 to the report on the reasons why the Highways and Infrastructure had not met the performance target set out in the 'Your Voice' policy, whilst details pertaining to delays encountered in dealing with complaints lodged with the Finance and Assets Service had been circulated prior to the meeting.

During the course of discussion it became apparent that some complaints may fall outside of response deadlines due to the lack of redirection when the original recipient is out of office - both on automated email notifications and voicemail messages.

For out of office email notifications, it was suggested that an alternative contact number/name of somebody who is available be included on the message, to help the customer redirect their query if they need a more immediate response. This is currently used in some departments to inform customers that the query would be dealt with when the contact returned. The Chief Executive suggested putting queries on hold should only be in exceptional circumstances when specialist assistance was required.

Problems with voicemail messages appeared to be twofold. Either messages were not being picked up by the recipient on a regular basis or the recipient is off sick and the caller has no way of knowing that their message has not been heard. It was suggested that the voicemail facility be removed completely and phones redirected when the employee is out of office.

Answering a member's query as to what to do if a department does not respond to an issue the HoC&ES advised contacting the relevant Head of Service.

It was acknowledged that performance in responding to complaints had dropped. Members asked for an update in every case where targets had not been met together with an explanation as to why it happened and what measures had been put in place to prevent it happening again.

**Resolved:** *subject to the observations made:*

*(i) to accept the reasons given for the delay in dealing with specific complaints and otherwise note the performance in dealing with other complaints under the 'Your Voice' Complaints Procedure; and*

*(ii) request that future performance monitoring reports include a comprehensive explanation on why targets have not been met when dealing with specific complaints, the reasons for non-compliance, measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe.*

## **8 SCRUTINY WORK PROGRAMME**

A report by the Scrutiny Co-ordinator was submitted (previously circulated) seeking Members' review of the Committee's future work programme (FWP).

The Committee considered its draft FWP as detailed in Appendix 1, and the following amendments and additions were agreed for the following meetings to allow for relevant consultation:

- the Street Naming Policy be moved to January's meeting;
- Draft Agriculture Estate Strategy 2015 onward be moved from January to February's work programme; and
- that the work relating to measuring the impact of the budget cuts on the deliverability of the Corporate Plan and the Council's performance be delegated to a scrutiny task and finish group that would report back to Performance Scrutiny Committee in due course.

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

## 9 AGRICULTURAL ESTATES

### EXCLUSION OF PRESS AND PUBLIC

*RESOLVED* that under Section 100A of the Local Government Act 1972, the Press and Public be excluded from the meeting for the following items of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraphs 13, 14, 15 and 16 of Part 4 of Schedule 12A of the Local Government Act 1972

The Lead Member for Finance and Assets introduced a confidential report (previously circulated) on the Agricultural Estate's performance in delivering its current strategy to the Committee.

He explained that there were two types of tenancy agreements:

- the Agriculture Holdings Act 1986 which provided for a full agricultural tenancy with less control from the Landlord's point of view, traditionally covering a long term tenancy agreement;
- the Agricultural Tenancies Act 1995 or Farm Business Tenancies which are more commercially minded and equitably share the burden of responsibility between landlord and tenant.

It was explained that local authority agricultural holdings were a legacy which most local authorities had inherited from predecessor authorities who had invested in land at the end of World War 1 to provide returning soldiers with a foothold onto the farming ladder, and as a way of feeding the population.

It was acknowledged that the nature of the agricultural industry, where the value of assets were far higher than any income that could be derived from any farming business, meant that agricultural tenancies had to be medium to long-term arrangements.

The capital value of the Estate is considerably affected by the number of tenancies in place i.e. vacant possession considerably increases value. Tenancy agreements are being reviewed and as they are released the land/farms are being sold.

Under the current strategy (adopted 2010) Denbighshire had realised capital receipts in the region of £1.9m through the disposal of non-viable agricultural units. It was anticipated that two other disposals would be made on the open market by the end of the financial year.

Part of the capital receipts received to date had been reinvested into the Estate to address Health and Safety, urgent maintenance work or improvements to operational functions rather than cosmetic alterations.

The Committee were informed (outlined in an appendix to the report) that the capital works identified for investment would be subject to a bid and scrutiny with other capital projects to the Strategic Investment Group (SIG). However, there was

no guarantee that they would be successful, particularly in light of budgetary constraints.

The following responses were given to the Committee's queries:

- the proposed capital funding bid relating to electrical testing referred to health and safety work on the entire estate;
- farm land included within the Local Development Plan is being considered for disposal as it becomes available;
- with exception of succession from father to son there have been no new tenants in recent years;
- there has been an amalgamation of some farms' land to make them more viable;
- land/property is usually sold with a claw-back clause that provides for a percentage to be paid back to the Council if the property is resold at a higher value within a certain period of time;
- the appointment of a qualified valuer to the Estates staff had increased capacity to deal with the workload and manage the Estate. The valuer had undertaken work on the rental income from the Estate and had concluded that the rent charged was in line with that of public and private estates;
- members' questions relating to individual holdings were also answered by officers.

The Committee were advised that the new draft strategy for the Estate was nearing completion and should be available for consultation in the near future.

It was:

***resolved:***

*(i) subject to the above observations to note the Estate's performance under the current strategy; and*

*(ii) that the new draft Strategy for the Agricultural Estate be presented to the Committee for consideration in February 2015*

Part 1.

## **10 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

Councillor Richard Davies had attended the Business Information and Modernisation Service challenge the previous day and would share the report when it was available.

Councillor Geraint Lloyd-Williams had attended an informal meeting with the Communication, Marketing and Leisure Service.

Meeting concluded at 12:15pm

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**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 15 January 2015

**Lead Member/Officer:** Lead Member for Education/Head of Education

**Report Authors:** School Effectiveness Performance Officer and Marc Berw Hughes (GwE)

**Title:** KS4 Examination Results

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

The verified performance of Denbighshire schools external examinations results at Key Stage 4 and post 16. The report also provides analysis of results against benchmarked information and performance against other local authorities.

The report incorporates GwE’s Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire. (Appendix 1))

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

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

**3. What are the Recommendations?**

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

**4. Key Stage 4 and Post 16 Results**

All key indicators at KS 4 for external qualifications have improved this year.

|                              | Denbighshire 2012 |      | Denbighshire 2013 |      | Denbighshire 2014 |      | Wales '14 |
|------------------------------|-------------------|------|-------------------|------|-------------------|------|-----------|
|                              | %                 | Rank | %                 | Rank | %                 | Rank |           |
| Level 1                      | 93.2              | 7    | 93.6              | 11   | 95.2              | 11   | 93.9      |
| Level 2                      | 82.7              | 1    | 85.7              | 2    | 88.8              | 2    | 82.3      |
| Level 2 inc. E/W&M           | 54.7              | 7    | 53.4              | 12   | 55.6              | 10   | 55.4      |
| Core Subject Indicator (CSI) | 53.1              | 7    | 49.2              | 14   | 53.9              | 10   | 52.6      |
| Wider Points Score           | 504.9             | 5    | 553.2             | 4    | 562.8             | 5    | 524.5     |
| Capped Points Score          | 339.2             | 3    | 345.3             | 7    | 351.8             | 4    | 340.8     |

#### 4.1 Level 2 including English/Welsh & Mathematic

One of the key performance indicators at the end of key stage 4 is the Level 2 Threshold including English/Welsh and mathematics which is the number of pupils gaining 5 GCSE A\*-C's or vocational equivalents and GCSE English/Welsh and mathematics A\*-C's grades.

The percentage of pupils achieving the Level 2 inc. English/Welsh & Maths is 55.6% in 2014, which is 2.2% higher than 2013. This is 0.2% (55.4%) above the Welsh average and places the LA 10th in Wales in 2014 from 12th in 2013. This is two places above the LA's free school meal position. The All Wales Core Data Set value added data which compares LA's contextually places the LA 7th in Wales in 2013.

The Level 2 inc. English/Welsh & Maths increased in St Brigid's, Denbigh High School, Ysgol Dinas Bran, Prestatyn High School, Ysgol Brynhyfryd and Ysgol Glan Clwyd. Two schools declined in 2014. St Brigid's and Rhyl High School were in the 1<sup>st</sup> quartile based on Free School Meal benchmarking, while Prestatyn High School are in the 4<sup>th</sup>.

| Level 2 inc. Eng/Welsh & Maths |      |      |      |                      |                       |
|--------------------------------|------|------|------|----------------------|-----------------------|
|                                | 2012 | 2013 | 2014 | Difference 2014-2103 | Benchmarked Quartiles |
| St Brigid's                    | 72   | 71   | 78   | +7                   | 1                     |
| Denbigh High School            | 50   | 51   | 58   | +6                   | 2                     |
| Ysgol Dinas Bran               | 57   | 56   | 60   | +4                   | 3                     |
| Prestatyn High School          | 53   | 46   | 51   | +5                   | 4                     |
| Blessed Edward Jones           | 39   | 44   | 39   | -5                   | 2                     |
| Rhyl High School               | 45   | 51   | 45   | -6                   | 1                     |
| Ysgol Brynhyfryd               | 71   | 68   | 69   | +1                   | 3                     |
| Ysgol Glan Clwyd               | 68   | 66   | 70   | +4                   | 3                     |

The total percentage of pupils gaining the Level 1 Threshold of GCSE 5A\*-G or vocational equivalents in Denbighshire this year is 95.2% in 2014 which is 1.6% above 2013.

#### 4.2 The Level 2 Threshold (5 GCSE 5A\*-C or vocational equivalents)

The Level 2 Threshold is the number of pupils gaining 5 GCSE A\*-C's or vocational equivalents. The percentage of pupils achieving the Level 2 Threshold is 88.8%, which is 3.3% higher than last year. This is the fifth year that the Level 2 indicator has increased in Denbighshire high schools. This places Denbighshire LA 2nd in Wales in 2014 which is equal to 2013. The All Wales Core Data VA Set places the LA 5th in Wales in 2014, up from 6<sup>th</sup> in 2013.

All schools except for St.Brigid's improved in 2014, Prestatyn High (97%), Ysgol Dinas Bran (99%), Ysgol Glan Clwyd (97%) and Rhyl High School (95%) Ysgol Brynhyfryd (92%) all achieved over 90% for the Level 2



Threshold. Denbigh High School achieved the greatest increase improving by 13%.

|                       | Level 2 Threshold |      |      |                      | Benchmarked Quartiles |
|-----------------------|-------------------|------|------|----------------------|-----------------------|
|                       | 2012              | 2013 | 2014 | Difference 2014-2013 |                       |
| St Brigid's           | 97                | 89   | 88   | -1                   | 3                     |
| Denbigh High School   | 65                | 71   | 84   | +13                  | 3                     |
| Ysgol Dinas Bran      | 98                | 99   | 99   | 0                    | 1                     |
| Prestatyn High School | 91                | 93   | 97   | +4                   | 1                     |
| Blessed Edward Jones  | 68                | 69   | 72   | +3                   | 3                     |
| Rhyl High School      | 77                | 91   | 95   | +4                   | 1                     |
| Ysgol Brynhyfryd      | 88                | 92   | 92   | 0                    | 2                     |
| Ysgol Glan Clwyd      | 91                | 97   | 97   | 0                    | 1                     |

Pupils from Ysgol Plas Brondryffyn sit examinations when they are ready, which means few pupils gain a GCSE qualification at the age of 15 missing Welsh Government performance indicator. This year from a cohort of 16 pupils, 5 pupils gained the Level 1 Threshold and 100% of pupils successfully achieved a recognised qualification/accreditation. 100% of year 11 pupils at Ysgol Tir Morfa have successfully gained a recognised qualification /accreditation below GCSE and Level 1.

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.

#### 4.3 Secondary Categorisation 2014

Categorisation is used by the Welsh Government as a way of using national data on school performance in context to group schools according to where they are on their improvement journey relative to other schools in Wales. National Categorisation replaces School Banding. Category 1 schools show good overall performance and progress and those in Category 4 show weak performance and progress relative to other schools.

|                       | Banding |      |      |      | Categorisation |
|-----------------------|---------|------|------|------|----------------|
|                       | 2010    | 2011 | 2012 | 2013 | 2014           |
| St Brigid's           | 2       | 2    | 2    | 2    | 1              |
| Denbigh High School   | 5       | 4    | 3    | 3    | 2              |
| Ysgol Dinas Bran      | 3       | 1    | 1    | 2    | 2              |
| Prestatyn High School | 3       | 2    | 2    | 3    | 3              |
| Blessed Edward Jones  | 4       | 3    | 2    | 3    | 3              |
| Rhyl High School      | 5       | 4    | 2    | 1    | 2              |
| Ysgol Brynhyfryd      | 4       | 2    | 2    | 3    | 2              |
| Ysgol Glan Clwyd      | 3       | 3    | 2    | 2    | 1              |

There are no Denbighshire schools in the lowest category 4 in 2014. The local authority average Category score places Denbighshire provisionally 4th in Wales in 2014 up from 5th in 2013.

#### **4.4 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 Level 3 Threshold increased to 98.1% in 2014, a 1.3% improvement on 2013. This is above the Welsh average of 97.1% and places Denbighshire 9th in Wales. 'A Level' results have declined slightly this year in secondary schools. Students achieving two A Levels with A\*-C grades declining to 75.4% this year, this is 1.2% lower than 2013.

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. Although the average wider point score declined to 691 in 2014 from 718 in 2013, in 2014 Denbighshire's position has remained 20th in Wales.

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

This report contributes to the Corporate Priority of improving performance in education and the quality of our school buildings. Members need to be aware of the performance of schools and the LA against national benchmarks.

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

N/A

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

Although boys and girls perform above the Welsh average for the Level 2 inc. E/W&M, boys comparatively perform better than girls. Boys perform 1.16% above the Welsh averages were as girls are only 0.66% above the Welsh average.

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

N/A

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

N/A

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

- The LA and GwE will continue to challenge Headteachers and managers in schools to ensure that schools are taking appropriate action to improve standards.
- To reduce any risks to school support and challenge in Denbighshire schools, Education Officers within the Authority monitor and assess the quality of the regional education service (GwE)
- Sustaining the improvement in external examination results.
- Continue improvement against the reduction in 14-19 Learning Pathways Grant and ESF Potential funding after 2014.

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

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

**Contact Officer:**

School Effectiveness Performance Officer: Secondary

Tel: 07771 838202

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|                                             |                                                                |
|---------------------------------------------|----------------------------------------------------------------|
| <b>Report title</b>                         | Report on School Effectiveness Service working in Denbighshire |
| <b>Author</b>                               | Marc B Hughes [Senior Challenge Advisor Conwy / Denbighshire]  |
| <b>Report date</b>                          | November 2014                                                  |
| <b>Report Period</b>                        | September 1st 2013 – August 31st 2014                          |
| <b>Denbighshire LA Link</b>                 | Karen Evans                                                    |
| <b>Member with Education Responsibility</b> |                                                                |

### Purpose of the Report

The main purpose of the report is to present information which will allow elected members to scrutinise the work of the School Effectiveness Service (GwE) with regard to Denbighshire schools and to evaluate the effect of the work on outcomes, standards of work and quality of leadership. This report needs to be read in conjunction with the Annual Performance Report so that impact of support actions noted in this report can be assessed against performance outcomes.

### Supporting Cooperate Priorities

- GwE Service Level Agreement for 2013-14 is based on the principle of targeted support for schools in need of intervention.
- GwE and LA priorities are both based on learners achieving their full potential. However, despite the alignment between National, Regional and Authority priorities, due to the regional focus on intervention in underperforming schools and the identifying triggers for this within the original service level agreement, the majority of Denbighshire schools were unable to access support to move from good to excellent.
- GwE regional priorities for 2013-14 were as follows:-
  - Increase the proportion of 16-year-old learners achieving the Threshold Level 2 + at the end of KS4
  - To raise standards of achievement of learners who are entitled to FSM
  - To raise standards of achievement in the national reading and numeracy tests
  - Increasing numbers and standards of achievement in Welsh First Language
  - Increase the proportion of 16-year old learners achieving at least 5 A \* / A by the end of KS4
- Denbighshire Local Authority priorities for 2013-14 are as follows:-
  - Raising attainment
  - Narrowing the gap between groups of learners
  - Tackling deprivation
  - Improving literacy and numeracy
  - Supporting pupils well being
  - Accessing curriculum enrichment opportunities and improving engagement in education.
- Additional GwE regional priorities for 2014-15 are as follows:-
  - Establish and promote an effective model for regional school to school collaboration
  - Improving the quality of leadership and teaching / learning
  - Supporting and empowering schools in assessment procedures, standardization and moderation of teacher assessments
- The GwE business plan going forward (written autumn 2014) has an appendix for key priorities for each Local Authority. LA officers and GwE have co-constructed this section of the plan, ensuring that it is aligned with Denbighshire LA priorities.
- The setting of targets for schools is a key discussion between GwE and LA and progress towards these targets are reported each term.

### Governance

- GwE was established in partnership with the 6 Local Authorities in North Wales to be accountable to the county councils and to carry out their statutory functions in relation to school improvement [and in particular, to monitor, challenge and provide support services]. The delivery of the Service Level Agreement is based on a model which is designed on the number of days specified for:
  - Termly monitoring visits looking at attainment data and capacity of the school to improve.
  - supporting schools in risk categories
  - pre and post-inspection support
- The capacity of the service meant that it was not possible to work beyond this remit due to a number of reasons. This included a) difficulty in recruitment especially at secondary level b) initial experience and ability of system leaders at a school leadership level and c) working in a transitional period where intelligence gathering had to be a focus before intervention and support could be actioned.
- The GwE staffing structure for 2013-14 can be seen in Appendix 1a. During 2013-14 the GwE senior leadership team comprised of five members; one Managing Director, three Senior System Leaders (one for each hub) and a Business Manager. The GwE staffing structure for 2014-15 can be seen in Appendix 1b.
- A team of equivalent to 30 full-time Challenge Adviser work across the region with 9 of those working specifically in the Conwy / Denbighshire Hub during 2013-14. The original Senior System Leader for the Conwy / Denbighshire Hub left in September 2013 and was replaced from October 2013. Details of the Conwy / Denbighshire team can be found in Appendix 2 including past experiences in leadership. There is also reference to the structure of the team in 2014-15.

- GwE and LA jointly deliver on school improvement and are jointly responsible for applying the curriculum which feeds into the work of ESTYN. However as GwE and LA have responsibility for different aspects of this agenda. Therefore collaborative working is essential to ensure quality challenge and support in all areas. Continuous collaborative working and communication is an essential part of the way GwE and Denbighshire LA ensure that quality school improvement is delivered across the authority.
- Senior Leadership in GwE and Denbighshire LA have developed a robust quality assurance model was developed and included:-
  - GwE Senior Challenge Advisor met on a fortnightly basis with Denbighshire LA officers to discuss various schools and agree where intervention and support was needed. There was also regular contact by phone and email.
  - All GwE Challenge advisors met Denbighshire LA officers once a term to discuss all schools. A report is drafted by GwE which is shared with LA officers prior to the meeting. This forms the basis for discussions.
  - Schools were categorised during a joint GwE / Denbighshire meeting where all intelligence by GwE Challenge advisors and Denbighshire officers is taken into account.
  - Partnership working between senior officers in GwE and Denbighshire LA is continuously being evaluated and developed to ensure improvement and impact.
- A model has been further developed this current academic year and is now far more robust and communication lines clearer between LA and GwE officers. The model now includes:-
  - Fortnightly meetings continue between Senior Challenge Advisor and Denbighshire officers.
  - There is regular consultation between GwE and Local Authority officers regarding school categorisation which informs the reporting. The official categorisation took place during October; however this can be updated at any time during the year depending on individual school's circumstances.
  - Challenge advisors in consultation with LA officers collate a half termly report detailing level of challenge and support for every Denbighshire school. This report includes judgements on capacity to improve, progress against recommended actions and impact seen during the period.
  - A document detailing Denbighshire target schools is updated half termly, noting number of days of support received, cost of intervention and impact against the recommended actions.
  - All GwE Challenge advisors will meet once a term with Denbighshire Officers to discuss every school and to receive input from Welsh advisory team, ALN Department, Inclusion and to receive any relevant information from HR and Finance which may impact on standards.
- No annual scrutiny report was not produced for 2013-14 due to the fact that the service had not been functional for 12 months.

### Financial Management

The regional service is jointly funded by the 6 Authority [based on an agreed formula]. In 2014-15, those contributions will be as follows:

| Cyngor       | £          | %      |
|--------------|------------|--------|
| Anglesey     | £364,146   | 10.23% |
| Gwynedd      | £640,614   | 17.99% |
| Conwy        | £555,908   | 15.61% |
| Denbighshire | £539,137   | 15.14% |
| Flint        | £796,986   | 22.38% |
| Wrexham      | £664,019   | 18.65% |
| Total        | £3,560,810 |        |

Percentage of the budget allocated to commissioning in the various authorities from April 2013 to August 2014 [\* excludes autumn 2014 onwards]:

| Cyngor       | £           | %      |
|--------------|-------------|--------|
| Anglesey     | £35,559.09  | 12.32% |
| Gwynedd      | £63,505.49  | 22.00% |
| Conwy        | £72,379.63  | 25.07% |
| Denbighshire | £21,729.13  | 7.53%  |
| Flint        | £27,925.20  | 9.67%  |
| Wrexham      | £67,562.69  | 23.41% |
| Total        | £288,661.23 |        |

- Due to the restrictions brought about by the current Service Level Agreement, the amount of commissioned support received by Denbighshire was limited. Due to the fact that the Denbighshire LA schools profile was a positive, a profile with no schools in ESTYN statutory Category and only a few schools in ESTYN monitoring or causing concern, the LA received a limited share of the regional commissioning budget during 2013-14.
- During the current academic year (2014-15), taking into account the categorisation profile of Denbighshire schools, a commissioning budget of £27,300 (18.2%) has been set aside for intervention in Denbighshire schools.

- The original Service Level Agreement noted areas of possible risk during the development of the service. These included a) Ability to recruit suitable staff and b) Dip in standards

Some of this risk has been realised in the following way:-

- Ability to recruit staff; there was a difficulty in appointing a full team for Conwy / Denbighshire Hub which led to two schools not receiving a visit in Summer term 2013 and did not have an allocated System Leader until Summer 2014.
- Dip in standards; during this transitional period, GwE and LA have worked closely to ensure that there was no regression in standards during the period. This was realised with a positive trend in attainment at all key stages in summer 2014. However, with regard to schools' capacity to improve, the initial period of transition and the problems with dissemination of intelligence led to some schools not making the expected progress during the year. 2013-14 Performance data at all Key Stages put Denbighshire LA in the top 10 amongst Welsh Local Authorities; this was a target for Denbighshire LA.

### Responding to the External Environment

- Due to the generic regional SLA, it has been difficult to respond to specific LA needs over and beyond GwE priorities. However, local needs are now taken into account through the new business case LA appendix. This will ensure that there is more flexibility around the needs of the LA while ensuring regional consistency through the requirements of the National Model.
- A focus for GwE during 2013-14 was to prepare schools for inspection and to ensure post ESTYN support. This was done in conjunction with LA intelligence of schools. The profile for Denbighshire schools during this period can be seen in Appendix 3. Below is a summary of ESTYN inspection data for Spring 2013-Summer 2014:-

#### Current Profile for Denbighshire [all schools] :

- Number /%schools in Local Monitoring: 1 [2.1%]
- Number/%schools in ESTYN monitoring: 3 [6.4%]
- Nifer/% schools in Significant Improvement: 0 [0.0%]
- Number /%schools in Special Measures: 0 [0.0%]

#### Judgement profile [for schools inspected during the period]: 13

- Number/% awarded Good or better across the 3 Key Questions : 9[69%]
- Number/% of KQ1 judgements were good or better : 9 [69%]
- Nifer/% of KQ2 judgements were good or better: 9[69%]
- Nifer/% of KQ3 judgements were good or better: 9[69%]
- Nifer/% where a KQ was deemed to be unsatisfactory: 0 [0%]
- Nifer/%where an area was judged to be outstanding: 0 [%]

#### Schools who have come out of category during the period:-

- Two schools (Esgob Morgan and Cefn Meiriadog) have come out of LA monitoring during the period
- One school (Bodnant) has come out of ESTYN monitoring during the period
- One school (Cyffylliog) has come out of Special Measures during the period

### Performance Management

- GwE Challenge advisors facilitated Head teacher performance Management in all Denbighshire schools over the past academic year. Head teacher personal objectives were discussed in Visit 1 in preparation for the official PM meeting with school governors.
- Challenge Advisors completed a self-assessment profile during autumn 2013; however there was no Performance Management process in place for Challenge Advisors during 2013-14. Performance Management Policy and Documentation is now in place and PM meetings for all GwE staff are taking place during autumn 2014. Challenge Advisor objectives include one regional priority focus, one with a school improvement (or group of schools) focus and one regarding a personal development need.
- GwE Challenge Advisors have received regular regional training on school improvement issues, this totalled five full days training during 2013-14 academic year. Up an above this, there were six Conwy/ Denbighshire hub team meetings where Challenge advisor training was an aspect of the session.
- At the beginning of autumn 2014 all challenge advisors attended National training in Cardiff. This was based around the new National Standards for Challenge Advisors. A national task group are working on a national continuous professional development package for Challenge Advisors which will be implemented regionally.
- All schools received the standard three visits during 2013-14. This was a combined total of 85.5 days of Challenge Advisor time in schools. Preparation and report writing time has been calculated at a combined total of 199.5 days of challenge advisors time. All, apart from four secondary schools during visit 1, were carried out by full time GwE challenge advisors. GwE commissioned two retired Head teachers to carry out visit 1 in the four secondary schools.
- Challenge Advisors attended the Head teacher's performance management meeting in all 57 Denbighshire schools during the autumn 2013 term. This equated to 28.5 days.
- Challenge advisors also visited schools to support school development in leadership and teaching and learning. They also attended at least one governing body meeting in every school. A combined total of 188.5 days of Challenge advisor time

was spent conducting these supportive visits in Denbighshire schools. A breakdown of this support can be seen in Appendix 4. As can be seen these visits range from 0.5 day to 17 days depending on need (average of 3.3 days per school). In schools requiring further intervention, a total of 41.5 days of commissioned support was arranged in ten (18%) Denbighshire schools. Associate Partner support from GwE was also arranged and this amounted to 35.5 days in 11 (19%) of Denbighshire schools. Seventeen (30%) of Denbighshire schools took part in GwE organised Literacy and Numeracy intervention training totalling 28.5 days, while GwE funded and facilitated Numeracy training for the Denbighshire Welsh schools federation and was attended by many Head teacher and teaching staff from all First language Welsh schools within Denbighshire.

- Appendix 4 includes three specific examples of where intervention by GwE in collaboration with the LA has led to improvement in standards and school development.

#### **Partnership and Collaboration**

- GwE and LA officers, through processes and protocols work collegiately through quality partnership working. Examples of these include:-
- GwE staff has accompanied LA and school Head teachers to SSMG meetings during 2013-14.
- All GwE and LA officers meet once a term and a report is produced detailing the good practice, development needs, intervention and impact of intervention of all schools.

#### **Equalities and Safeguarding**

- GwE have an equality plan and policy and this is adhered to by all staff. GwE are also aware of the Denbighshire equality plan and policy and also adhere to this.
- GwE have a safeguarding policy and this is adhered to by all staff. GwE are also aware of the Denbighshire Safeguarding policy and procedures and also adhere to this.

#### **Scrutiny and Challenge**

- GwE carry out its own scrutiny and quality assurance processes. The Senior System Leader shadows a percentage of CA visits; three were carried out in Denbighshire during 2013-14. Senior System Leaders from other hubs also shadow one CA visit each term, Denbighshire schools received one of these visits during 2013-14. A percentage of reports are also scrutinised each term and feedback given to the Challenge Advisors. Challenge Advisors also peer assess reports each term and discuss consistency of reporting. Over the year, reports to LA have become more focused and are more consistent in reporting style.
- Schools have the opportunity to complete an on-line survey on the appropriateness and effectiveness of each GwE visit. Out of the 57 schools within Denbighshire, 18 schools responded in autumn 2013 (32%), 11 schools in spring 2014 (19%) and 14 schools (25%) responded in the summer 2014. The feedback from those schools who responded was extremely positive.
- The work of GwE in Denbighshire schools is scrutinised by LA through fortnightly meetings with the Senior Challenge Advisor and during termly meetings Challenge Advisor also meets with the Head of Service at least once a term. Denbighshire LA has representation on ADEW, the Joint Committee and GwE user group which scrutinises the work of GwE across the region.
- Denbighshire LA carried out an audit of GwE Challenge advisor work during the summer 2014. The findings of this report will be fed back to GwE staff during autumn 2014 and will form part of the GwE Conwy / Denbighshire team action plan for the forthcoming year.

#### **Consolation and Engagement**

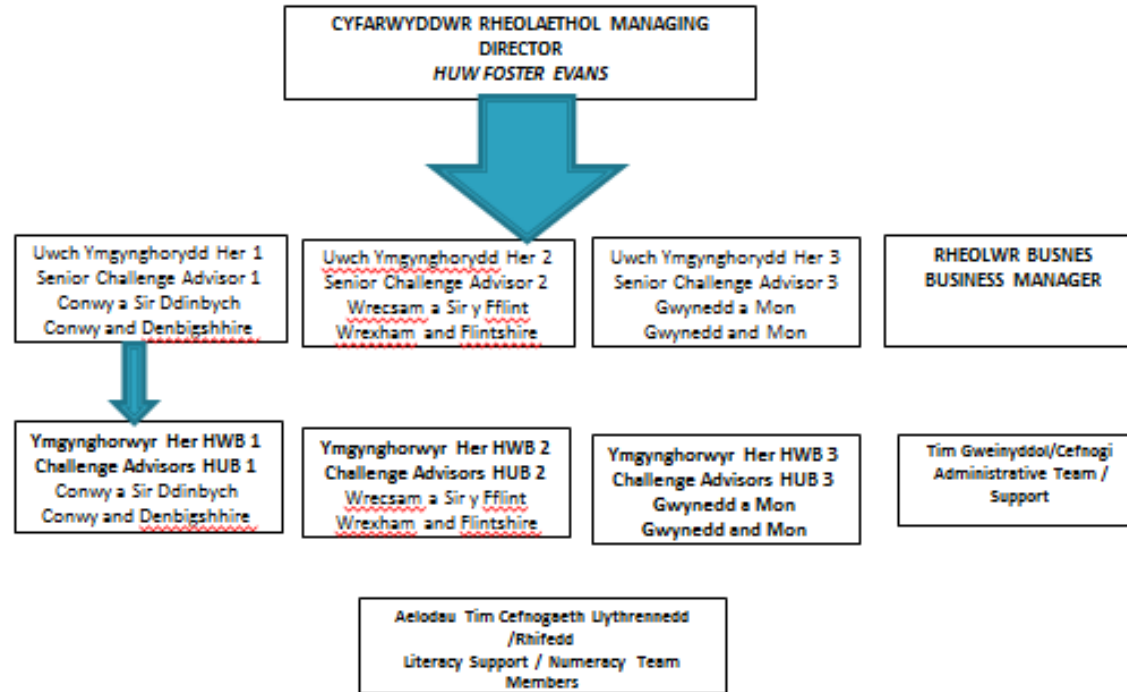
- There is representation from Denbighshire Head teachers on the GwE user group. This group consults on GwE process once a term.
- The Denbighshire / Conwy Senior Challenge Advisor has attended several Head teacher forums, both Primary and Secondary during the 2013-14 year, alongside LA officers. During these forums, Head teachers are updated on GwE priorities and objectives as well as information dissemination regarding Welsh Government and regional developments.
- Local Authority officers are briefed on a fortnightly basis on GwE developments. There has been full consultation between GwE and LA officers regarding the Denbighshire LA annex of the GwE business plan for 2014-15.

#### **Risk management**

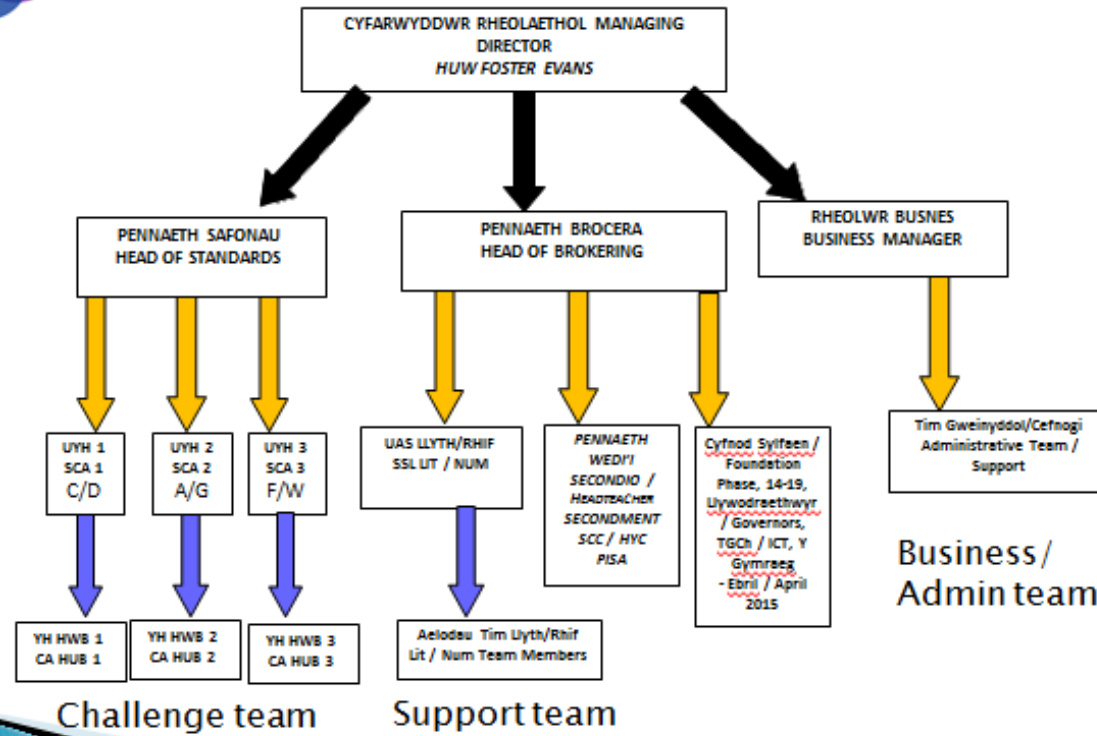
It has been identified during 2013-14 that the following areas need to be monitored carefully during 2014-15:-

- Consistency in quality and content of Challenge Advisor Reports.
- Timing of when Challenge Advisor reports are presented to LA officers to ensure intelligence is disseminated before schools receive official copies.
- Ensure increased number of stakeholder questionnaire returns by Denbighshire schools to ensure more robust quality assurance.
- To monitor and quality assure Head teachers who are in agreement with GwE as Challenge Advisors.





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Appendix 1b – GwE Staffing Structure 2014-15

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| Personel                                                                                                                                                                                      | Leadership Experience<br>SLT = S<br>Middle Leadersip = M<br>Other =O | Denbighshire Schools                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| <b>Marc Berw Hughes (from Oct 2013)</b>                                                                                                                                                       | S/O                                                                  | Christchurch, Penmorfa                                                                                      |
| <b>Jon Rosser</b>                                                                                                                                                                             | M/O                                                                  | Rhos Street, Y Parxc, Frongoch, Bodfari, Dinas Bran, St Bridgit's, Blessed edward Jones, Prestatyn High     |
| <b>Huw Robertson (from April 2014)</b>                                                                                                                                                        | S                                                                    | Rhyl HS, Glan Clwyd, Denbigh High, Brynhyfryd                                                               |
| <b>Richard Watkins</b>                                                                                                                                                                        | S/O                                                                  | Faenol, Hiraddug, Cefn Meiriadog, Bryn Collen, Brynhedydd, Bodnant, Y Castell, Trefnant, Pendref, Llywelyn, |
| <b>Sue Palmer (from September 2013)</b>                                                                                                                                                       | S/O                                                                  | Cae'r Drewyn, Carrog, Bro Dyfrdwy, Gwernant, Clawdd Offa, Mair, Emmanuel, Meyd, Dyffryn Ial                 |
| <b>Jacquiline Chan</b>                                                                                                                                                                        | O                                                                    | Esgob Morga, st asaph VA, Bro Famau, Bryn Clwyd, Gellifor, Llanbedr, Borthyn                                |
| <b>Sian Thomas</b>                                                                                                                                                                            | O                                                                    | Pentrecelyn, Dewi Sant, Y llys, PantPestynog, Betws GG, Bro Elwern, Llanfair DC, Rhewl                      |
| <b>John Emlyn Jones (retired in August 2014)</b>                                                                                                                                              | S/O                                                                  | Twm o'r Nant, Tremeirchion, Henllan                                                                         |
| <b>John Richard Williams</b>                                                                                                                                                                  | S/O                                                                  | Pen Barras, Cloccaenog, Cyffylliog, Bro Cinmeirch                                                           |
| <b>Jane Kelly (part-time)</b>                                                                                                                                                                 | S                                                                    | Tir Morfa, Plas Bron Dyffryn                                                                                |
| Through part-time and temporary secondments, use is also made of a number of experienced head teachers from the region to enhance the core team for Denbighire during 2014-15, these include: |                                                                      |                                                                                                             |
| <b>Gwynne Vaughan</b>                                                                                                                                                                         | S                                                                    | Twm o'r Nant, Tremeirchion, Henllan                                                                         |
| <b>Gwyn Fleming</b>                                                                                                                                                                           | S                                                                    | Pentrecelyn                                                                                                 |
| <b>Matthew Jones</b>                                                                                                                                                                          | S                                                                    | Pant Pestynog, Rhewl                                                                                        |
| <b>Iwan Jones</b>                                                                                                                                                                             | S                                                                    | Betws GG, Bro Elwern, Llanfair DC                                                                           |
| <b>Ian Kelly</b>                                                                                                                                                                              | S                                                                    | Christchurch                                                                                                |

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## Denbighshire ESTYN Inspection Profile 2013-14

| School         | Date        | KQ1 | KQ2 | KQ3 | Curr. Perf. | Prospects |
|----------------|-------------|-----|-----|-----|-------------|-----------|
| Esgob Morgan   | Summer 2013 | G   | G   | G   | G           | G         |
| Bodnant        | Summer 2013 | A   | A   | A   | A           | A         |
| Trefnant       | Autumn 2013 | G   | G   | G   | G           | G         |
| Cefn Meiriadog | Spring 2013 | G   | G   | G   | G           | G         |
| Caer Drewyn    | Spring 2014 | G   | G   | G   | G           | G         |
| Borthyn        | Spring 2014 | A   | A   | A   | A           | A         |
| Y Castell      | Sum 2014    | G   | G   | G   | G           | G         |
| Pendref        | Sum 2014    | A   | A   | A   | A           | G         |
| Bro Famau      | Sum 2014    | G   | G   | G   | G           | G         |
| Penmorfa       | Sum 2014    | G   | G   | G   | G           | G         |
| Pretatyn High  | Autumn 2014 | A   | A   | A   | A           | A         |

|                       | Summer 2013- Autumn 2014 Inspections |          |          | % Judgements |           |
|-----------------------|--------------------------------------|----------|----------|--------------|-----------|
|                       | CA1/ KQ1                             | CA2/ KQ2 | CA3/ KQ3 | Curr. Perf.  | Prospects |
| <b>Excellent</b>      | 0                                    | 0        | 0        | 0            | 0         |
| <b>Good</b>           | 7                                    | 7        | 7        | 7            | 8         |
| <b>Adequate</b>       | 4                                    | 4        | 4        | 4            | 3         |
| <b>Unsatisfactory</b> | 0                                    | 0        | 0        | 0            | 0         |

Appendix 1d– Denbighshire ESTYN inspection profile 2013-15

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Specific examples of GwE intervention with orange / red schools 2013>2014 :

|                                               | Summary of implementation / support                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>School: Bodnant<br/>Risk Category: Red</p> | <p>GwE instigated coordinated support for the school in September 2013. This support involved the following:</p> <ul style="list-style-type: none"> <li>• GwE System Leader</li> <li>• GwE consultant head teacher</li> <li>• Associate Partner for Literacy &amp; Numeracy</li> </ul> <p>1. The GwE system leader provided the following support:</p> <ul style="list-style-type: none"> <li>• Undertook book monitoring to identify and refine the key areas for improvement.</li> <li>• Delivered a staff INSET focused on improving the quality of teaching (through the identification of common features of effective teaching).</li> <li>• Delivered a staff twilight focused on improving the quality of teachers' marking and feedback.</li> <li>• Reviewed and amended the school's post-inspection action plan (PIAP).</li> <li>• Set up and chaired the school's PIAP progress group meetings.</li> <li>• Organised whole-school lesson observations in February 2014 (including providing individual and written feedback)</li> <li>• Undertaking whole-school book scrutiny in March 2014.</li> <li>• Undertaking a pre-Estyn monitoring visit in May 2014.</li> </ul> <p>2. GwE consultant head teacher provided the following support:</p> <ul style="list-style-type: none"> <li>• Assisted the Head teacher to complete the 6 recommendations contained within the school's post inspection action plan.</li> <li>• Assisted the SMT to develop a consistent whole-school ethos across the two sites (Foundation Phase and Key Stage 2).</li> <li>• Analysed communication within meetings and identifying improvements to whole-school accountability.</li> <li>• Improved the level of internal accountability within the school.</li> <li>• Challenged the senior leaders, particularly SMT in the Foundation Phase site, to monitor and deliver agreed performance targets.</li> <li>• Assisted the head teacher in implementing agreed performance management processes in order to address areas of underperformance, including teaching.</li> </ul> | <p>Outcomes of Support – June 2014</p> <p>The school received a very positive Estyn monitoring report in June 2014. The report indicated that the school has made good progress in enabling pupils' to develop their literacy skills across the curriculum. The report also cited the very effective support provided by the Associate Partner for literacy and GwE representatives. Together with the significant work undertaken by the school, this support package provided a positive impact on the quality of curriculum provision and standards in writing and numeracy.</p> <p>Estyn noted that the support for the school's SMT has enabled more effective structures to be put in place that enables provision and standards to be monitored and evaluated more systematically. During autumn 2014, support for the SMT is now focused on:</p> <ol style="list-style-type: none"> <li>1. Looking at differing management styles and their practical implementation.</li> <li>2. Dealing and reflecting upon conflict situations</li> <li>3. Leading and Managing the SMT through "task and finish"</li> <li>4. Moving from managing to leading</li> <li>5. Analysis of communication within meetings and identifying improvements to whole school accountability via task and finish work to bring about higher levels of internal accountability.</li> <li>6. Assisting the SMT to sustain the progress made against the school's 6 Estyn recommendations from 2013.</li> </ol> <p>Feedback from the consultant during October 2014 indicates that the school has made significant progress in achieving the aims (1-6) above. Support will continue until December 2014.</p> |

- Ensured the SMT access the opinions of key stakeholders as part of the school's self-evaluation process, e.g. parents, staff and governors.
3. Associate Partners provided the following support:
- Working with teachers from Foundation Phase and key stage 2 to evaluate and reflect on the school's current and future provision for extended writing (including amending and improving the quality of curriculum planning for teaching writing).
  - Reviewing and advising on the delivery of Read Write Inc. across all classes.
  - Assisting teachers to reduce their reliance on schemes of work, particularly and IPC, SEAL and how they impact on opportunities for writing
  - Assisting teachers improve the teaching of written genres in English.
  - Improving the quality of guided reading sessions in school.
  - Advising teachers on the most effective method of recording and displaying pupils' written work across the curriculum.
  - Advising and sharing good practice on the teaching of reading across both phases.
  - Sharing good practice on the teaching of English as a discrete subject, and the provision the school has for applying those literacy skills in a cross curricular context, with a specific emphasis on extended writing.
  - Helping teachers improve the progression in teaching approaches from The Foundation Phase through to upper key stage 2.
  - Evaluating coverage of genres across revised KS2 English planning/application of associated skills across curriculum.
  - Planning opportunities for cross curricular literacy work currently in place
  - Evaluating how literacy skills progress throughout the school and establish a common understanding between teachers.
  - Working with teachers from Foundation Phase and key stage 2 to evaluate and reflect on the school's current and future provision for numeracy (including amending and improving the quality of curriculum planning for teaching writing).
  - Sharing good practice in teaching numeracy skills across the curriculum.
  - Evaluating and amending the school's curriculum planning to incorporate the LNF.
  - To identify and focus on specific elements of the LNF framework and produce a progressive whole school cross curricular portfolio of work (including assisting teachers in planning opportunities for LNF numeracy development across the curriculum).
  - Improving the quality of differentiation focused on the needs of more able pupils.
  - Helping improve the quality of teaching through the provision of team teaching sessions.

|                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <p>School: St Brigit's<br/>Risk Category:<br/>Orange</p> | <ul style="list-style-type: none"> <li>• The current Head teacher was made substantive head in Spring 2014 following one-term as interim head. Current head is the sixth head in five years.</li> <li>• School categorised as orange (adequate for standards in 2013 and adequate for leadership due to risk factor of constant change, interim head and SLT working at operational level).</li> <li>• In September 2014, current head inherited a set of disappointing GCSE results. The school did not have a development plan or an improvement plan. There was no quality assurance programme for overseeing standards of assessment or quality of pupils' work. Internal union working at times made and makes moving forward problematic.</li> <li>• GwE set up a monitoring panel, initially comprising head and GwE officer. SLT received training on the use of the Cynnal self-evaluation tool. Although this is not ideal, it does at least present a mechanism for ensuring a development plan that can be regularly monitored. Out of this arose a temporary improvement plan. GwE officer and the head meet regularly to discuss the work of the school and how best to maximise the potential of members of staff and the SLT.</li> <li>• With GwE, the school established a full programme of monitoring assessment and evaluation of standard of pupils' work. Where standards were poor, teachers were closely and regularly scrutinised until standards were at least good. The head completed a full programme of observation.</li> <li>• The school wrote, presented and implemented a new assessment programme which was evaluated and monitored by GwE. The head also went before members and undertook a successful SSMG presentation.</li> <li>• GwE ensured that the new head completed a full performance management programme and that the GB were suitably challenging.</li> <li>• External support was commissioned to address weaknesses in mathematics, to support a temporary teacher in history (the subject leader for history was suspended awaiting GTCW tribunal) and to cover temporary absence in A level photography. Curriculum support was also found for RE to address concerns over standards of pupils' work at KS3 and 4.</li> <li>• The school is entering a period of stability. The SLT are working better as a team and the level of staff morale is far better than it was twelve months ago.</li> </ul> | <ol style="list-style-type: none"> <li>1. Full programme of quality assurance in place underpinned by new assessment and marking policy that has been agreed by GwE, GB and staff.</li> <li>2. School development plan is in the process of being completed and will be so by November 2014.</li> <li>3. School improvement plan has been amended from being temporary to reflect the new development plan.</li> <li>4. The school is moving towards being 'inspection-ready'. GwE is revisiting the work of the school over three days in November 2014. Outcomes will inform the SIP and actions supporting the 'inspection-ready' status.</li> <li>5. Head is implementing new staffing structure which will provide TLRs for subject leaders and allow SLT to become more strategic and less operational.</li> <li>6. Improved results for 2014 shows improvements in L2 science (+3% on 2013), L2 mathematics (+3% on 2013) and a 9% increase in the CSI over 2013. The CSI is now at its highest point for at least six years. In 2014, L2+ rose by 8% on the 2013 figure.</li> <li>7. In 2014, the school is in quarter 1 at KS4 for L2+, CSI, CPS, L2 English, L2 mathematics.</li> <li>8. Attendance rose by 1.8% on 2013.</li> </ol> |
| <p>School: Mair<br/>Risk Category:<br/>Orange</p>        | <ul style="list-style-type: none"> <li>• October 10th '13 – Discuss main priorities for year ahead.</li> <li>• 2 November 7th – SP worked with HT on SÊR</li> <li>• November 22nd – Visit 1 – Data Analysis</li> <li>• December 10th – Governors &amp; PM meeting</li> <li>• January 31st '14 – Discuss GwE Monitoring Day</li> <li>• February 4th – GwE Monitoring Day + Feedback to Chair &amp; SLT</li> <li>• February 10th – Staff meeting - 'Feedback Training' led by Richard Watkins, supported by SP. (RW revisited to work on planning with KS2 staff)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ol style="list-style-type: none"> <li>1. Greater accountability from the Chair and Governing Body – they understand clearly the work that needs to be done</li> <li>2. A new re-modelled SÊR &amp; SDP – being updated at present and will be ready for Visit 2 after half term.</li> <li>3. RAIT attendance involvement with the school that has already had an effect and improved the attendance</li> <li>4. GwE Monitoring Visit Report that acts as 'tick list' for targeted improvements at school.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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| <ul style="list-style-type: none"> <li>• February 18th – SP worked with Year 3 teacher – assertive discipline; classroom organisation.</li> <li>• March 10th – SP meeting with SLT and Chair to discuss GwE Monitoring procedures</li> <li>• March 11th – Joint Associate Partner Report – Bernie Growcott &amp; Vicky Lees – ‘In depth, whole school review of books and planning – Literacy and Numeracy in relation to LNF.’ List of good practice and areas to improve.</li> <li>• March 10th – Staff meeting - ‘What makes a good lesson’ led by Marc Hughes</li> <li>• April 9th – Visit 2 – Book trawl</li> <li>• SP arranged for Mair teachers to visit other schools to observe good practice</li> <li>• June 12th – Visit 3</li> <li>• June 20th – Multi Agency Meeting – to discuss attendance issues; H&amp;S issues – carpark traffic &amp; fences</li> <li>• July 16th – meeting with HT to discuss follow up to multi agency meeting; discuss SER/SDP</li> <li>• September 16th ‘14 – meeting to discuss Core Data analysis; attendance; Commissioned support on offer to school</li> <li>• September 17th – Assertive Discipline, whole staff meeting, led by Alison Roberts</li> <li>• September 23rd – Governors meeting – data</li> <li>• October 9th – First meeting - Commissioned support, Shelagh Williams, HT &amp; SP</li> <li>• November 4th 9.30am – Visit 1 followed by additional book trawl, all classes. HT &amp; SP will work together on Book trawl.</li> <li>• November 4th – 4pm Performance Management</li> <li>• November 6th – Planned Commissioned support visit – SER/SDP + other paperwork (Updated Monitoring Timetable etc)</li> </ul> | <ol style="list-style-type: none"> <li>5. Associate Partners Report that acts as tick list for targeted improvements</li> <li>6. School now has a two year planning cycle as opposed to a four year planning cycle.</li> <li>7. Ysgol Mair has invested in a new handwriting scheme – presentation of work is smarter. Pupils have draft books for extended writing Process</li> <li>8. Mair has updated their Marking Policy to include effective feedback techniques.</li> <li>9. Teachers have visited other schools and brought back ideas to incorporate in their own school.</li> <li>10. The Foundation Phase results ‘14 Outcome 5 and 6 have improved on last years results. The KS2 Level 4 results have improved but the Level 5 English and Maths results need attention to improve.</li> <li>11. HT has shared his concerns about traffic with county and has met with H&amp;S officer to discuss problem.</li> <li>12. All staff trained in Assertive Discipline techniques; ‘What makes a Good lesson?’ ‘Effective feedback’ techniques.</li> <li>13. Mair SLT to work closely with SLT at Penmorfa (to include ALNCO) in preparation for Estyn.</li> <li>14. Commissioned support will support SLT and help to prepare Mair for the Estyn Inspection and the Catholic Schools Inspection.</li> </ol> |
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Appendix 1e – Specific examples of GwE interventions with Orange / Red schools.

|                             |                                                                        |
|-----------------------------|------------------------------------------------------------------------|
| <b>Report to:</b>           | <b>Performance Scrutiny Committee</b>                                  |
| <b>Date of Meeting:</b>     | <b>15 January 2015</b>                                                 |
| <b>Lead Member/Officer:</b> | <b>Lead Member for Education/Head of Education</b>                     |
| <b>Report Authors:</b>      | <b>Head of Education/14 – 19 Network Co-ordinator</b>                  |
| <b>Title:</b>               | <b>NEETS (young people ‘not in education, employment or training’)</b> |

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

The measures being taken to deal with the number of pupils in the County who are NEET (‘not in education, employment or training’).

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

To provide information regarding the measures being taken to proactively support those young people in danger of becoming NEET in order to improve performance against this measure; and ensure that none of the County’s young people fall in to this category; and are fully equipped with the necessary skills to contribute to the development of the local economy.

**3. What are the Recommendations?**

That members review and comment on the performance against this measure.

**4. Measures taken to support NEETS**

Since 2005 Denbighshire has developed a number of strategies to reduce the number of NEETs. This has been in accordance with policy directive from the Welsh Government and the requirements of the 14-19 Network Plan. As a result of the approach taken, Denbighshire has seen the following improvements:

- The % of pupils leaving statutory education with the level 2 threshold (5A\*-C or equivalent) has continuously improved to approximately 88%.
- The % of pupils in full time education has risen to 88.4 % in 2013.
- Since 2005 there has been an overall reduction in % of NEETS with two exceptions: 2008 and 2013.

Please refer to Appendix 1 which details the context of the work undertaken to reduce the number of NEETS and provides an overview of all statistical information.

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

This report contributes to the Corporate Priority of improving performance in education. It also contributes to the objective of ensuring that Denbighshire has a highly skilled workforce and economically active residents, as part of both the local and regional Economic Ambition and Skills Strategy.

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

Overall cost is difficult to determine. However, there is a potential requirement for support from services such as Children and Adult Services, Housing and Revenue and Benefits for those residents who become economically inactive and do not have the skills and qualifications to enter the workforce.

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

N/A

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

N/A

**9 Chief Finance Officer Statement**

N/A

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

- Reduction of 14-19 and Potential funding after 2014.

**11. Power to make the Decision**

Article 6.3.4(b) outlines scrutiny's powers with respect to policy objectives and performance.

**Contact Officer:**

14 – 19 Network Co-ordinator

Tel: 01824 708032

## **Youth Engagement and Progression in Denbighshire**

### **School leavers who do not engage in education, employment or training – the situation in Denbighshire**

Reducing the number of disengaged young people aged 16 and beyond has been strategically targeted in Denbighshire since 2004 through partnership working. It has featured in each Annual Network Development Plan (and from 2013 the North Wales Regional Development Plan), and from 2007 became one of the Welsh Government's 'Vision into Action' targets, alongside increased participation in education and training at 16. A report on progress against these targets has been made annually to the Welsh Government as part of the Annual Network Development Plan (ANDP) and RNDP. A key partner has been Careers Wales (formerly Careers Wales North West, and Careers Wales North East) with whom we have worked jointly on engagement and Keeping in Touch projects. The first of the latter received ESF funding and ran from 2004 to 2008, putting detached Careers Advisers into the wider community to contact those young people with whom we had lost touch since leaving school. When ESF funding finished, Denbighshire supported continuation of a modified Keeping in Touch project through the Denbighshire ANDP an Engagement Strategy was developed in 2008; the purpose being to bring together all those groups working with young people who were not engaging in education or training beyond the age of 16. Each of the providers of services of the national ESF project 'Reach the Heights' £49m project was invited, and attended, meetings of the Denbighshire Engagement Group, to explain what they were offering. A Practitioner's Group, reporting to the Engagement Group shared information, discussed and supported individual young people.

Since 2005 Denbighshire has directed funding from the 14-19 budget to provide mainly college based vocational courses to improve the engagement of pupils aged 14-16 and to encourage progression at post 16. This has been supplemented by substantial extra funding between 2011 and 2014 after a successful application for ESF funding. The 'Potensial' project has been hugely successful in engaging pupils at 14 and in improving their attendance, attainment and progression.

In 2011 Denbighshire and Conwy, through the Local Service Board, successfully applied for ESF funding to address the needs of the 19-24 age group and the issues facing 19-24 year olds who had become NEET. The Progressive Engagement Project (PEP) has received the support and acclaim of the Deputy Skills Minister (2014) and others for its pioneering work.

In 2013 the Denbighshire Engagement Strategy was superseded by the Denbighshire Youth Engagement and Progression Plan that was accepted by the Welsh Government in March 2014. The Plan details how Denbighshire intends to

implement the Youth Engagement and Progression Framework and work with young people in each of the 5 Tiers of engagement and the Youth Guarantee. The Plan was approved by the Welsh Government to be in the first phase of Welsh unitary authorities implementing their plan from September 2014.

From April 2014, all funding received through the 14-19 Learning Pathways grant has been directed to Youth Engagement.

**Have these engagement strategies, plans and activities been successful?**

The trends in Key Performance Indicators over time are positive. The % of year 11 leavers becoming NEET at the age of 16 has steadily reduced; participation in full time education and training (FTE) and full time education or training (FTET) have both increased. The % entering full time education, employment or training (FTEET) rose until 2012 and has since fallen back.. The % of Year 11 leavers achieving the Level 2 Threshold of 5 GCSE A\* to C or equivalent has also risen steadily and is one of the highest in Wales. These can be seen in the accompanying tables.



Table 1

**Destinations of Year 11 leavers from 2005 to 2014 in Denbighshire**

| <b>Denbighshire - Key<br/>Engagement Indicators 2005 -<br/>2013</b> | <b>3 Year Moving Averages</b> |             |             |             |             |             |              |             |             |              |              |              |  |
|---------------------------------------------------------------------|-------------------------------|-------------|-------------|-------------|-------------|-------------|--------------|-------------|-------------|--------------|--------------|--------------|--|
|                                                                     | <b>NEET</b>                   | <b>Rank</b> | <b>FTE</b>  | <b>Rank</b> | <b>FTET</b> | <b>Rank</b> | <b>FTEET</b> | <b>Rank</b> | <b>NEET</b> | <b>FTE</b>   | <b>FTET</b>  | <b>FTEET</b> |  |
| <b>2005</b>                                                         | <b>6.3</b>                    | <b>10</b>   | <b>76.8</b> | <b>11</b>   | <b>82.2</b> | <b>18</b>   | <b>88.2</b>  | <b>14</b>   |             |              |              |              |  |
| <b>2006</b>                                                         | <b>6</b>                      | <b>11</b>   | <b>76.7</b> | <b>11</b>   | <b>82.2</b> | <b>20</b>   | <b>86.7</b>  | <b>21</b>   |             |              |              |              |  |
| <b>2007</b>                                                         | <b>4.9</b>                    | <b>6</b>    | <b>82.1</b> | <b>2</b>    | <b>85.6</b> | <b>10</b>   | <b>90.9</b>  | <b>7</b>    | <b>5.73</b> | <b>78.53</b> | <b>83.33</b> | <b>88.60</b> |  |
| <b>2008</b>                                                         | <b>6.2</b>                    | <b>9</b>    | <b>82.6</b> | <b>5</b>    | <b>86</b>   | <b>11</b>   | <b>88.5</b>  | <b>12</b>   | <b>5.70</b> | <b>80.47</b> | <b>84.60</b> | <b>88.70</b> |  |
| <b>2009</b>                                                         | <b>4.4</b>                    | <b>6</b>    | <b>83.3</b> | <b>9</b>    | <b>86.4</b> | <b>18</b>   | <b>88.6</b>  | <b>20</b>   | <b>5.17</b> | <b>82.67</b> | <b>86.00</b> | <b>89.33</b> |  |
| <b>2010</b>                                                         | <b>4.4</b>                    | <b>10</b>   | <b>85.7</b> | <b>7</b>    | <b>89.5</b> | <b>11</b>   | <b>92.4</b>  | <b>11</b>   | <b>5.00</b> | <b>83.87</b> | <b>87.30</b> | <b>89.83</b> |  |
| <b>2011</b>                                                         | <b>3.6</b>                    | <b>9</b>    | <b>89.9</b> | <b>2</b>    | <b>91.9</b> | <b>10</b>   | <b>93.2</b>  | <b>12</b>   | <b>4.13</b> | <b>86.30</b> | <b>89.27</b> | <b>91.40</b> |  |
| <b>2012</b>                                                         | <b>2.9</b>                    | <b>5</b>    | <b>88.3</b> | <b>5</b>    | <b>91.4</b> | <b>11</b>   | <b>93.8</b>  | <b>11</b>   | <b>3.63</b> | <b>87.97</b> | <b>90.93</b> | <b>93.13</b> |  |
| <b>2013</b>                                                         | <b>4.1</b>                    | <b>16</b>   | <b>88.4</b> | <b>3</b>    | <b>89.5</b> | <b>5</b>    | <b>91.4</b>  | <b>21</b>   | <b>3.53</b> | <b>88.87</b> | <b>90.93</b> | <b>92.80</b> |  |

Notes:

NEET – not in education, employment or training

Rank – compared with the 22 authorities in Wales

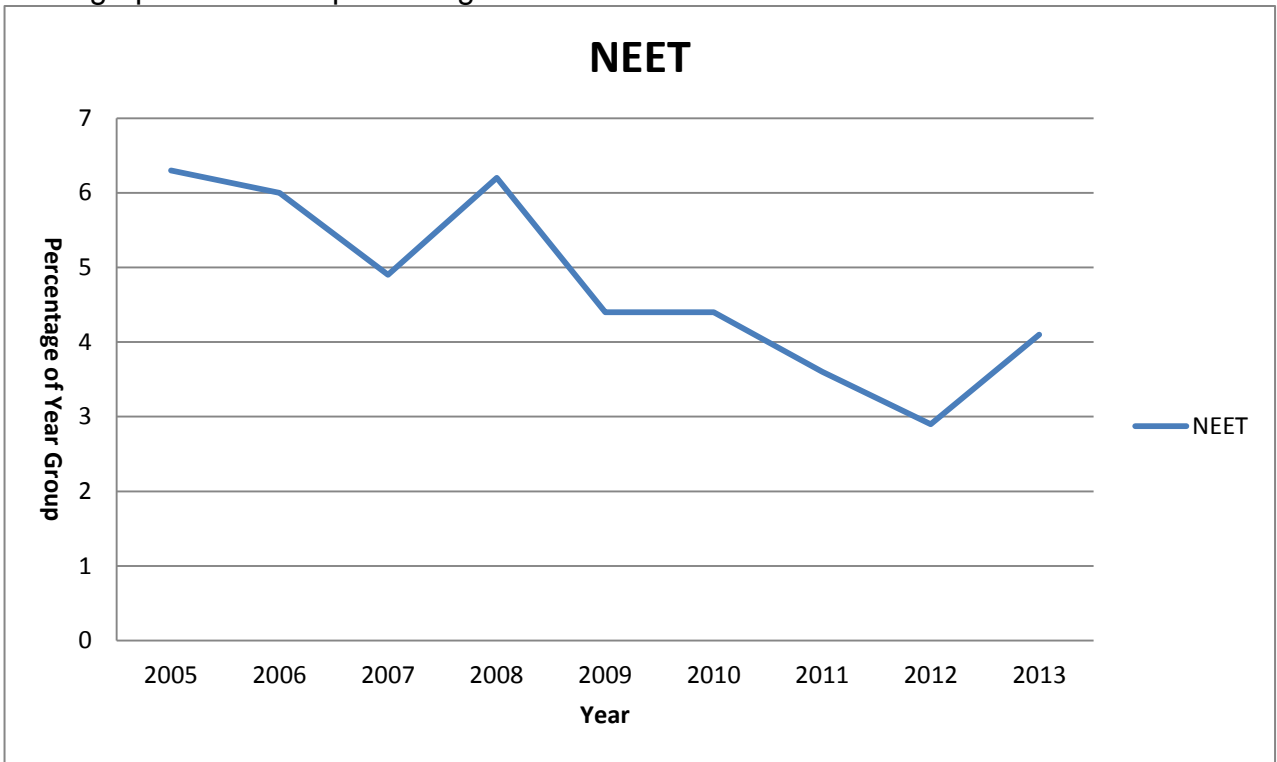
FTE – in fulltime education

FTET – in full time education or training

FTEET – in full time education, employment or training.

3 Year Moving Average – the average of successive three year periods e.g. the 3 year moving average for FTE in 2007 was 78.53; this is the average of the 3 years 2005, 2006 and 2007. That for 2008, 80.47, is the average of 2006, 2007 and 2008 and so on

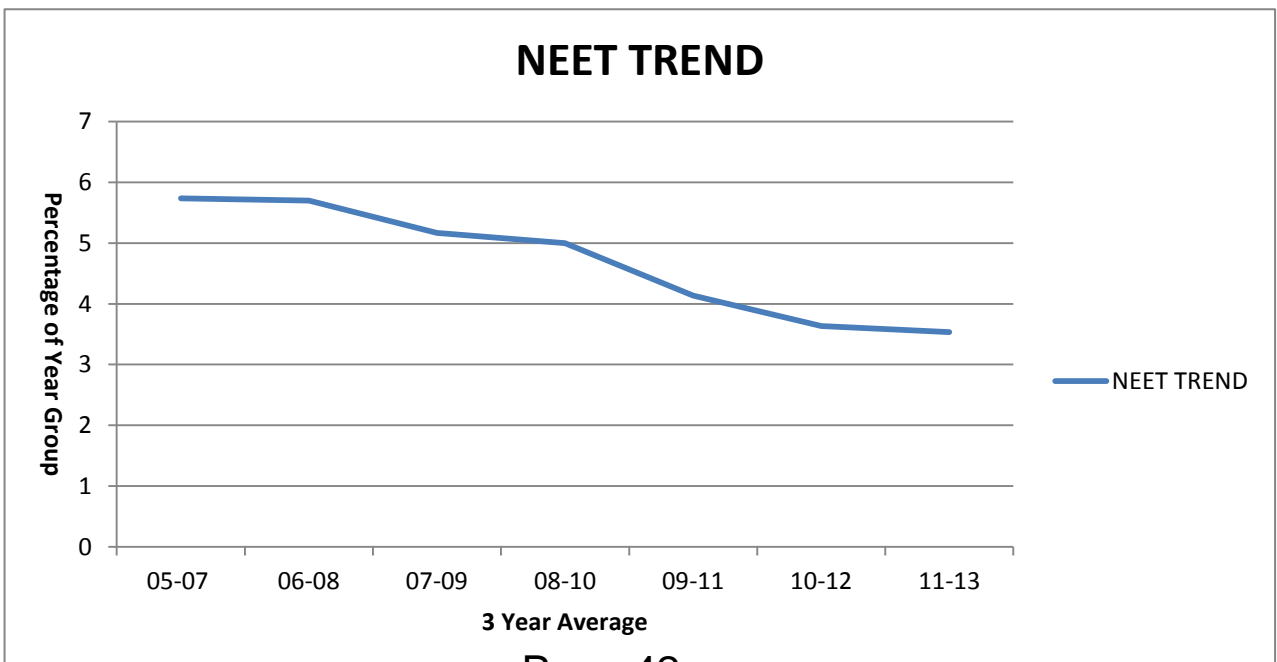
This graph shows the percentage of Year 11 leavers who were known to be



NEET on 31<sup>st</sup> October

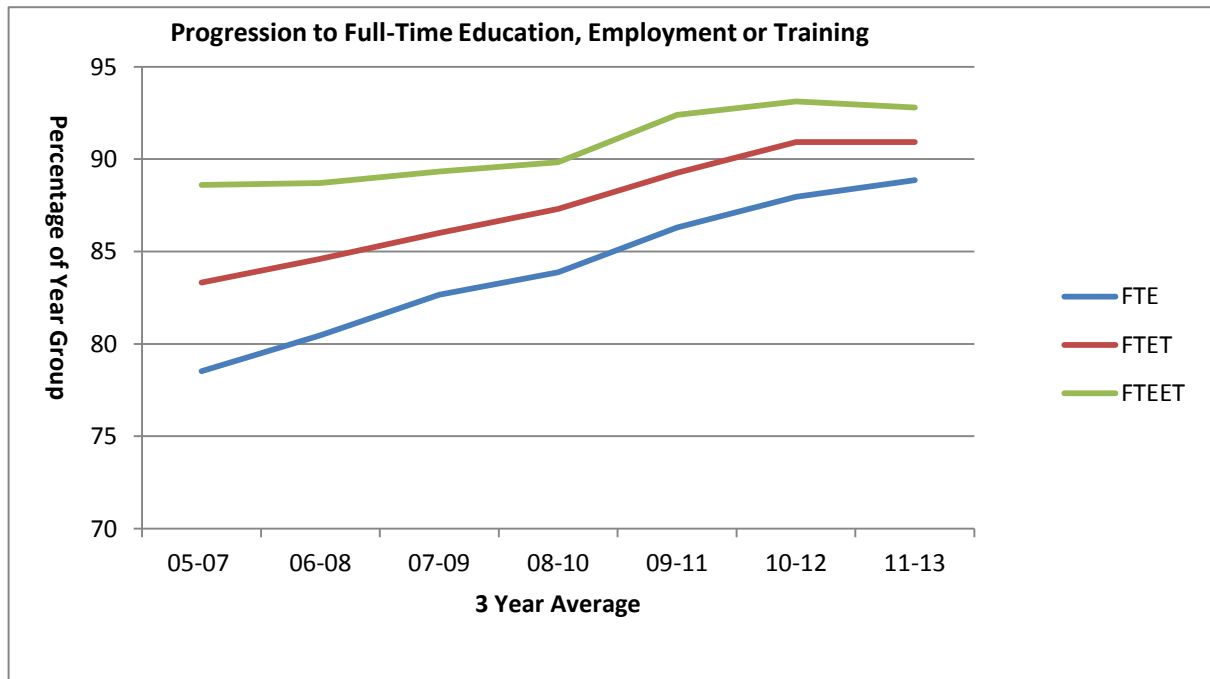
The % has dropped year on year with just 2 negative spikes in 2008 and 2013. We have looked in detail with Careers Wales at the 2013 data and for reasons why the actual numbers becoming NEET rose from 36 in 2012 to 53 in 2013. The cohort was larger (by 45) and more progressed to FTE in 2013; the dip has come in training and employment (FTET and FTEET) - see Table 1. 33 of the 53 had moved into positive outcomes with 20 on Tier 5 provision by December 2013.

Trend shows a steady decline in the percentage of young people classified as



## NEET

Graph showing the percentage of young people moving on to positive outcomes.



The steady increase in the percentage of young people progressing into full time courses in the Sixth Form or Further Education College reflects the yearly increase in the percentage achieving the Level 2 Threshold and is consistent with the County Council's priority of developing higher level skills in the workforce. The flattening of the trend lines for full time education and training and employment (FTET and FTEET) is of concern but largely outside of our control unless we can attract significant inward investment. We continue to market the apprenticeship pathway quite vigorously with pupils and businesses, but we are dependent on business to provide apprenticeship training opportunities and jobs.

## **Working with 17 and 18 year olds who are NEET**

The Welsh Government restructured Careers Wales during 2012 and 2013 to operate as one company. One fundamental change that resulted from this was the response to the Minister's request for monthly reports on NEETs at 17 and 18. We have had the benefit of receiving these reports from July 2013 which show the actual numbers of young people at the ages of 17 and 18, and their engagement status within a tiering classification system.

Using the Careers Wales client database the engagement status of 16-18 year olds is tracked and reported to Welsh Government and Local Authorities using the tiered system, currently defined as follows:

**Tier 5:** Sustaining engagement in Education, Employment or Training (EET)

**Tier 4:** In EET but identified as in danger of dropping out/in a job without training

**Tier 3:** Unemployed: either actively seeking EET, or requiring 'light touch' support to be ready to enter EET

**Tier 2:** Unable to enter EET: either because of circumstance (young carer; pregnancy; custody; sickness) or because of significant or multiple barriers requiring more intensive support.

**Tier 1:** Unknown to Careers Wales

Through the Engagement and Progression Coordinator we

- Manage the data process and guide the early identification system at a local authority level, to be aware of which young people are least likely to make successful transitions at 16 or be of concern pre-16;
- Facilitate the process/systems to start to identify the specific support needs of young people to feed into the brokerage conversation;
- Broker an understanding between partners as to which organisations are doing what to support a young person at any given time;
- Facilitate the allocation of lead workers as appropriate, and ensure that lead worker support is offered to those identified as requiring additional support;
- Receive feedback (through agreed mechanisms) from lead workers where support is not helping a young person move forward and to work with partners to find new solutions;
- Manage the provision mapping at a local authority level to inform the YEP prospectus; and
- Manage the interface between the local authority Careers Wales on data

We have also developed an Information Sharing Protocol (ISP) that conforms to the Welsh Accord for Sharing Personal Information to enable lead workers from partnership organisations to work together on behalf of individual young people in order to help them move up the Tiers.

The most recent report refers to the monthly reports for the last year including July 2014. Numbers do fluctuate with the start and end of terms, training programmes and the like. The current % of 16-18 year olds who are in Tiers 1 to 3 is 9% which is also the average for the year July 2013 to July 2014 and meets the Minister's target to be achieved by 2017. We will be striving to reduce this by even more with the operationalization of Denbighshire's Youth Engagement Action Plan.

**Careers Wales 5 Tier Reports for Denbighshire July 2013 to July 2014**

| <b>16-17 Year Olds</b> |               |               |               |               |               |              |                   |
|------------------------|---------------|---------------|---------------|---------------|---------------|--------------|-------------------|
|                        | <b>Tier 1</b> | <b>Tier 2</b> | <b>Tier 3</b> | <b>Tier 4</b> | <b>Tier 5</b> | <b>Total</b> | <b>Tier 1 - 3</b> |
| <b>Jul-14</b>          | 37            | 21            | 50            | 111           | 1031          | 1250         | 8.64%             |
| <b>June</b>            | 37            | 17            | 50            | 119           | 1109          | 1332         | 7.81%             |
| <b>May</b>             | 36            | 16            | 57            | 123           | 1190          | 1422         | 7.67%             |
| <b>April</b>           | 40            | 10            | 68            | 121           | 1277          | 1516         | 7.78%             |
| <b>March</b>           | 43            | 10            | 70            | 137           | 1359          | 1619         | 7.60%             |
| <b>February</b>        | 52            | 11            | 72            | 151           | 1445          | 1731         | 7.80%             |
| <b>January</b>         | 57            | 11            | 70            | 157           | 1524          | 1819         | 7.59%             |
| <b>December</b>        | 66            | 6             | 75            | 177           | 1593          | 1917         | 7.67%             |
| <b>November</b>        | 66            | 5             | 91            | 187           | 1658          | 2007         | 8.07%             |
| <b>October</b>         | 52            | 6             | 93            | 220           | 1599          | 1970         | 7.66%             |
| <b>September</b>       | 48            | 3             | 53            | 109           | 983           | 1196         | 8.70%             |
| <b>August</b>          | 55            | 6             | 59            | 101           | 940           | 1161         | 10.34%            |
| <b>July</b>            | 60            | 5             | 61            | 101           | 1011          | 1238         | 10.18%            |

**18 Year Olds**

| <b>Tier 1</b> | <b>Tier 2</b> | <b>Tier 3</b> | <b>Tier 4</b> | <b>Tier 5</b> | <b>Total</b> | <b>Tier 1 - 3</b> |
|---------------|---------------|---------------|---------------|---------------|--------------|-------------------|
| 49            | 8             | 29            | 62            | 713           | 861          | 9.99%             |
| 39            | 9             | 32            | 53            | 637           | 770          | 10.39%            |
| 37            | 8             | 30            | 45            | 557           | 677          | 11.08%            |
| 31            | 8             | 28            | 40            | 475           | 582          | 11.51%            |
| 25            | 8             | 19            | 39            | 386           | 477          | 10.90%            |
| 17            | 6             | 18            | 33            | 289           | 363          | 11.29%            |
| 13            | 5             | 12            | 23            | 219           | 272          | 11.03%            |
| 8             | 4             | 10            | 18            | 139           | 179          | 12.29%            |
| 5             | 2             | 5             | 9             | 67            | 88           | 13.64%            |
| 60            | 13            | 88            | 85            | 1023          | 1269         | 12.69%            |
| 44            | 12            | 80            | 60            | 984           | 1180         | 11.53%            |
| 35            | 13            | 80            | 48            | 902           | 1078         | 11.87%            |
| 32            | 13            | 71            | 45            | 800           | 961          | 12.07%            |

**16 -18 Year olds**

|                  | <b>Tier 1</b> | <b>Tier 2</b> | <b>Tier 3</b> | <b>Tier 4</b> | <b>Tier 5</b> | <b>Total</b> | <b>% in Tiers 1-3</b> |
|------------------|---------------|---------------|---------------|---------------|---------------|--------------|-----------------------|
| <b>Jul-14</b>    | 86            | 29            | 79            | 173           | 1744          | 2111         | 9%                    |
| <b>June</b>      | 76            | 26            | 82            | 172           | 1746          | 2102         | 9%                    |
| <b>May</b>       | 73            | 24            | 87            | 168           | 1747          | 2099         | 9%                    |
| <b>April</b>     | 71            | 18            | 96            | 161           | 1752          | 2098         | 9%                    |
| <b>March</b>     | 68            | 18            | 89            | 176           | 1745          | 2096         | 8%                    |
| <b>February</b>  | 69            | 17            | 90            | 184           | 1734          | 2094         | 8%                    |
| <b>January</b>   | 70            | 16            | 82            | 180           | 1743          | 2091         | 8%                    |
| <b>December</b>  | 74            | 10            | 85            | 195           | 1732          | 2096         | 8%                    |
| <b>November</b>  | 71            | 7             | 96            | 196           | 1725          | 2095         | 8%                    |
| <b>October</b>   | 112           | 19            | 181           | 305           | 2622          | 3239         | 10%                   |
| <b>September</b> | 92            | 15            | 133           | 169           | 1967          | 2376         | 10%                   |
| <b>August</b>    | 90            | 19            | 139           | 149           | 1842          | 2239         | 11%                   |
| <b>July</b>      | 92            | 18            | 132           | 146           | 1811          | 2199         | 11%                   |
|                  |               |               |               |               |               |              | <b>9% Average</b>     |

Welsh Government Minister's target is to reduce the number of 16-18 old young people who are NEET to 9% by 2017



**Report To:** Performance Scrutiny Committee

**Date of Meeting:** 15<sup>th</sup> January 2015

**Lead Member:** Lead Member for Tourism Leisure & Youth

**Report Author:** Principal Officer: Libraries and Arts

**Title:** Meeting the new framework of Welsh Public Library Standards 2014-17

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## 1. What is the report about?

The report outlines the requirements of the new Fifth Framework of Welsh Public Library Standards 2014-17 and its implications for Denbighshire.

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

This report was requested by committee following the Information Report circulated to Members in May 2014.

## 3. What are the Recommendations?

That the Committee:

- 3.1 provides observations on the requirements of the Fifth Framework of Library Standard and the Library Service's estimated performance for 2014-17; and
- 3.2 considers CyMAL's Annual Assessment in October 2015 based on the Library Service's 2014-15 performance.

## 4. Report details.

### Background

- 4.1 Each library authority in Wales has a statutory duty under the Public Libraries and Museums Act 1964 to deliver a 'comprehensive and efficient' service to its residents. Since 2002, the Frameworks of Welsh Public Library Standards have enabled CyMAL (Welsh Government Museums, Archives and Libraries division) to measure and assess how authorities are fulfilling their statutory duties. The new Fifth Framework was launched by the Minister for Culture and Sport at the Prestatyn Library+ on May 1<sup>st</sup> 2014
- 4.2 Library Services are required to submit an Annual Report each July to CyMAL, noting performances against core entitlements and quality indicators for the previous financial year. CyMAL's assessment of the Annual Report will be forwarded in September with a request for each authority to scrutinise the

feedback, according to local practices, and to consider actions for improvements to any identified weaknesses.

- 4.3 CyMAL acknowledges that Denbighshire is an example of a good and popular library service, being ranked 2<sup>nd</sup> highest for Library Visits, 5<sup>th</sup> highest for Book Issues, and joint 1<sup>st</sup> for Customer Satisfaction by Under 16s, and 7<sup>th</sup> by over 16s, which is a particularly strong endorsement by Denbighshire's residents.
- 4.4 Although Denbighshire does not meet 3 of the 8 national standards –
- It consistently delivers high performance (as detailed above) with less than CyMAL's recommended minimum staffing levels
  - The building portfolio is of a particularly high quality despite Denbighshire not meeting the requirement to undertake a condition survey of library buildings every 3 years (last survey undertaken by building services in 2007)
  - CyMAL requires all libraries to provide free Wifi for the public, but the facility is currently available in 6 of the 8 libraries (plans to extend to all 8 in 2015)
- 4.5 The new Fifth Framework of Library Standards (2014-2017) takes a different approach, and focuses on outcomes relating to wider government agendas such as literacy, skills and learning, digital inclusion, tackling poverty, and health and well-being. This is consistent with Denbighshire's proposed transformation of libraries as Community Hubs (see Appendix 2) which contributes to Denbighshire's Well Being Plan 2014-18, and was endorsed by the Director of CyMAL at a meeting in November 2014.

### **18 Core Entitlements**

- 4.6 The 18 Core Entitlements outline what local residents can expect from their Library Service. These range from being free to join, to having friendly, knowledgeable staff on hand to help, to providing free access to books, information, internet and Wifi. (Appendix A). Authorities are required to submit a self-assessment narrative against each Entitlement, which will then be assessed to determine how many are met, partially met, or not met. Initial analysis of the Entitlements suggests that Denbighshire will meet all 18 requirements in 2014-15.

### **16 Quality Indicators**

- 4.7 The Framework also consists of 16 Quality Indicators (QI), of which only 6 have been given a specific target by Welsh Government. These include:
- QI 5 - location of service points
  - QI 8 - expenditure on books
  - QI 9 - percentage expenditure on Welsh books and children's books
  - QI 10 - public access computers / devices
  - QI 13 - staffing levels
  - QI 16 - opening hours

4.8 It is estimated that Denbighshire will meet 4 of the 6 set targets in throughout the three year cycle of the new Framework, but will not reach the minimum staffing levels nor the minimum expenditure on books and resources for the public. (See Appendix 1 for more details.) It is worth noting that staffing levels were not met within the Fourth Framework, despite the Library Service ranking 2<sup>nd</sup> for Library Visits and 3<sup>rd</sup> for Book Issues. The developing Library Transformation and Modernisation Programme is designed to develop front-line library services fit for the future within a challenging economic climate whilst recognising that existing staff numbers cannot be maintained.

4.9 The remaining 10 Quality Indicators are a combination of comparative indicators (where comparisons can be made against other authorities and against the authorities' own performance over time) and qualitative narrative self-assessment response. There are no set targets, but authorities will be ranked by their performance in September 2015 following CyMAL's assessment of the 2014-15 data, which is to be submitted in July 2015. These indicators include:

- QI 3 - support for individual development (e.g. ICT, literacy, numeracy, websites, reader development support etc)
- QI 4 - provision of formal and informal training sessions for local users
- QI 6 - library visits
- QI 7 - attendance at library events
- QI 11 - use of ICT
- QI 12 - supply of requests
- QI 14 - operational expenditure (staff, buildings, books, etc.)
- QI 15 - cost per visit

4.10 Two indicators are to be completed only once every three years, and the authority's performance will be ranked once data from all authorities have been collated by CyMAL.

- QI 1 - survey to measure impact of library use on people's lives (e.g.: in developing new skills, learning, finding information for health and wellbeing)
- QI 2 – customer satisfaction with choice of books, level of customer care and overall satisfaction with their local library

The Library Service currently subscribes to CIPFA's Public Library User Survey (PLUS) templates and data analysis service at an annual subscription cost of £433, in addition to which the data analysis of both the Children's and the Adult's Customer Survey costs around £3,000 each. CIPFA's methodology requires the completion of approx. 2,300 questionnaires every three years, and it is proposed that the Library Service undertakes its own in-house survey in an attempt to reduce costs.

## **Next steps**

The Library Service's Freedom and Flexibilities and Library Transformation implications will be discussed by Council in February/March 2015. This will include the new specification 'Community Hub' delivery model as highlighted in Appendix 2

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

Whilst not a Corporate Priority, the Library Service is a statutory responsibility of the Authority, and the transformation of the service contributes to the modernising agenda.

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

Not applicable.

### **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.**

Not applicable.

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

An information report was presented to Performance Scrutiny in May 2014, and consultations have taken place with the Library Management Team and with CyMAL.

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

Not applicable.

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

Not applicable.

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

Article 6.3.4(b) of the Council's Constitution outlines scrutiny's powers in relation to policy objectives, performance targets and specific service areas.

#### **Contact Officer:**

Principal Officer: Libraries and Arts  
Tel: 01824 708203

## Appendix 1

### Welsh Public Library Standards –Denbighshire Library Service projection 2014-2017

The new Fifth Framework for 2014-17 consists of 16 Welsh Public Library Standards Quality Indicators (WPLSQI)

1. Only 6 of the 16 Standards have set targets:

| WPLS QI | Standard                                                                                                                                                                                                                      | Projection 14-15                                              | Projection 15-16                                              | Projection 16-17                                              | Comment                                                                                                                                      |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| 5       | <b>Access</b><br>at least <b>75%</b> of households to be within 2.5 miles of a static library                                                                                                                                 | √<br><b>87.8%</b>                                             | √<br><b>87.8%</b>                                             | √<br><b>87.8%</b>                                             | Performance will be constant whilst all 8 libraries remain open.                                                                             |
| 8       | <b>Up-to-date books</b><br>(a) Minimum <b>243</b> items purchased per 1,000 pop<br>or<br>(b) Minimum spend of <b>£2,180</b> per 1,000 pop                                                                                     | X<br><b>177</b><br><br>X<br><b>£1,700</b>                     | X<br><b>144</b><br><br>X<br><b>£1,382</b>                     | X<br><b>144</b><br><br>X<br><b>£1,382</b>                     | Bookfund to be reduced to £130K in 15/16. Potential further reduction in 16/17 if staff efficiencies not realised.                           |
| 9       | <b>Appropriate reading material</b><br>(a) % bookfund spent on children's resources to reflect % of children in population (within 2%)<br>&<br>(b) Minimum <b>4%</b> of the bookfund to be spent on Welsh Language materials. | √<br><b>Pop. 21%</b><br><b>Exp. 23%</b><br><br>√<br><b>9%</b> | √<br><b>Pop. 21%</b><br><b>Exp. 23%</b><br><br>√<br><b>9%</b> | √<br><b>Pop. 21%</b><br><b>Exp. 23%</b><br><br>√<br><b>9%</b> | Percentage expenditure on resources for children and in the Welsh Language will be maintained, despite the reduction in overall expenditure. |

| WPLS<br>QI | Standard                                                                                                                                                                                                                                     | Projection<br>14-15                                 | Projection<br>15-16                                 | Projection<br>16-17                                 | Comment                                                                                                                                                                                                      |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10         | <p><b>Online access</b></p> <p>(a) Minimum <b>9</b> public access devices per 1,000 pop</p> <p>(b) and</p> <p>(c) Wi-Fi in <b>all 8 libraries</b></p>                                                                                        | <p>√</p> <p><b>9</b></p> <p><b>8 of 8</b></p>       | <p>√</p> <p><b>9</b></p> <p><b>8 of 8</b></p>       | <p>√</p> <p><b>9</b></p> <p><b>8 of 8</b></p>       | <p>Public access PCs are being replaced (corporately funded) in 14/15 and will be maintained at current level through the Framework.</p> <p>WiFi will be extended to the remaining 2 libraries in 14/15.</p> |
| 13         | <p><b>Staffing levels &amp; qualifications</b></p> <p>(a) 3.6 FTE per 10,000 pop.</p> <p>&amp;</p> <p>(b) Min. 0.65 qualified staff per 10,000 pop.</p> <p>Staffing reductions agreed for 15/16 and staff restructure planned for 16/17.</p> | <p>X</p> <p><b>3.3 FTE</b></p> <p>√</p> <p>0.65</p> | <p>X</p> <p><b>3.1 FTE</b></p> <p>X</p> <p>0.56</p> | <p>X</p> <p><b>2.9 FTE</b></p> <p>X</p> <p>0.44</p> | <p>Staffing reductions agreed for 15/16 and staff restructure planned for 16/17.</p>                                                                                                                         |
| 16         | <p><b>Opening hours</b></p> <p>(a) Minimum 120 aggregate opening hrs per 1,000 pop.</p>                                                                                                                                                      | <p>√</p> <p><b>150</b></p>                          | <p>√</p> <p><b>150</b></p>                          | <p>√</p> <p><b>139</b></p>                          | <p>Reduction in opening hours planned for 16/17 across the Library Service to meet staffing efficiencies.</p>                                                                                                |

2. 8 of the Standards have no set target, and are a combination of comparative indicators (where comparisons can be made against other authorities and against the authorities' own performance over time) and qualitative narrative self assessment response. Most of these involve reporting usage, visit and attendance data.

| WPLS<br>QI | Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Projection<br>14-15                                                            | Projection<br>15-16                                                         | Projection<br>16-17                                                         | Comment                                                                                                         |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| 3          | <p><b>Support for individual development</b></p> <p>Libraries shall offer:</p> <ul style="list-style-type: none"> <li>a) Basic support in the use of ICT &amp; wifi</li> <li>b) Training to improve literacy, numeracy, information and digital skills</li> <li>c) Information literacy sessions for users</li> <li>d) Support to access local and national e-government resources</li> <li>e) Reader development programme for adults and children</li> </ul>     | √                                                                              | √                                                                           | √                                                                           | Level of support will be dependent on staffing capacity.                                                        |
| 4          | <p><b>User training</b></p> <ul style="list-style-type: none"> <li>a) Attendances at pre-arranged training sessions organised and/or hosted by the library (No. divided by pop. and multiplied by 1.000)</li> <li>b) % of attendees who said attendance helped them achieve their goals. (No. divided by pop. and multiplied by 1,000)</li> <li>c) No. of customers helped by means of informal training. (No. divided by pop. and multiplied by 1.000)</li> </ul> | <p>√</p> <p>Measured through evaluation forms</p> <p>Baseline to be estab.</p> | <p>√</p> <p>Measured through evaluation forms</p> <p>To follow baseline</p> | <p>√</p> <p>Measured through evaluation forms</p> <p>To follow baseline</p> | Level of user training sessions and informal training will be dependent on staffing capacity, and partnerships. |

| WPLS<br>QI | Standard                                                                                                                                                                                                                                                                                       | Projection<br>14-15 | Projection<br>15-16                                                                                          | Projection<br>16-17                                                                                          | Comment                                                                                                                         |     |                                                                                                                                                                                                                                                                |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6          | <p><b>Library use</b></p> <p>a) Visits to library premises. (No. divided by population, multiplied by 1,000)</p> <p>b) External visits to library's website. (No. divided by population, multiplied by 1,000)</p> <p>c) Active borrowers. (No. divided by population, multiplied by 1,000)</p> | 6,847               | Potential reduction due to less investment in books for public use                                           | Potential further reduction due to reduction in opening hours                                                | Possible reduction in visitor numbers due to decrease in bookfund, decrease in staff assistance and reduction in opening hours. |     |                                                                                                                                                                                                                                                                |
| 7          | <p><b>User attendance at library events</b></p> <p>a) Attendances at events &amp; activities organised by the library service. (No. divided by population, multiplied by 1,000)</p>                                                                                                            | 442                 | Difficult to estimate level of decrease due reduction in staffing levels and capacity to deliver activities. | Difficult to estimate level of decrease due reduction in staffing levels and capacity to deliver activities. | Difficult to estimate level of decrease due reduction in staffing levels and capacity to deliver activities.                    |     |                                                                                                                                                                                                                                                                |
| 11         | <p><b>Use of ICT</b></p> <p>a) % take up of public access computer hours</p> <p>b) % take up of wi-fi services</p>                                                                                                                                                                             | 40%                 | Awaiting CyMAL guidance                                                                                      | 42%                                                                                                          | Awaiting CyMAL guidance                                                                                                         | 43% | Potential for usage to increase due to Universal Credit & Universal Job Search requiring all claimants to log on for benefits from 2015. Library Services are in an excellent position to assist individuals who are not online to access digital information, |



| WPLS<br>QI | Standard                                                                                                                                                                        | Projection<br>14-15                                                             | Projection<br>15-16                                                             | Projection<br>16-17                                                             | Comment                                                                                                                                                    |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            |                                                                                                                                                                                 |                                                                                 |                                                                                 |                                                                                 | although this might be at risk due to staff capacity.                                                                                                      |
| 12         | <b>Supply of Requests</b><br><br>a) % requests satisfied within 7 days<br><br>b) % requests satisfied within 15 days                                                            | 71%                                                                             | 62%                                                                             | 60%                                                                             | Estimated reduction in satisfaction levels due to decreased bookfund levels (15/16) and reduced opening hours (16/17).                                     |
|            |                                                                                                                                                                                 | 79%                                                                             | 69%                                                                             | 67%                                                                             |                                                                                                                                                            |
| 14         | <b>Expenditure</b><br><br>a) Total revenue expenditure per 1,000 pop<br><br>b) % spent on staff, bookfund, building maintenance etc<br><br>c) Capital expenditure per 1,000 pop | £16,234<br><br>Awaiting CyMAL guidance<br><br>Depending on funding applications | £14,851<br><br>Awaiting CyMAL guidance<br><br>Depending on funding applications | £12,489<br><br>Awaiting CyMAL guidance<br><br>Depending on funding applications | Revenue expenditure 13/14 = £16,988 per 1,000 pop.<br><br>Planned efficiencies:<br><br>£30k in 14/15<br>£130k in 15/16<br>£222k in 16/17<br>£128k in 17/18 |
| 15         | <b>Cost per visit</b><br><br>a) Total revenue expenditure divided by total visits (physical & virtual)                                                                          | Depends on visit data                                                           | Depends on visit data                                                           | Depends on visit data                                                           | Depends on visit data                                                                                                                                      |

3. 2 of the Standards require user surveys to be completed once every three years. Both are comparative indicators rather than standards, with no set or minimum target thresholds given.

| WPLS<br>QI | Standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Projection<br>14-15 | Projection<br>15-16 | Projection<br>16-17 | Comment                                                                                                                                                                                                                |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1          | <p><b>Making a difference</b></p> <p>a) % of adults who think that using the library has helped them develop new skills</p> <p>b) % of children who think that the library helps them learn and find things out</p> <p>c) % of adults who have found helpful health and wellbeing information at the library</p> <p>d) % of adults who find the library and enjoyable, safe and inclusive place</p> <p>e) % of adults &amp; children who think that using the library has made a difference to their lives</p> | n/a                 | n/a                 | n/a                 | New impact survey to be undertaken during the 5 <sup>th</sup> Framework.                                                                                                                                               |
| 2          | <p><b>Customer satisfaction</b></p> <p>a) % adults satisfied with choice of books</p> <p>b) % adults satisfied with customer care</p> <p>c) % adults satisfied with their library</p> <p>d) overall rating (out of 10) for library used by 16s and under</p>                                                                                                                                                                                                                                                   | n/a                 | n/a                 | n/a                 | New Children and Adult surveys to be undertaken once per 3 years. The current methodology (PLUS) will be discontinued, due to high costs (between £5k - £7k), and a new survey methodology will be conducted in house. |

**Library Service Modernisation – Key Principles**

The Library Service is currently engaged in a process of modernisation and transformation. Through the Freedom and Flexibility process it has identified considerable savings for the next three years, to reduce the core Library Service and One Stop Budget from £1.7 to £1.2 million.

It has also drawn up a specification for service delivery which focuses on and prioritises activity that is right for Denbighshire, rather than the 'one size fits all' approach that the new Framework of Library Standards suggests.

The key principle is to further develop libraries as Community Hubs to include a broader based range of customer service activity. The function of the Library Service would continue albeit at a reduced level in order to allow further savings and additional services to be delivered from those premises. The approach aims to secure shared building costs through the delivery of shared services at a local level.

Each Community Hub Specification will be further developed in order to provide services and activity that is specific to each community. This will include appropriate council services and in addition other activity through partners and community groups. Each 'Hub' community offer will reflect the needs, interests and aspirations of the local area it serves.

To progress the approach, a Community Hub specification has been drafted which highlights each library activity and identifies potential partners for a shared service approach. There have been initial discussions with Education and with Children and Adult Services, and Housing Services have highlighted possibilities for a Community Hub approach.

The concept of colocation and a shared service approach was recognised as good practice in the recent 'Expert Review of Public Libraries in Wales' (2014) and Denbighshire highlighted as an example of well-established good practice, with 7 of its 8 libraries already demonstrating varying degrees of colocation and multifunction.

This approach was endorsed by CyMAL at a recent meeting to explore Denbighshire's direction of travel, and was recognised as a strategy to maintain and widen library service provision within the difficult financial climate.

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**Report To:** Performance Scrutiny Committee

**Date of Meeting:** 15 January 2014

**Lead Member / Officer:** Corporate Director: Customers

**Report Author:** Corporate Research and Intelligence Co-ordinator

**Title:** Street Naming and Numbering Policy

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

In May Cabinet agreed a new Street Naming and Numbering Policy for the county that replaced the 1997 policy, which had become out of date. There had been particular Member and public interest in enabling street name changes to take place to rename some streets that currently have a single language name to change to a new bilingual name. A procedure for doing this was included in the new policy.

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

At the time that the new policy was agreed at Cabinet it was also agreed that it be brought to Performance Scrutiny 'to consider the progress made with the implementation of the new policy'.

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

The recommendations are that Scrutiny:

- 3.1 provides observations on the progress with implementation of the policy and make any suggestions for improving these processes; and
- 3.2 considers whether further promotional work should be undertaken to encourage more street name changes.

## **4. Report details.**

The new policy was agreed in May. There has been one new street named bilingually in Llangollen on an industrial development near Cilmedw Farm.

There has also been contact with developers who had already been through the street naming and numbering under the previous process, but are either expanding or only now developing the sites. One is the former Bronwylfa Nurseries in St Asaph. This was named in 2009 but is only now undergoing development. The other is land off Cefndy Road and Ffordd Derwen in Rhyl. This site was named bilingually when the industrial units were being developed in June 2013. At that time there had not been a decision about whether the residential section of the development would

proceed. The developer has now undertaken this so the residential plots have now been officially numbered.

These transitions with developers have all progressed smoothly and successfully.

We have had one request for a street name change from a member of the public. This was initially received in the form of a request that the council immediately provide bilingual street signs for the street. In correspondence it was explained that we were unable to do this without following the new policy and procedure because we need to consult with residents of the street and other stakeholders before making a change. The request was then re-submitted following the procedure and the consultation phase commenced. A small majority of the residents responding to the consultation were in favour and there were no objections from other stakeholders other than concern raised by the Chair of Trefnant Community Council regarding the County Council funding such changes during a time when other services were being cut.

At the time of writing we are in correspondence with both Trefnant Community Council and our colleagues in Highways and Environmental Services with a view to securing funding for the change.

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

The operation of the new policy does not directly contribute to a Corporate Priority. It will, however, benefit residents and communities, by allowing street naming in line with local cultures. It will also benefit the emergency services through ensuring clear street naming and improve the ease at which properties can be located etc.

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

The policy does not automatically incur costs of its own. However, it does provide for the possibility of street name changes. Street name changes will involve two sets of costs. Firstly, a street name change requires a consultation exercise with residents and, if it proceeds to the second stage, will require official notices to be erected in the street (similar to notices placed on lamp posts when planning permission is sought).

Secondly, there would be the cost of replacement street signage. The cost of producing and installing a new sign is approximately £200 - £220 depending on the whether one line of text or two lines of text are required. The number of signs required in any given street will vary depending on street length etc. We would be obliged to place signs at reasonable intervals, at corners and junctions. This cost will usually be recouped from the relevant Town or Community Council, if they have agreed to act as sponsor to the change. If a name change has been agreed to go ahead without a sponsor (e.g. at the request of the emergency services) then the cost of replacement signage would have to be borne by Denbighshire County Council.

Finally, there is a small risk of a legal challenge being made to a Street Name Change (although the consultation process is designed to prevent this). This would

require staff time and support from the Legal and Democratic Services Department. The cost of which would not be recoverable.

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

An equality impact assessment was undertaken on the original policy when presented to Cabinet. Since the policy has been in operation we have not identified any equality issues or received any equality related complaints.

## **8. Chief Finance Officer Statement**

The policy should try to ensure that the risk of additional costs being incurred by the council is minimised.

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

When the policy was considered by Cabinet the following risks were identified:

- Firstly, if the demand for street name changes is great then these could have financial implications for the local authority or for the sponsoring Town and Community Council if these requests go ahead. If a large number of requests were to be rejected then this could have negative reputational consequences.

Update: This has not been the case thus far and only one request for a street renaming has been received.

- Secondly, there is a risk that legal challenges are made once a notice to rename the street has been drawn up. The consultation process which will be undertaken prior to any notice being issued is designed to resolve any potential issues before they reach the stage of a legal challenge.

Update: It is too soon to know if any appeals will be launched. The first name change request is still in the consultation phase and an appeal (if any) would not take place until later in the process.

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

The main power to make the decision about street naming and signage arises from the Public Health Act 1925 (Sections 17 to 19 and 29 to 31). This instrument empowers the Local Authority to issue and receive street naming notices before a street is named, to issue orders to name streets, to alter the name of a street, and to enforce the display of officially assigned street names. It repeals section 160 of the Public Health Act 1875 and Town Improvement Clause Act 1847.

The Local Government Act 1972 (Section 180 (3)) has a secondary relevance. This instrument clarifies that it is not possible to apply the Public Health Act 1925 together with the Town Improvement Clauses Act 1847. This is relevant because some of the practices included in Denbighshire County Council's previous (1997) Street Naming and Numbering Policy (1997) related to the 1847 Act.

Scrutiny's powers with respect to policy development are stipulated in Article 6.3.3(a) of the Council's Constitution, whilst its powers in relation to reviewing the Council's performance with respect to policy objectives are detailed in Article 6.3.4(b) of the Constitution.

**Contact Officer:**

Corporate Research and Intelligence Co-ordinator,  
Tel: 07875 689826



|                             |                                                                                                           |
|-----------------------------|-----------------------------------------------------------------------------------------------------------|
| <b>Report to:</b>           | <b>Performance Scrutiny Committee</b>                                                                     |
| <b>Date of Meeting:</b>     | <b>15 January 2015</b>                                                                                    |
| <b>Lead Member/Officer:</b> | <b>Lead Member for Modernising &amp; Performance<br/>Head of Business Improvement &amp; Modernisation</b> |
| <b>Report Author:</b>       | <b>Corporate Improvement Officer</b>                                                                      |
| <b>Title:</b>               | <b>Corporate Plan Performance Report (Quarter 2<br/>2014/15)</b>                                          |

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

- 1.1. This paper presents an update on the delivery of the Corporate Plan 2012-17 at the end of quarter 2 of 2014/15.

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

- 2.1. The council needs to understand progress of its contribution to the delivery of the Corporate Plan outcomes. Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the council exercises its duty to improve.

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

- 3.1. It is recommended that Members consider the report, and decide on any further actions required to respond to any performance related issues highlighted within the report.

## **4. Report details.**

- 4.1 This performance report looks at the Corporate Plan 2012-17, the Corporate Project Register, and the Outcome Agreement 2013-16. It provides an evidence-based assessment of the current position on an exceptions basis i.e. those measures that are Red: Priority for Improvement, or where there is an issue with the data that needs to be raised.
- 4.2 A number of indicators and measures are highlighted as red within the report. This means they are identified as a “priority for improvement”. These areas are summarised in the Executive Summary of the actual report.
- 4.3 There are also a number of indicators, measures and activities that have no status. This is usually due to the fact that data is not yet available for the indicator in question, or the activity is not yet due to start. Again, the detail is contained within the report.

- 4.4 The Executive Summary of the report contains analysis of the key exceptions, on which it is suggested attention is focused.
- 4.5 This performance report is in a different format than usual. This report has been generated from the new Verto Performance Management System. The system has just been launched, and there are some minor issues in the report that will be dealt with during its next development phase, namely:
- Dates appear on the x-axis, rather than quarters;
  - The status key is not consistent with our labels of Excellent, Good, Acceptable, and Priority for Improvement (although the colours are consistent).

Some graphs are hard to view because the axis range is not appropriate to the measure and the values concerned are very narrow.

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

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

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

- 6.1. The Corporate Plan 2012-17 set out how much additional money the council aims to invest in each corporate priority during the next 5 years. Apart from that additional investment, it is assumed that the corporate plan can be delivered within existing budgets.

## **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 EqIA was undertaken on the Corporate Plan and presented to Council on 09 October 2012. No further assessment is required of this report because the recommendations in this report will not have a direct impact on staff or our communities.

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

- 8.1. The information necessary to produce this report comes from services, and a draft of the report was circulated to the Senior Leadership Team for their thoughts and comments.

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

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

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

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

**11. Power to make the Decision**

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

11.2 Article 6.1 of the Constitution sets out the Committee's responsibility with respect to the Corporate Plan.

**Contact Officer:**

Corporate Improvement Officer

Tel: 01824 706161

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# Corporate Performance Report

**Q2 2014-15**

This document provides an update on performance against the council's corporate priorities, the project register, and Outcome Agreement at the end of quarter 2, 2014-15

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## KEY

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

## THE COLOURS

| Colour | Action Status          | Measure Status             |
|--------|------------------------|----------------------------|
| Green  | On Target              | Excellent                  |
| Yellow | Experiencing Obstacles | Good                       |
| Orange | At Risk                | Acceptable                 |
| Red    | Compromised            | Priority for Improvement   |
| Grey   | No data                | No data or is a count only |

## THE EVALUATION

- The default methodology for performance evaluation is where the upper quartile reflects the transition to Excellent, and the Wales median reflects the transition to a Priority for Improvement.
- This is true for most except our education attainment indicators, where the 'best in Wales' reflects the transition to Excellent and the Wales median reflects the transition to a Priority for Improvement.
- The default position for project / activity reporting is documented in the project management methodology, summarised above (Action Status).

## INTRODUCTION

This performance report looks at the Corporate Plan 2012-17, the Corporate Project Register, and the Outcome Agreement 2013-16. It provides an evidence-based assessment of the current position on an exceptions basis i.e. those measures that are Red: Priority for Improvement, or where there is an issue with the data that needs to be raised. Those measures that are currently showing an acceptable, good or excellent status are not examined in any great detail within this report, but are available to view through the new Verto Performance Management System. Below is a summary of the key issues identified.

## KEY PERFORMANCE SUMMARY

## THE CORPORATE PLAN

- It should be noted that there are a number of projects within the Economy, Vulnerable People's Independence, and Modernisation outcomes for which we don't have updates. Project Managers must update Verto with an overall Delivery Confidence status in order for us to provide a status update.
- There are a few indicators in the Economy outcome for which we require further information in order to establish the thresholds for Excellence and Intervention.
- We have not yet identified a data source for [school leavers that go on to study for a level 4 qualification in a STEM subject](#), although it's an indicator that's been identified as significant to Denbighshire. It's important that the management information required to monitor this indicator is captured.
- [The percentage of school leavers with an approved qualification](#) has improved considerably in 2013-14, but narrowly missed the 'acceptable' threshold. This is, therefore, still considered a priority for improvement.
- Denbighshire has achieved excellent performance in its family group for the overall condition of principal (A) and non-principal (B) and (C) roads, but [the percentage of non-principal/classified B roads that are in overall poor condition](#) continues to be a priority for improvement, and is currently worst in our family group.
- There is an issue with extracting data for the measure around [the percentage of damaged roads and pavements made safe within target time](#) (Category 1: Dangerous / Hazardous). Currently this data is held in Symology, but it appears that jobs are not being closed off in the system in a timely manner, even if completed on time. This is being investigated by the Service.
- There are two measures relating to [street cleanliness and dog fouling](#) that were to be informed by a survey of City, Town & Community Councils. These will now be withdrawn from the Corporate Plan as the decision has been made to no longer carry out the Survey.



- Corporately, our ability to respond to Stage 1 complaints and complete performance appraisals within corporate timescales remains a Priority for Improvement.

## PROJECT REGISTER

---

- [Excellent Housing](#) - The project is currently being reviewed to ensure future milestones are aligned with the expectations and needs of the Housing service.
- [West Rhyl Coastal Defence Scheme](#) - The scheme has been fully developed and, following extensive consultation (internally and externally), planning permission had been approved. Officers have worked with Welsh Government Regeneration and Flooding Teams, and Welsh European Funding Office to identify sufficient funding to continue the scheme. The task now is to procure works that satisfy the conditions of the grant scheme.

This is the summary position for each outcome in the Corporate Plan as at September 30, 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> | Infrastructure for growth          | ACCEPTABLE |
| <a href="#">Outcome 2</a> | Supported and connected businesses | ACCEPTABLE |
| <a href="#">Outcome 3</a> | Opportunities for growth           | ACCEPTABLE |
| <a href="#">Outcome 4</a> | High quality skilled workforce     | ACCEPTABLE |
| <a href="#">Outcome 5</a> | Vibrant towns and communities      | ACCEPTABLE |
| <a href="#">Outcome 6</a> | Well-promoted Denbighshire         | UNKNOWN    |

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

|                           |                                  |            |
|---------------------------|----------------------------------|------------|
| <a href="#">Outcome 7</a> | Students achieve their potential | ACCEPTABLE |
|---------------------------|----------------------------------|------------|

### IMPROVING OUR ROADS

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

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

|                            |                                 |           |
|----------------------------|---------------------------------|-----------|
| <a href="#">Outcome 9</a>  | Independent vulnerable people   | GOOD      |
| <a href="#">Outcome 10</a> | Vulnerable people are protected | EXCELLENT |

### CLEAN AND TIDY STREETS

|                            |                        |           |
|----------------------------|------------------------|-----------|
| <a href="#">Outcome 11</a> | Clean and tidy streets | EXCELLENT |
|----------------------------|------------------------|-----------|

### ENSURING ACCESS TO GOOD QUALITY HOUSING

|                            |                                |            |
|----------------------------|--------------------------------|------------|
| <a href="#">Outcome 12</a> | Access to good quality housing | ACCEPTABLE |
|----------------------------|--------------------------------|------------|

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

|                            |                                   |            |
|----------------------------|-----------------------------------|------------|
| <a href="#">Outcome 13</a> | Services will continue to improve | GOOD       |
| <a href="#">Outcome 14</a> | Flexible and efficient workforce  | ACCEPTABLE |

CORPORATE PLAN PERFORMANCE REPORT

**Please Note:** The performance report is in a different format than usual. This report has been generated from the new Verto Performance Management System. The system has just been launched, and there are some minor issues in the report that will be dealt with during its next development phase, namely:

- Dates appear on the x-axis, rather than quarters;
- The status key is not consistent with our labels of Excellent, Good, Acceptable, and Priority for Improvement (although the colours are consistent).
- Some graphs are hard to view because the axis range is not appropriate to the measure and the values concerned are very narrow.

CONTEXT

|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Areas of Responsibility</b></p> | <p><b>Denbighshire's Corporate Priorities for 2012–17 are:</b></p> <ul style="list-style-type: none"> <li>• Developing the local economy</li> <li>• Improving performance in education and the quality of our school buildings</li> <li>• Improving our roads</li> <li>• Vulnerable people are protected and are able to live as independently as possible</li> <li>• Clean and tidy streets</li> <li>• Ensuring access to good quality housing</li> <li>• Modernising the council to deliver efficiencies and improve services for our customers</li> </ul>                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>Strategic Statement</b></p>     | <p>Denbighshire is one of the highest performing councils in Wales. Over the lifetime of this Corporate Plan, the council aims to maintain this status and deliver further improvements. Denbighshire wants to become an excellent council and to compare favourably with the best authorities outside of Wales. To do this, we must continue to provide consistently good services and strive for excellence, despite having less money to spend.</p> <p>The financial environment means that money is tight, and that is as true for the council as it is for households and individuals. We have less money to invest in services than we have had in the past, and that means we need to be clear about where our priorities lie. This Corporate Plan not only sets out what our priorities are for 2012-17, but it also says how much additional funding we think is needed to deliver those priorities.</p> |

To identify the priorities for our Corporate Plan, we undertook a significant amount of research, analysis, and engagement work, which highlighted a number of important themes for our communities.

The emerging themes then underwent significant consultation to refine and develop them into what are now the priorities within our Corporate Plan. Each of our priorities will have to be approached in a different way. Some are about changing the way the whole council works, whilst others will be delivered by a small number of council services working together. Some will take several years to deliver and will require a significant amount of financial investment, whilst others may be achievable relatively quickly and may require additional effort and human resources, rather than substantial amounts of new money. The priorities focussing on the economy and education, in particular, have a timescale beyond the five years of this plan. Although we expect to see real progress in these priority areas, we believe that the full benefits will be realised beyond 2017.

In order to continue to provide high quality services to our residents, it is essential that we modernise the council and exploit technology to become more efficient and cost-effective. Changing the way we work will enable us to divert valuable resources to support services to the public. Delivering our modernisation agenda will be the key to protecting frontline services and protecting jobs during the next five years, which is why this is one of the priorities within our Corporate Plan. It is not only important in its own right, but it also underpins our other priorities.

This is, without question, the most ambitious Corporate Plan that the council has ever had, but it is also achievable. By delivering this plan, we can make a significant and lasting difference to the people and communities of Denbighshire.





## ECONOMY HEADLINE INDICATORS

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Headline Summary</b></p> | <p>The overall status for these headline indicators is Yellow: Good.</p> <p>Denbighshire has made particularly good progress in terms of business demography (the number of new businesses, and the one and three year survival rates of existing businesses). Although an improvement was expected, due to the improvement in the national economy over the last 12 months, Denbighshire's position has improved at a rate greater than other counties, and has gone from being Acceptable (or worse) to now being Excellent.</p> <p>It should be noted that we have identified a set of 16 priority activities/projects across the whole program (Outcomes 1-6 of this Corporate Plan). From an original long list of projects, we think the 16 we've selected will have the most impact on the headline indicators, and we're focusing our efforts on them.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p><b>Rationale</b></p>        | <p>Denbighshire residents, in common with communities across Wales, have stressed the importance of reviving the local economy to provide a sound base for all other development. By and large, it is businesses that deliver economic growth. As a local authority, however, together with other local and regional partners, we can help by creating and supporting the conditions that allow those businesses to be successful and flourish. The establishment of the North Wales Economic Ambition Board offers opportunities for the county that we will enable local businesses to take advantage of.</p> <p>We will focus on ensuring the right infrastructure is in place, that Denbighshire's workforce has the right skills and that our businesses are aware of current and future opportunities for growth. We will also promote Denbighshire as a great place to live, work, visit and do business in. We will make it easier for businesses to operate, wherever possible reducing bureaucracy, streamlining processes and providing high quality advice and support. As an employer and purchaser of goods and services, we will also play our part in supporting the local economy.</p> <p>A healthy economy also depends on vibrant, economically active communities. Therefore, we will also focus on realising local ambition in our towns and rural communities, and on improving outcomes for individuals by tackling the persistent deprivation concentrated in some parts of Rhyl and Upper Denbigh.</p> <p>The six Outcomes within the Economic &amp; Community Ambition priority will have a discrete set of indicators according to their theme (e.g.</p> |

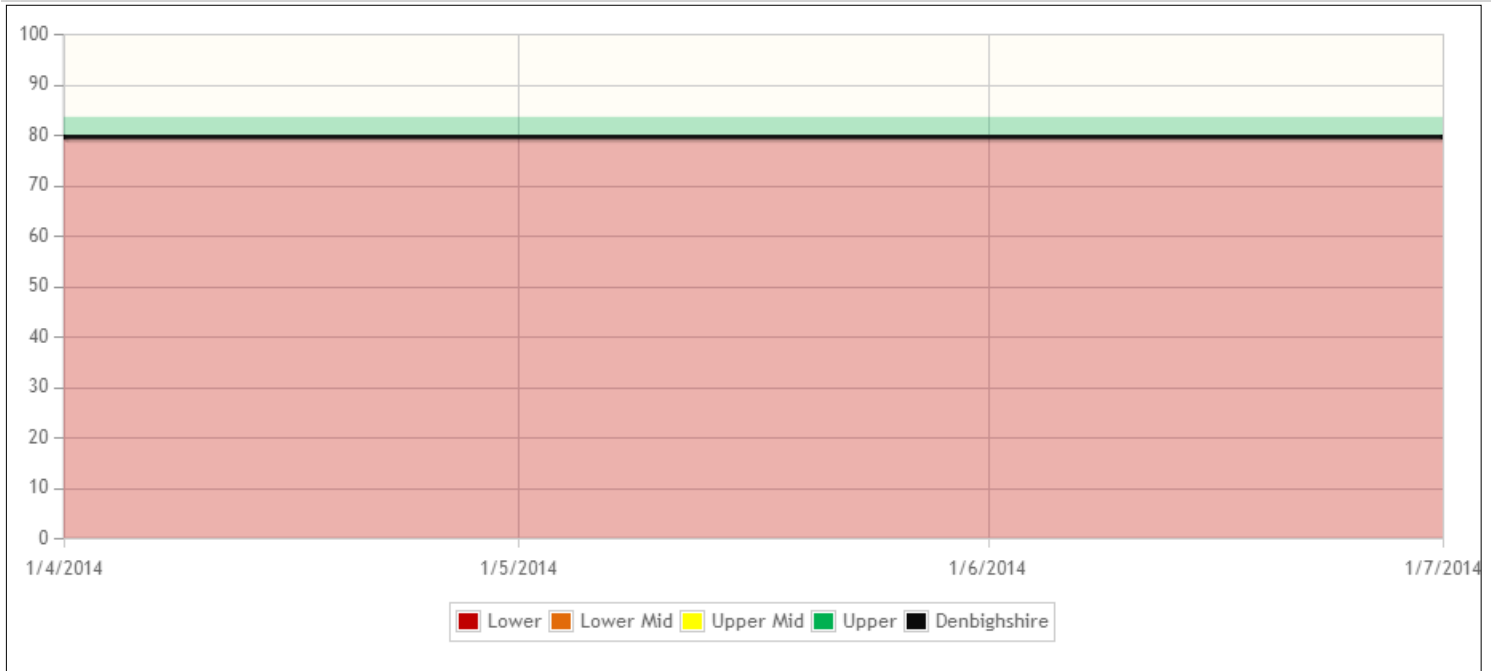
|                              |                                                                                                                                                                                                                  |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              | infrastructure), but collectively should enable progress against this cluster of indicators by laying the foundations for economic growth.                                                                       |
| <b>Contributing Services</b> | Business Improvement & Modernisation, Economic & Business Development, Communication, Marketing & Leisure, Education Services, Finance & Assets, Highways & Environmental Services, Planning & Public Protection |
| <b>Indicators</b>            |                                                                                                                                                                                                                  |
| ECAHeadline1                 | % Job Seekers Allowance claimant count                                                                                                                                                                           |
| ECAHeadline2                 | Median Household Income                                                                                                                                                                                          |
| ECAheadline3                 | The count of births of new enterprises                                                                                                                                                                           |
| ECAheadline4                 | 1 year survival rate of new enterprises                                                                                                                                                                          |
| ECAheadline5                 | 3 year survival rate of new enterprises                                                                                                                                                                          |
| ECAheadline6                 | Turnover of Denbighshire based businesses (£m)                                                                                                                                                                   |

## OUTCOME 1

### Infrastructure for growth

|                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome Summary</b>                                                                           | <p>The overall status for this Outcome is Orange: Acceptable. There are no exceptions to report on, but there are two indicators without status. This is because we have Denbighshire's data, but the service is doing some work to consider thresholds for excellence and improvement. Further detail can be found below.</p> <p>It is worth noting the high proportion of Denbighshire businesses trading online, which endorses the importance of strengthening our digital infrastructure.</p> <p>Another point of note is that there is much work being done at a regional level through the North Wales Economic Ambition Board to improve the infrastructure across the region. This includes support for the preparation of a business case for electrification of the railway, which is being led by the Welsh Government.</p> |
| <b>Rationale</b>                                                                                 | <p>In order to enable business and industry to develop, we need the right infrastructure to be in place. The availability, reliability and speed of broadband are important elements, as is the availability of and access to business premises.</p> <p>In order to focus our work, we have identified a cross-county cluster of Priority Strategic Employment Sites. These sites were identified by assessing them against the following criteria: proposals that meet the strategic objectives of the Authority; demonstrate the need/demand for the scheme/s; deliver value for money in maximising the use of public funding; can be delivered to schedule; and that provide wider social benefits to the County and local communities.</p>                                                                                         |
| <b>Contributing Services</b>                                                                     | Highways & Environmental Services, Economic & Business Development, Finance & Assets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Indicators</b>                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|  BusSurv1.9     | The percentage of businesses selling or sourcing goods or services online                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|  OFCOMsuperfast | Denbighshire's OFCOM five-point ranking for superfast broadband availability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|  OFCOMtakeup    | Denbighshire's OFCOM five-point ranking for broadband take-up                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|  ECA1.1i        | The percentage of available land on Priority Strategic Employment Sites                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

where restrictions/hindrances to development are removed from the legal title (as a % of all available land)

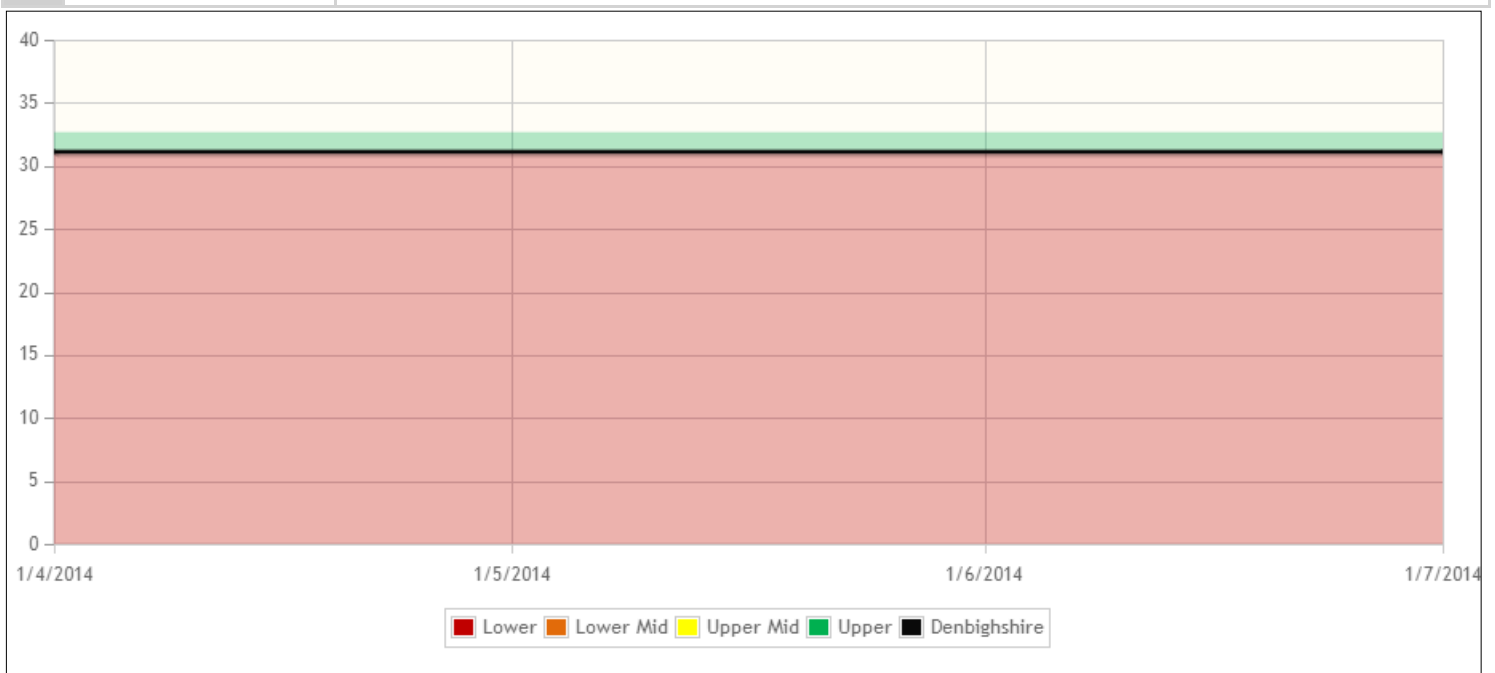


**Latest Data Comment**

25.107 ha / 62.144 acres. The service is currently doing some further work in order to establish thresholds for Excellence, Good, Acceptable, and Priority for Improvement.

**ECA1.2i**

The percentage of available land on Priority Strategic Employment Sites ready to be developed (i.e. with planning permission), as a % of all available land on PSES



**Latest Data Comment**

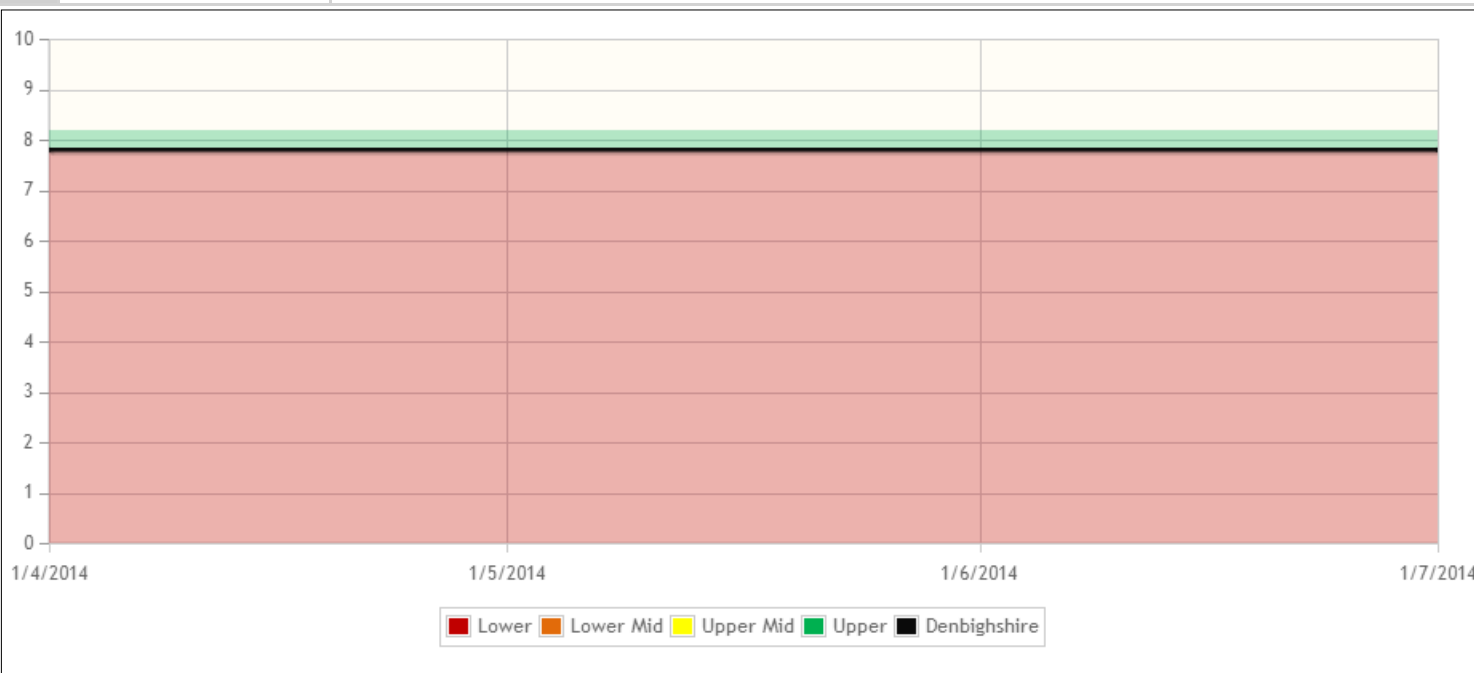
25.107 ha / 62.144 acres. The service is currently doing some further work in order to



establish thresholds for Excellence, Good, Acceptable, and Priority for Improvement.

ECA1.3i

The percentage of available land on Priority Strategic Employments Sites developed, as a percentage of all available land on PSES's



**Latest Data Comment**

25.107 ha / 62.144 acres. The service is currently doing some further work in order to establish thresholds for Excellence, Good, Acceptable, and Priority for Improvement.

**Activities**

|          |                                     |          |          |
|----------|-------------------------------------|----------|----------|
| ECA 1.2a | Digital Denbighshire                | 15/07/13 | 31/10/15 |
| ECA 1.3b | Priority Strategic Employment Sites | 06/05/14 | 31/03/23 |

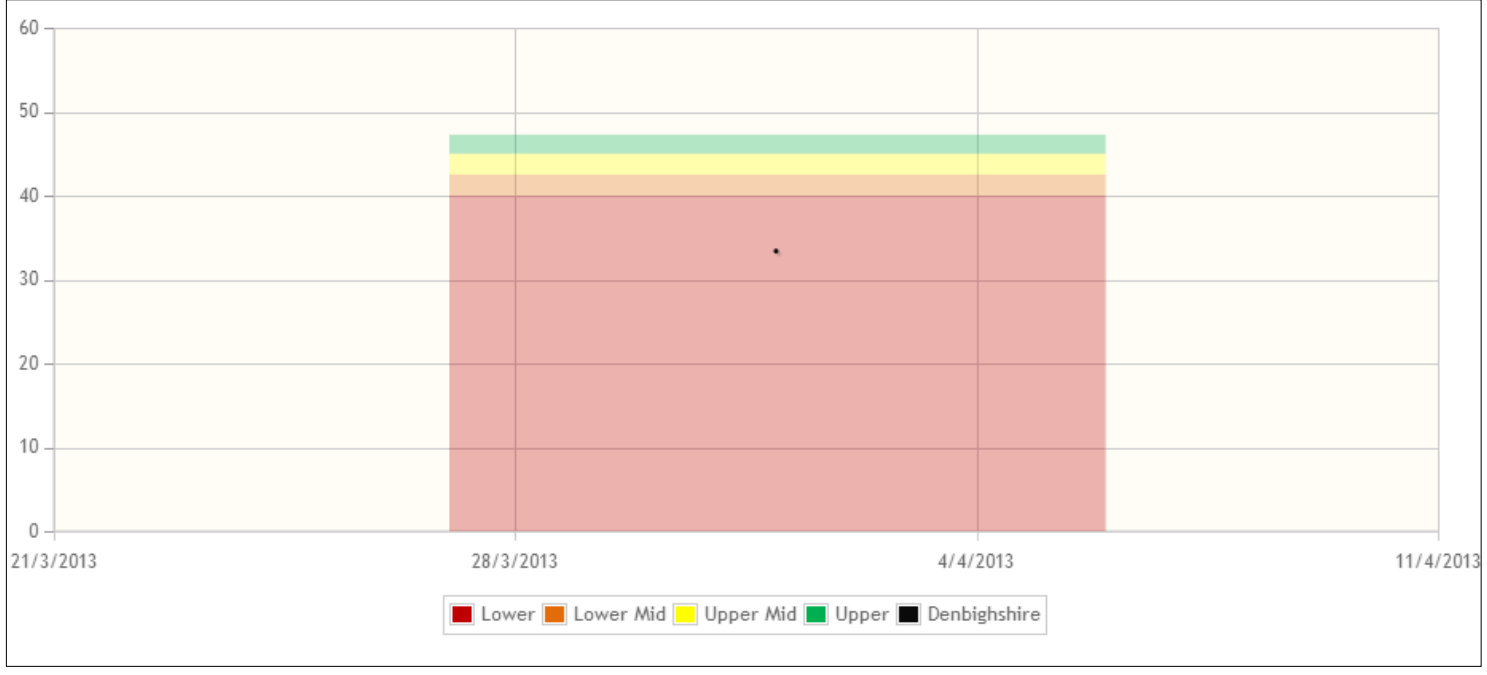
**OUTCOME 2**

**Supported and connected businesses**

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome Summary</b>       | The overall status for this Outcome is Red: Priority for Improvement. As well as two exceptions within this Outcome (detailed below) there is one that has no status as the data is not yet available. Again, details as to when data will be available are below.                                                                                                                                                                                                                                                      |
| <b>Rationale</b>             | <p>As an employer and purchaser of goods and services we want to play our part in supporting the local economy, which is why we've included indicators pertaining to procurement.</p> <p>It's also important that we support businesses by offering accessible, easily interpreted advice (which can include signposting), and that we remove complexity from the regulatory process.</p> <p>Future business support work will focus on encouraging business networking, and highlighting new market opportunities.</p> |
| <b>Contributing Services</b> | Economic & Business Development, Finance & Assets                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

**Indicators**

|         |                                               |
|---------|-----------------------------------------------|
| FAA406m | Local procurement as a % of total procurement |
|---------|-----------------------------------------------|



**Latest Data Comment**

These thresholds reflect our ambition for where we want to be 10 years from now, once the Supportive Procurement project is delivered and embedded. Hence, we expect its position to be a Priority for Improvement at present. It should be noted that, in this context, local equates to North Wales.

|            |                                                                                            |
|------------|--------------------------------------------------------------------------------------------|
| BusSurv4.2 | % of businesses satisfied with quality of advice/support                                   |
| BusSurv4.1 | % of businesses satisfied with access to advice/support                                    |
| BusSurv3.2 | % of regulated businesses that are satisfied with the efficiency of the regulation process |

**Latest Data Comment**

This is a new annual indicator, based on a survey that the Planning & Public Protection service is conducting at the moment. The data will be available at the end of Q3.

|         |                                                                                  |
|---------|----------------------------------------------------------------------------------|
| ECA2.2i | The percentage of contracts worth over £2 million with community benefit clauses |
|---------|----------------------------------------------------------------------------------|

**Latest Data Comment**

Data is not yet available for this indicator. Means of collecting the relevant information will be enabled through the implementation of e-sourcing software, which the project team is working on. The software should be implemented by March 2015, so data should be available during 2015/16.

**Activities**

|          |                                                                      |          |          |
|----------|----------------------------------------------------------------------|----------|----------|
| ECA 2.1a | Business Advice & Support                                            | 12/09/13 | 12/09/15 |
| ECA 2.1b | Better Business for All (BFC Phase 1 - Planning & Public Protection) | 06/05/14 | 31/12/15 |
| ECA 2.3a | Supportive Procurement (Phase 1 - Procurement Strategy)              | 02/12/13 | 28/11/14 |
| ECA 2.3b | Supportive Procurement (Phase 2 - Local Supplier Development)        | 01/05/14 | 31/10/14 |

## OUTCOME 3

### Opportunities for growth

|                              |                                                                                                                                                                                                                                                                                                                  |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome Summary</b>       | The overall status for this Outcome is Orange: Acceptable. There are two indicators for which we don't yet have data (see comments below), but there is a project in place to identify the appropriate data sources.                                                                                             |
| <b>Rationale</b>             | Identifying opportunities for future growth will enable us to consider whether our infrastructure is suitable, and target any promotional activity. We know we have a good opportunity in terms of Tourism, but there will be other sectors too, and sectors that may afford higher value jobs for our citizens. |
| <b>Contributing Services</b> | Economic & Business Development, Communication, Marketing & Leisure                                                                                                                                                                                                                                              |

### Indicators

|                |                                                     |
|----------------|-----------------------------------------------------|
| <b>CMLI10</b>  | STEAM - Total revenue derived from Tourism          |
| <b>CMLI11</b>  | STEAM - Total number employed in the tourism sector |
| <b>ECA3.1i</b> | No. of businesses in the tourism sector             |
| <b>ECA3.2i</b> | No. of new business in Growth Sectors               |

#### Latest Data Comment

Data is not yet available for this indicator, due to the fact that the Growth Sectors have not yet been identified. Identification of Denbighshire's Growth Sectors will be an output from the New Sectors Growth Potential, and Regional Growth Opportunities projects, as will be the ability to source data to enable reporting against the indicator.

|                |                                                          |
|----------------|----------------------------------------------------------|
| <b>ECA3.3i</b> | No. of Denbighshire residents employed in Growth Sectors |
|----------------|----------------------------------------------------------|

#### Latest Data Comment


Data is not yet available for this indicator, due to the fact that the Growth Sectors have not yet been identified. Identification of Denbighshire's Growth Sectors will be an output from the New Sectors Growth Potential, and Regional Growth Opportunities projects, as will be the ability to source data to enable reporting against the indicator.

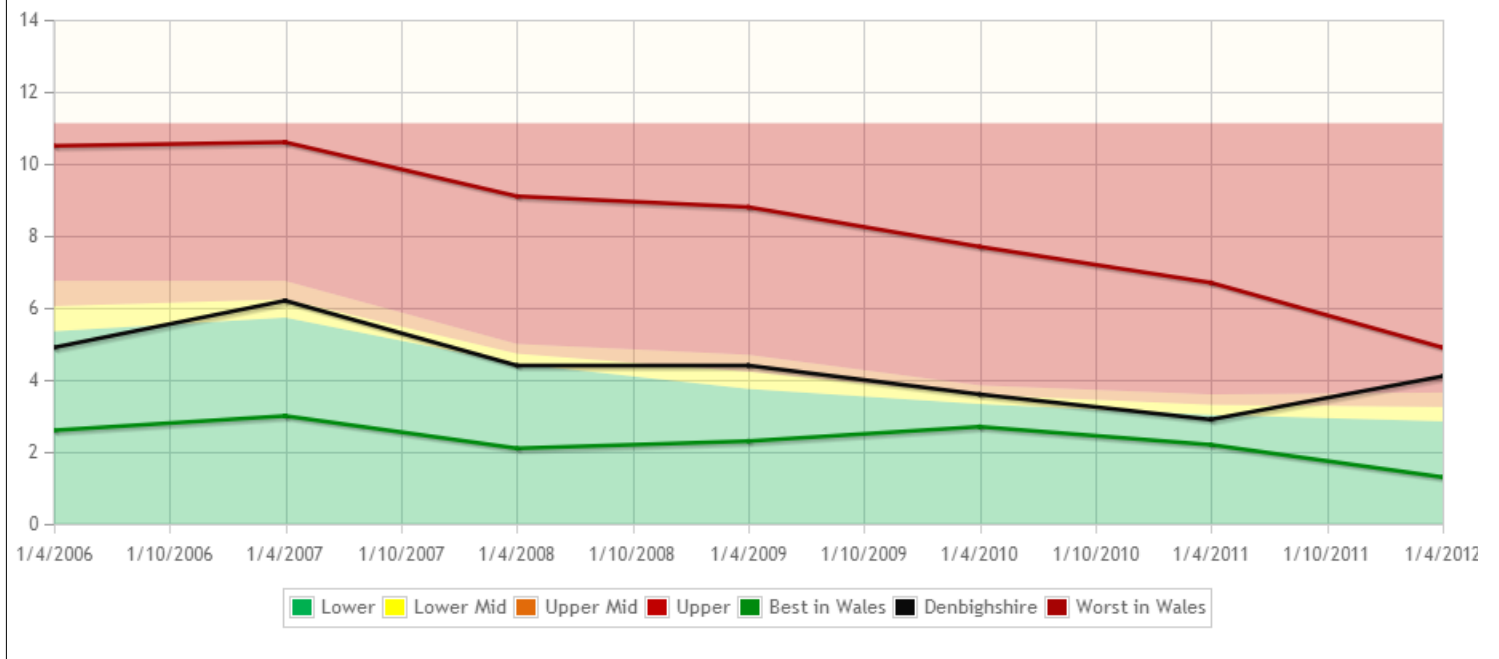
### Activities

|                   |                                                                                                                   |          |          |
|-------------------|-------------------------------------------------------------------------------------------------------------------|----------|----------|
| <b>ECA 3.1a-c</b> | Tourism Growth Plan                                                                                               | 05/06/14 | 11/03/15 |
| <b>ECA 3.1a-d</b> | Rhyl Coastal Facilities (Phase 1)                                                                                 | 01/01/14 | 31/03/15 |
| <b>ECA 3.2a</b>   | New Sectors Growth Potential                                                                                      | 01/01/15 | 01/03/17 |
| <b>ECA 3.2b/d</b> | Regional Growth Opportunities / Adv. Manufacturing/Energy & Environmental technologies supply chain opportunities | 11/06/14 | 11/02/15 |
| <b>ECA 3.2c</b>   | OpTic/St Asaph Business Park Development                                                                          | 15/10/13 | 31/10/14 |

## OUTCOME 4

### High quality skilled workforce

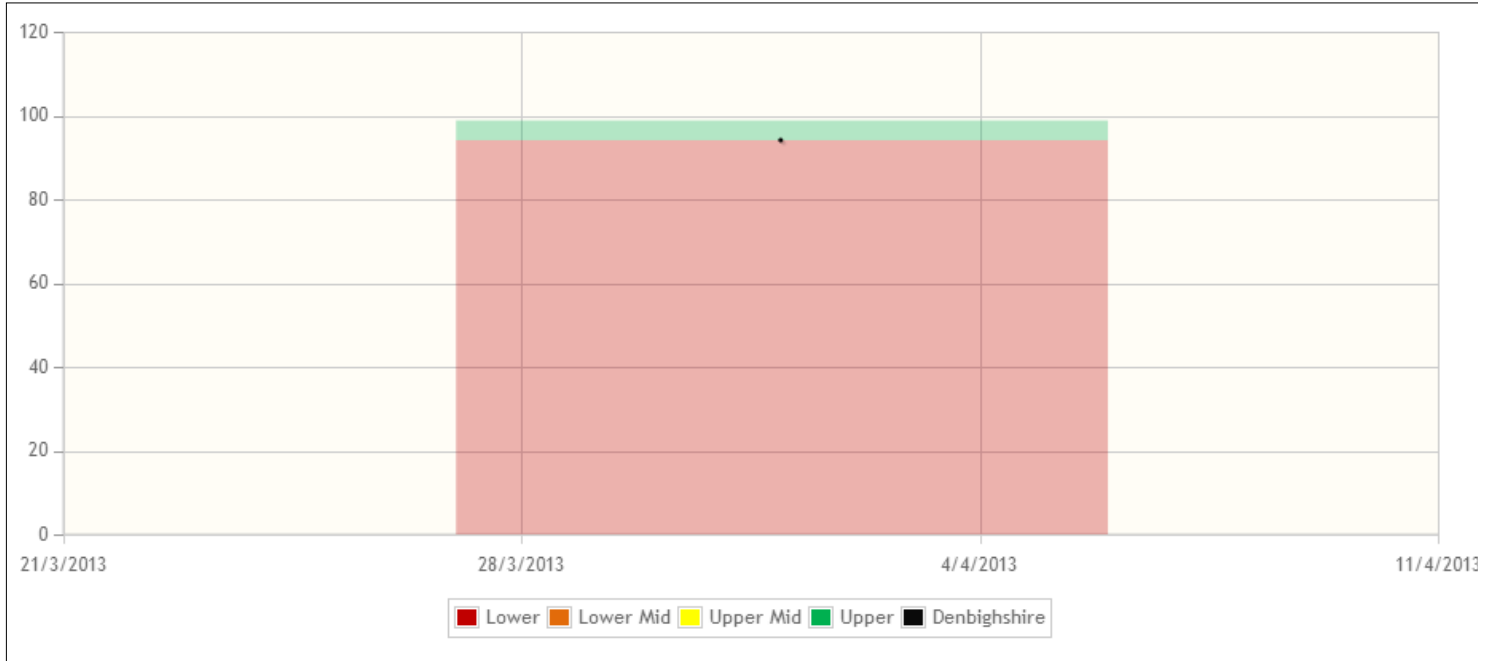
|                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome Summary</b>                                                                   | <p>The overall status for this Outcome is Orange: Acceptable. There are indicators that are performing below an acceptable level, and these are detailed below. There are also two indicators that don't yet have a status, due to the fact that the service needs to do some work to establish thresholds. Again, these are detailed below.</p> <p>In support of this Outcome, we've been a key contributor in the development of the Regional Skills &amp; Employment Plan that has been prepared through North Wales Economic Ambition Board, ensuring that Denbighshire's requirements feature. This plan will regionally address our ambitions around Higher Level Skills for growth sector jobs, as well as support for economically inactive /those furthest from workplace.</p> <p>We recognise we need to do more to understand what needs to be done re adult/working age skills and access to employment.</p> |
| <b>Rationale</b>                                                                         | <p>In order to attract high skilled, well paid jobs, businesses will need to be able to access staff with the appropriate skills for the trade.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Contributing Services</b>                                                             | <p>Education Services</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Indicators</b>                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|  Ed004i | <p>The percentage of children aged 16 - 18 Not in Education, Employment or Training, at the preceding 31 August in Denbighshire</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |



**Latest Data Comment**

This represents 53 young people. This is the figure for the 2012/13 academic year (which represents the 2013/14 financial year), and it is an increase from 36 young people in the 2011/12 academic year. This was reported in Q4 2013/14. New data (for academic year 2013/14) is not available until summer 2015.

|             |                                                                               |
|-------------|-------------------------------------------------------------------------------|
| ECA4.6i     | % of the population aged 18 to 24 claiming JSA                                |
| BusSurv3.3a | % of businesses reporting unfilled vacancies due to unsuitable applicants     |
| BusSurv3.3b | % of businesses reporting difficulty recruiting staff with the right skills   |
| ECA4.7i     | % of pupils leaving school at 16 attaining Level 2 in at least 1 STEM subject |

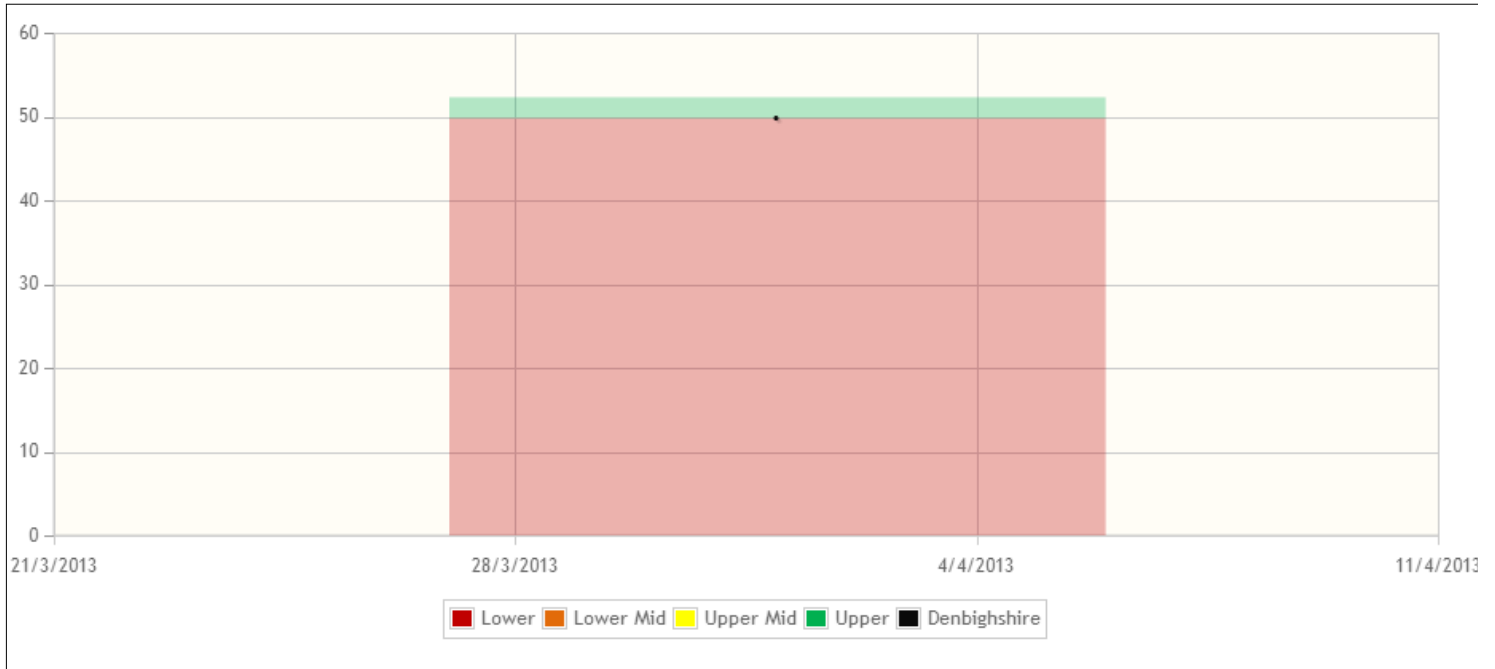


**Latest Data Comment**

Currently awaiting further information from the service in order to establish thresholds for Excellence, Good, Acceptable, and Improvement, but performance for 2013/14 Academic Year was 94.1%. This is a new indicator, which explains the absence of historic data.

ECA4.8i

% of pupils leaving school at 18 attaining Level 3 in at least 1 STEM subject



**Latest Data Comment**

Currently awaiting further information from the service in order to establish thresholds for Excellence, Good, Acceptable, and Improvement, but performance for the 2013/14 Academic Year was 49.8%. This is a new indicator, which explains the absence of historic data.

ECA4.9i

% of pupils going on to study L4 or a degree in STEM subjects

**Latest Data Comment**

This indicator has been assigned a Red: Priority for Improvement status due to the fact that the data has not been provided.

ECA4.10i

% of people of working age in Denbighshire who are self employed

**Activities**

ECA 4.1 b,  
4.2a-d

Pathways +

13/10/14

30/11/15

Much work has been done to scope out this project, which is specifically about improving the careers pathway support and advice available to young people in Denbighshire.

THE CORPORATE PLAN

|                                                                                                                                                                                                                                                                                                            |                                                  |          |          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|----------|----------|
| ECA<br>4.2a/4.3a/<br>4.3c                                                                                                                                                                                                                                                                                  | ASPIRE                                           | 07/04/14 | 31/08/20 |
| <p>This project features three previously individual ones: Careers Advice &amp; Support; Career Pathways in Advance Manufacturing, Energy &amp; Environmental technologies, and Advanced Skills for Growth Sectors. The project will be developed on a regional basis, rather than Denbighshire alone.</p> |                                                  |          |          |
| ECA 4.4a                                                                                                                                                                                                                                                                                                   | Enterprise & Entrepreneurship Skills Development | 31/12/14 | 31/08/20 |
| <p>This project is due to start in Q4 2014-15.</p>                                                                                                                                                                                                                                                         |                                                  |          |          |



## OUTCOME 5

### Vibrant towns and communities

|                              |                                                                                                                                                                                                                                                                       |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome Summary</b>       | The current status for this Outcome is Orange: Acceptable. There is one exception, and details can be found below.                                                                                                                                                    |
| <b>Rationale</b>             | A healthy economy depends on vibrant, economically active communities. We will focus on realising local ambition in our towns, and on improving outcomes for individuals by tackling the persistent deprivation concentrated in some parts of Rhyl and Upper Denbigh. |
| <b>Contributing Services</b> | Business Improvement & Modernisation, Communication, Marketing & Leisure, Finance & Assets, Highways & Environmental Services, Economic & Business Development, Planning & Public Protection                                                                          |

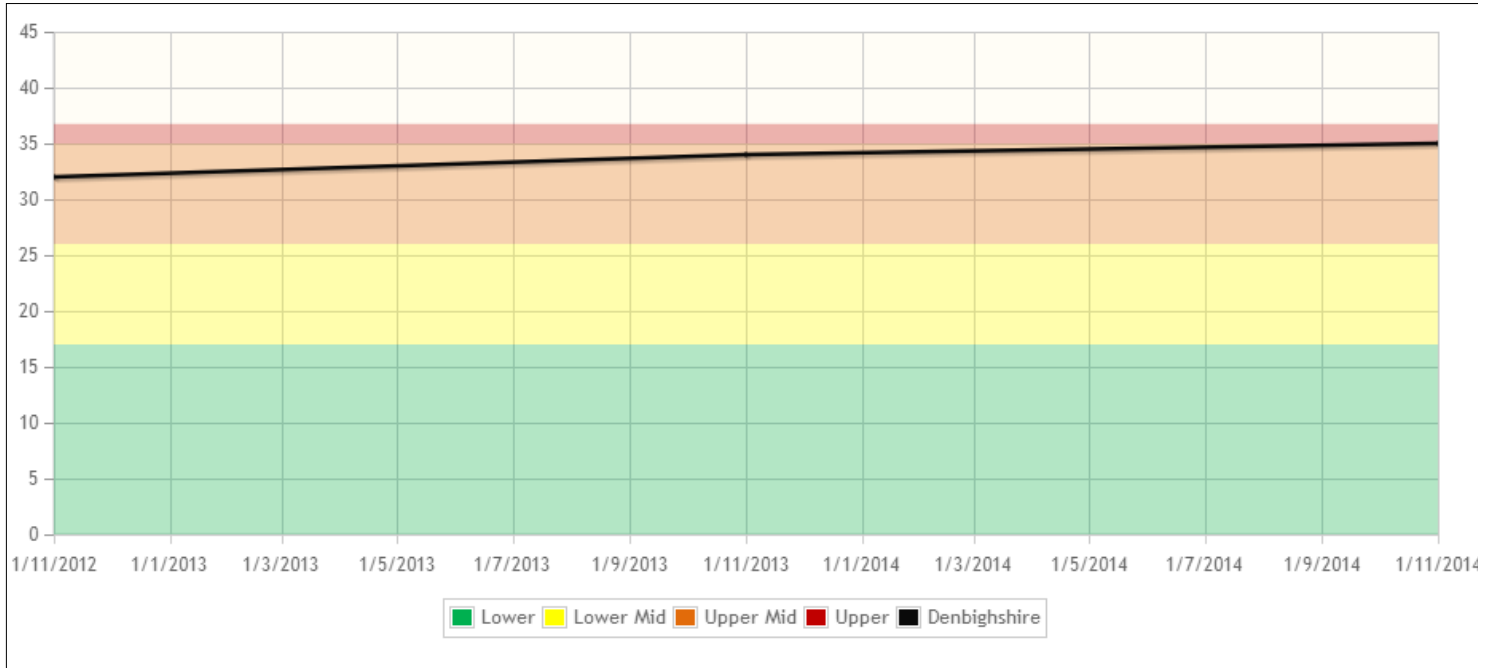
#### Indicators

|            |                                                                          |
|------------|--------------------------------------------------------------------------|
| ECA5.1i    | % of vacant town centre premises (Denbighshire average)                  |
| RSQ11      | % of residents reporting overall satisfaction with their town centre     |
| RSQ2       | % of town residents reporting overall satisfaction with their local area |
| BusSurv2.1 | % of town centre businesses reporting confidence in future prospects     |

#### Latest Data Comment

The data source for this indicator is the Business Survey that was recently conducted. The town centre business (i.e. High Street) responses need to be isolated from the rest of the responses here, and will be available for inclusion in the forthcoming Q2 Cabinet report.

|         |                                                                  |
|---------|------------------------------------------------------------------|
| ECA5.2i | % of LSOA that fall into the 10% most deprived in Wales          |
| ECA5.3i | No. of LSOA with a claimant count (%) greater than Great Britain |
| ECA5.4i | No. of LSOA with a median household income below Wales           |



**Latest Data Comment**

The source of this data is the Welsh Index of Multiple Deprivation (WIMD), which is updated every three years, and for which we've just received the 2014 update. In 2011 34 of Denbighshire LSOAs had a median household income lower than that of the rest of Wales. This has now increased to 35. Since 2011, an area of Denbigh has improved so was removed from the count, but Llandrillo and an area of Llangollen have been added.

|         |                                                                      |
|---------|----------------------------------------------------------------------|
| ECA5.5i | % of the rural working age population claiming Job Seekers Allowance |
|---------|----------------------------------------------------------------------|

**Activities**

|          |                                          |          |          |
|----------|------------------------------------------|----------|----------|
| ECA 5.1c | Town Centre Growth & Diversificaton Plan | 15/07/14 | 31/03/17 |
| TBC      | Changing the Perceptions of Rhyl         |          |          |

This new project's aim is to create a town with a positive self-image that will become a more sustainable place to live, work, do business and visit by having a clearly coordinated approach to press, marketing and communications to start changing perceptions around the town.

|                    |                               |          |          |
|--------------------|-------------------------------|----------|----------|
| ECA 5.3a<br>RGF 03 | The Honey Club, Rhyl          | 08/02/13 | 30/11/15 |
| ECA 5.3a<br>RGF 10 | 49 - 55 Queen Street          | 01/09/14 | 31/03/15 |
| ECA 5.3a<br>RGF 02 | West Rhyl Housing Improvement | 01/09/13 | 30/09/15 |

## OUTCOME 6

### Well-promoted Denbighshire

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome Summary</b>       | This status of this Outcome has not been classified, due to the fact that there are no Indicators for the Outcome. The two projects associated with the Outcome are focussed on our ability to attract business to Denbighshire, and service prospective businesses well. They should have a positive influence overall on our Headline Indicators, and also on some of the other Outcomes (e.g. Outcome 3, Opportunities for Growth, and Outcome 1, Infrastructure). |
| <b>Rationale</b>             | This Outcome focusses on Denbighshire's ability to support its progress in developing the rest of its outcomes by effectively promoting the county.                                                                                                                                                                                                                                                                                                                   |
| <b>Contributing Services</b> | Communication, Marketing & Leisure; Finance & Assets                                                                                                                                                                                                                                                                                                                                                                                                                  |



### Activities

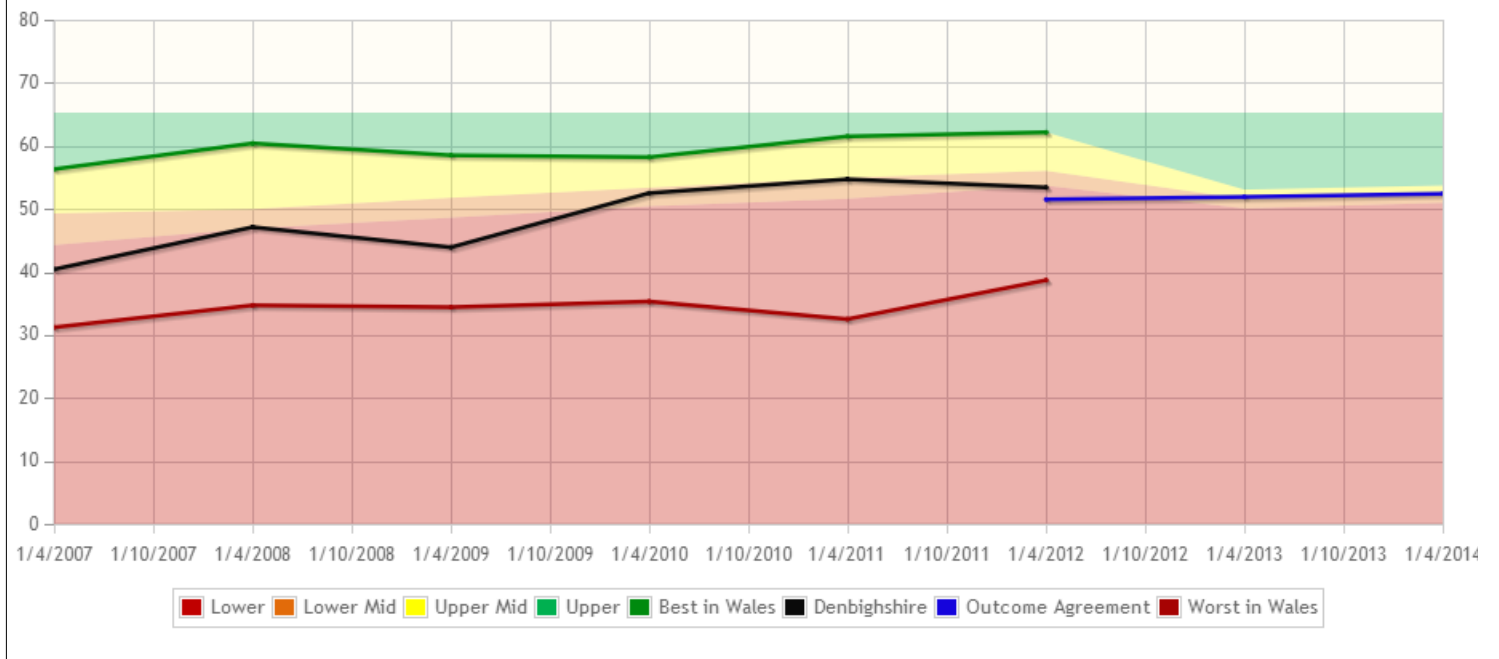
|                 |                                       |          |          |
|-----------------|---------------------------------------|----------|----------|
| ECA 6.1 a-c     | Locate in Denbighshire                | 17/04/14 | 04/02/15 |
| ECA 6.2b / 1.3a | Enquiry Handling for Sites & Premises | 24/11/14 | 30/06/15 |

This project is due to start in Q3 2014-15.

## OUTCOME 7

### Students achieve their potential

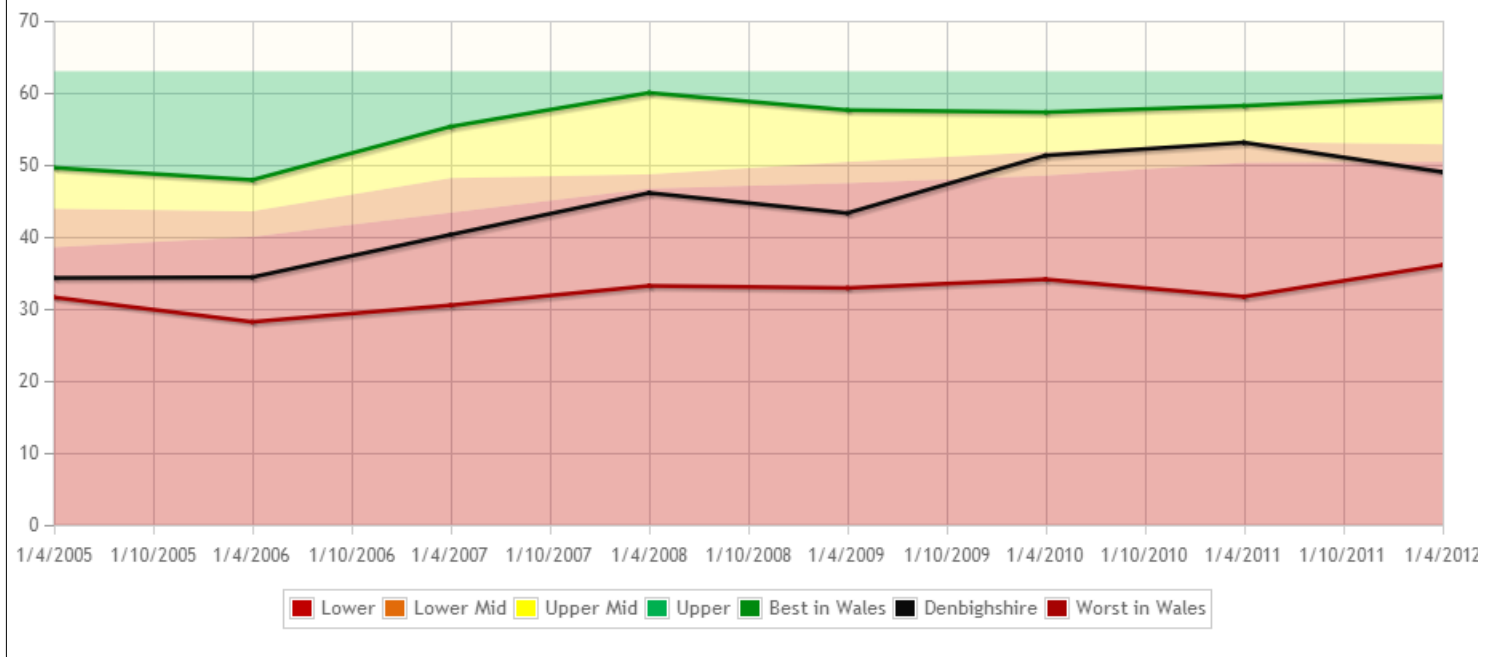
|                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome Summary</b>                                                                   | <p>We are using a higher benchmark for excellence for educational attainment where 'Green: Excellent' is the best in Wales. The overall position for this outcome is Orange: Acceptable. There are four indicators that are considered to be a priority for improvement, and one performance measure. These are all detailed below.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Rationale</b>                                                                         | <p>The performance of pupils in Denbighshire has improved significantly in recent years. However, we believe that there remains room for improvement in terms of how well our children perform at school. Not only do we want our children to be the highest performers in Wales, but also we want to narrow the gap between Denbighshire and the top performing authorities in the UK. In doing so, we also want to reduce the gaps in performance between different groups of learners, such as those from less well-off backgrounds. The school environment can affect attendance and performance in schools, and many school buildings in Denbighshire are in need of improvement and modernisation in order to provide facilities that support 21st century teaching and learning environments.</p> |
| <b>Contributing Services</b>                                                             | <p>Customers &amp; Education Support, Education Services</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Indicators</b>                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|  Ed001i | <p>The average capped points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (all pupils)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|  Ed005i | <p>The percentage of pupils achieving the level 2 threshold including English/Welsh and maths (all pupils)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



**Latest Data Comment**

Performance fell by 1.3% in 2012/13, which is mainly attributed to a significant drop in performance at Prestatyn High where the cohort was not as strong as 2011/12. Substantial support for Prestatyn High and other targeted schools has been put in place to improve English and Maths. Provisional data for this indicator suggests 'Good' performance in 2013/14 at 55.6%

|        |                                                                                                 |
|--------|-------------------------------------------------------------------------------------------------|
| Ed006i | The percentage of pupils achieving the level 2 threshold or vocational equivalents (all pupils) |
| Ed009i | The percentage of pupils who achieve the Core Subject Indicator at Key Stage 4 (all pupils)     |

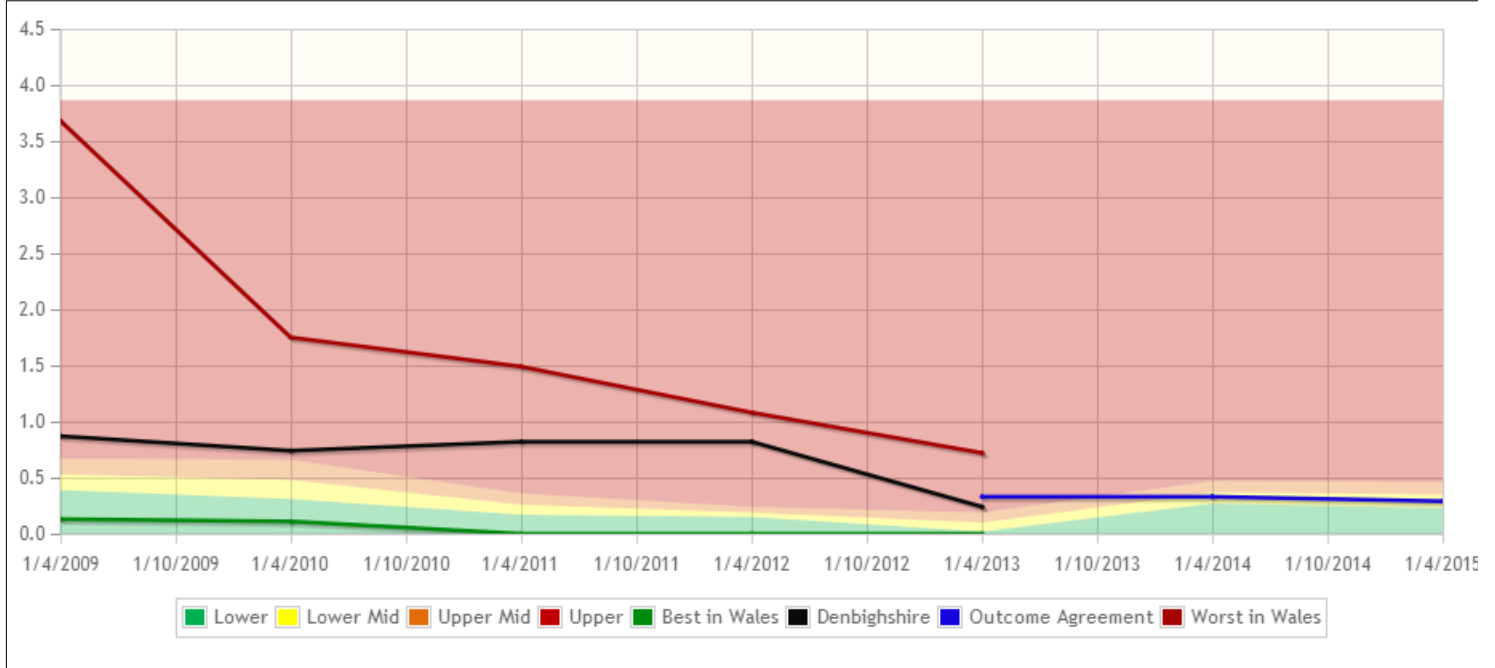


**Latest Data Comment**

Data for 2012/13 demonstrates a sharp decline in performance by 4.1%. This reflects the

reduction in Maths in the 3 largest high schools. Support has been put in place to improve Maths, and schools are being monitored to ensure that they closely track Mathematics, English / Welsh and Science. Provisional data suggests 'Good' performance in 2013/14, with 52.5%

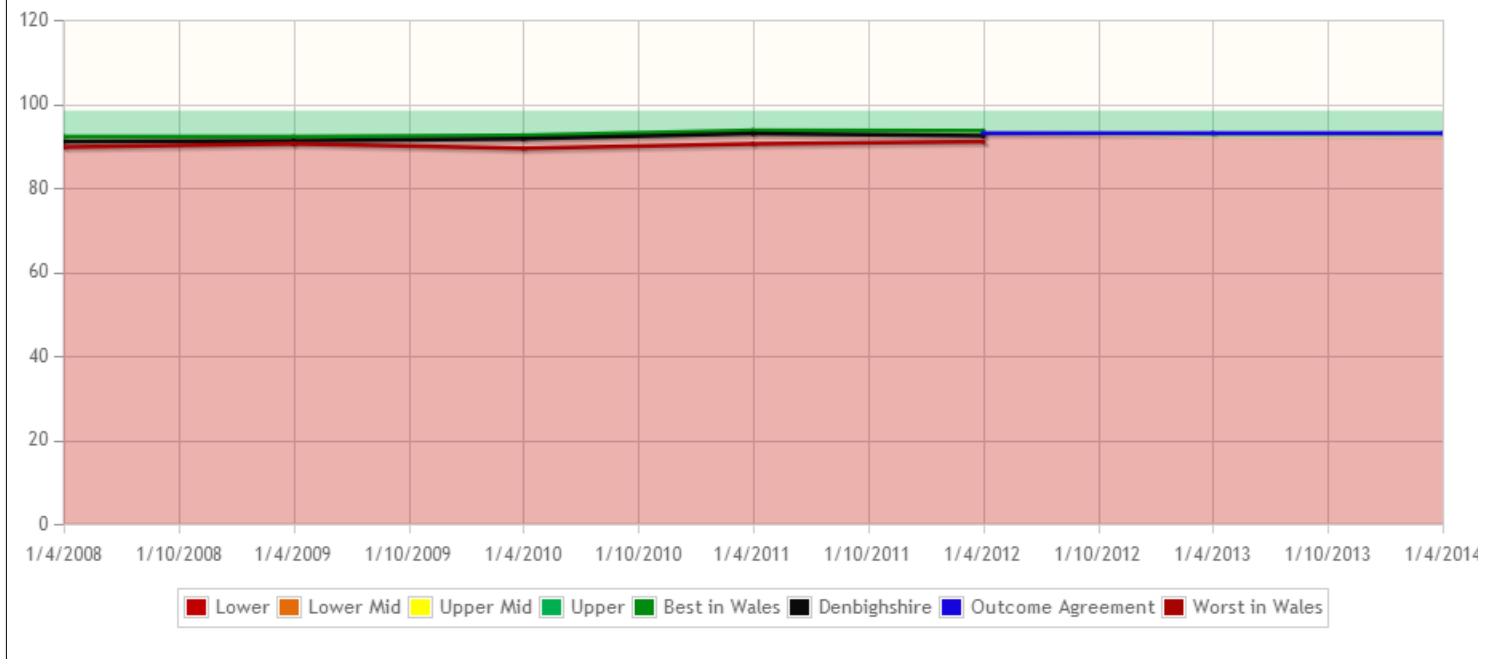
|  |         |                                                                                                                                                                                                                                                                |
|--|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Ed204c  | The average number of school days lost from school per total fixed term exclusions                                                                                                                                                                             |
|  | Ed205c  | The number of fixed term exclusions from school (total)                                                                                                                                                                                                        |
|  | EDU002i | The percentage of pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification. |



**Latest Data Comment**

Significant improvement in 2013-14, but continued improvement elsewhere has meant that the 'acceptable' threshold was missed by 0.05%. This is attributed to pupil fluctuations (Rhyl High fluctuates between 9-13%). Denbighshire is in the top 10 for level 1 qualifications.

|  |           |                                                                                             |
|--|-----------|---------------------------------------------------------------------------------------------|
|  | EDU003all | The percentage of pupils who achieve the Core Subject Indicator at Key Stage 2 (all pupils) |
|  | EDU016a   | Percentage of pupil attendance in primary schools                                           |
|  | EDU016b   | Percentage of pupil attendance in secondary schools                                         |

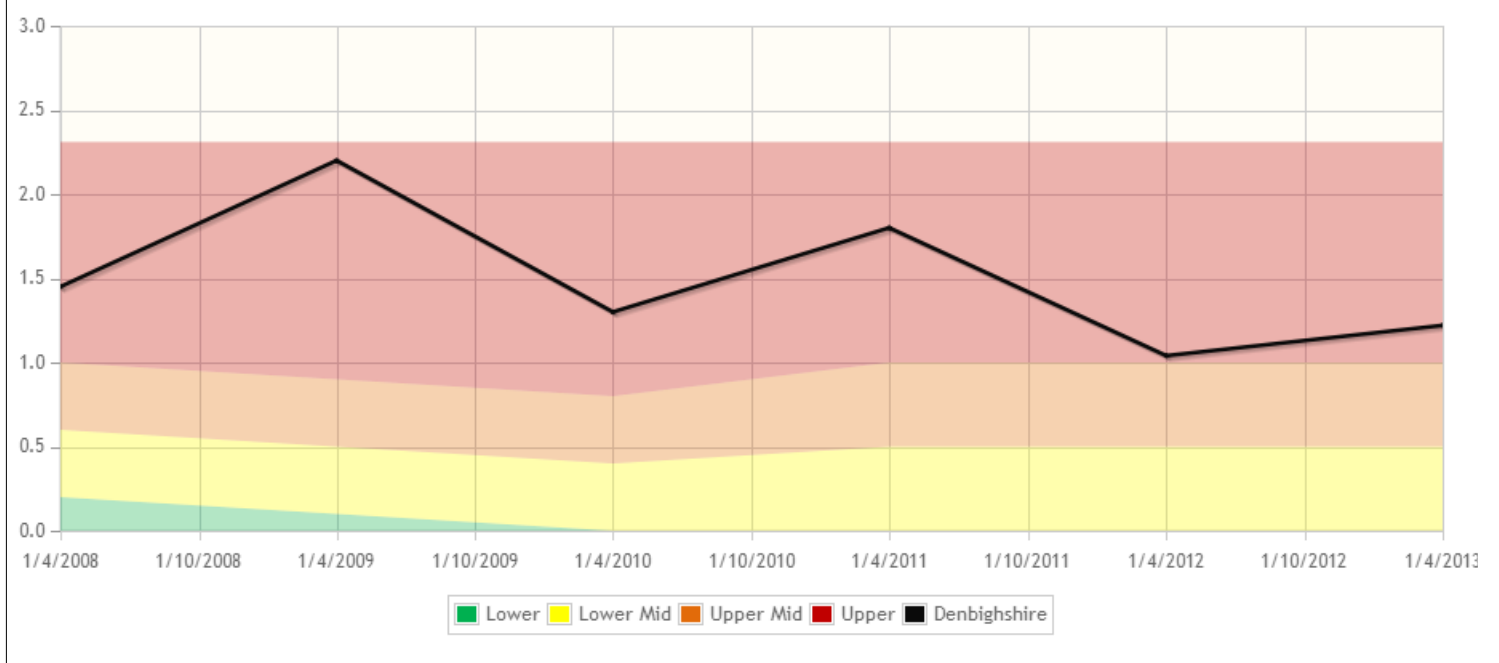


**Latest Data Comment**

Attendance fell by 0.53% in 2012/13. This can be attributed to illness severely affecting 5 secondary schools in December 2012; and the unexpected death of a pupil at Dinas Bran, which saw attendance in the school drop by 3.5% for January 2013.

**Measures**

|  |                |                                                                                                   |
|--|----------------|---------------------------------------------------------------------------------------------------|
|  | <b>LMEd20a</b> | The number of deficit places as a percentage of the total school places in Denbighshire (Primary) |
|--|----------------|---------------------------------------------------------------------------------------------------|



**Latest Data Comment**

Primary deficit places rose by 0.18% for 2013/14, but the overall trend is still improving. This indicator is closely linked to the Modernising Education programme and a strategy is

in place to reduce the deficit to 0 by the end of the Corporate Plan in 2016/17.

|         |                                                                                                     |
|---------|-----------------------------------------------------------------------------------------------------|
| LMEd20b | The number of deficit places as a percentage of the total school places in Denbighshire (Secondary) |
| LMEd21a | The number of surplus places as a percentage of the total school places in Denbighshire (Primary)   |
| LMEd21b | The number of surplus places as a percentage of the total school places in Denbighshire (Secondary) |
| LMEd22a | The number of school places provided through mobile classrooms (Primary)                            |
| LMEd22b | The number of school places provided through mobile classrooms (Secondary)                          |

### Activities

|         |                                                                                                                             |          |          |
|---------|-----------------------------------------------------------------------------------------------------------------------------|----------|----------|
| CES102a | Funding the 21st Century Schools Programme and wider Modernising Education Programme                                        | 01/04/14 | 01/08/19 |
| CES110a | Extension and remodelling of Glan Clwyd                                                                                     | 01/10/13 | 01/09/16 |
| CES111a | To reduce the reliance on mobile accommodation                                                                              | 01/04/14 | 31/03/15 |
| CES112a | To progress business cases for further investment in the school estate                                                      | 01/04/14 | 31/03/15 |
| EDUa003 | Review current provision for students who access the Behaviour support Service and remodel as appropriate                   | 01/04/13 | 31/03/15 |
| EDUa004 | Review current cluster arrangements and remodel in order to provide greater opportunity for innovation and curriculum focus | 01/04/13 | 31/03/15 |
| EDUa005 | Revisit Service Level Agreement with GwE                                                                                    | 01/04/14 | 31/03/15 |
| EDUa006 | Celebrating teacher achievements / good practice through an award scheme (Excellence Denbighshire for teachers)             | 01/04/14 | 31/03/15 |
| EDUa007 | Preparing students in Denbighshire for PISA                                                                                 | 01/04/14 | 31/03/15 |
| EDUa008 | Literacy, Numeracy & ICT Skills development in schools                                                                      | 01/04/14 | 31/03/15 |
| EDUa009 | Soft skills / skills for employment                                                                                         | 01/04/14 | 31/03/15 |
| EDUa010 | Regional skills and Employment Plan                                                                                         | 01/04/14 | 31/03/15 |
| EDUa011 | Careers advice and support                                                                                                  | 01/04/14 | 31/03/15 |
| EDUa012 | Work experience opportunities                                                                                               | 01/04/14 | 31/03/15 |
| EDUa013 | Apprenticeships                                                                                                             | 01/04/14 | 31/03/15 |



THE CORPORATE PLAN

|          |                                                                         |          |          |
|----------|-------------------------------------------------------------------------|----------|----------|
| EDUa014  | Links between schools, colleges and employers                           | 01/04/14 | 31/03/15 |
| EDUa015  | Advanced skills for growth sectors                                      | 01/04/14 | 31/03/15 |
| EDUa016  | Enterprise & Entrepreneurship skills development                        | 01/04/14 | 31/03/15 |
| PR000044 | Rhyl New School                                                         | 22/10/12 | 11/07/16 |
| PR000052 | Ysgol Y Llys - Extension, Remodel & Refurbishment                       | 30/11/10 | 30/09/14 |
| PR000055 | Bodnant Community School Extension and Refurbishment                    | 20/12/12 | 31/12/16 |
| PR000057 | Ysgol Bro Dyfrdwy Area School: Extension and Refurbishment, Cynwyd Site | 01/06/12 | 01/09/14 |
| PR000062 | Welsh Medium Primary's North Denbighshire - Ysgol Twm o'r Nant          | 16/01/12 | 31/08/14 |
| PR000044 | Rhyl New School                                                         | 22/10/12 | 11/07/16 |
| PR000052 | Ysgol Y Llys - Extension, Remodel & Refurbishment                       | 30/11/10 | 30/09/14 |
| PR000055 | Bodnant Community School Extension and Refurbishment                    | 20/12/12 | 31/12/16 |
| PR000057 | Ysgol Bro Dyfrdwy Area School: Extension and Refurbishment, Cynwyd Site | 01/06/12 | 01/09/14 |
| PR000062 | Welsh Medium Primary's North Denbighshire - Ysgol Twm o'r Nant          | 16/01/12 | 31/08/14 |

**OUTCOME 8**

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

**Outcome 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. There are two indicators that are considered to be a priority for improvement, and one performance measure. One further performance measure is also new to 2014/15 and is annual; therefore no data will be available until April. These are all detailed below.

**Rationale**

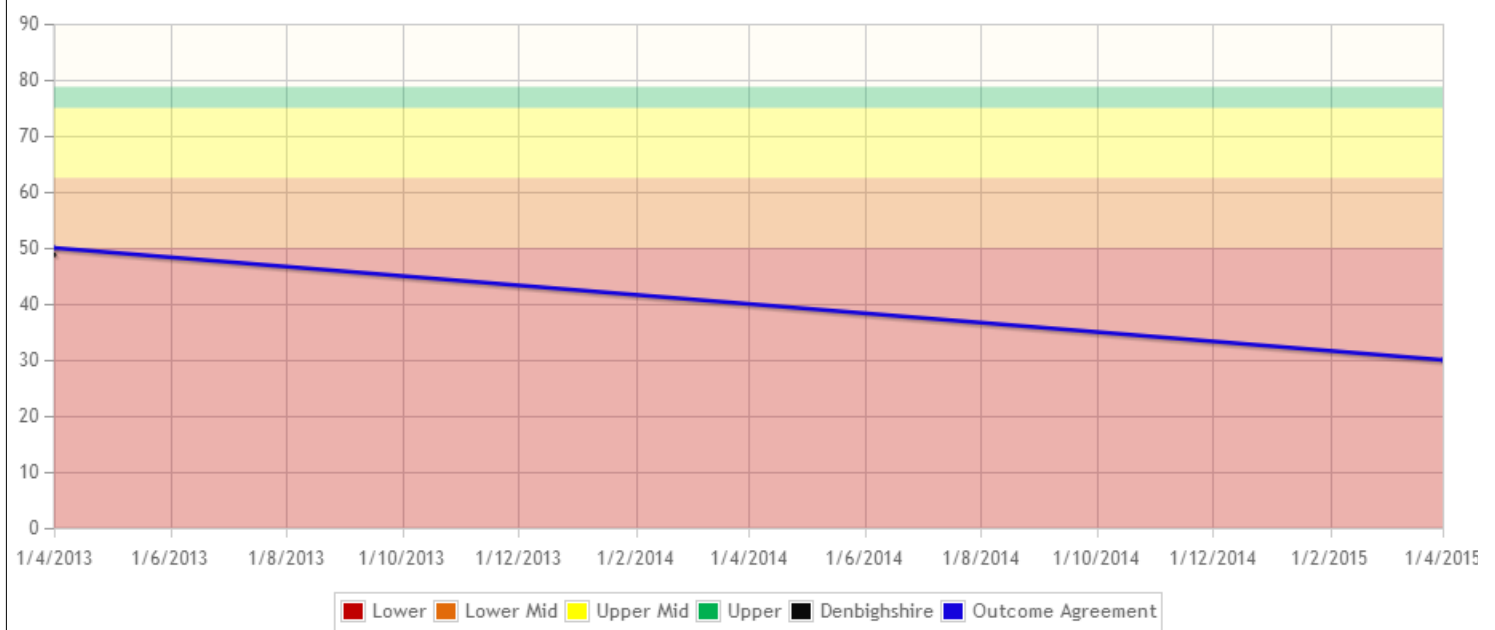
The council is the highway authority for all of the adopted highways within Denbighshire (other than trunk roads). The way that the council fulfils its statutory duty, as the highway authority, will therefore impact on virtually all of our residents, and all of our visitors. We need to maintain and manage the roads in the most cost effective manner that we can, ensuring that we get the best outcomes possible from our limited budgets.

**Contributing Services**

Highways & Environmental Services

**Indicators**

**HES101i** The percentage of respondents reporting satisfaction with the council's work in maintaining rural roads in good condition

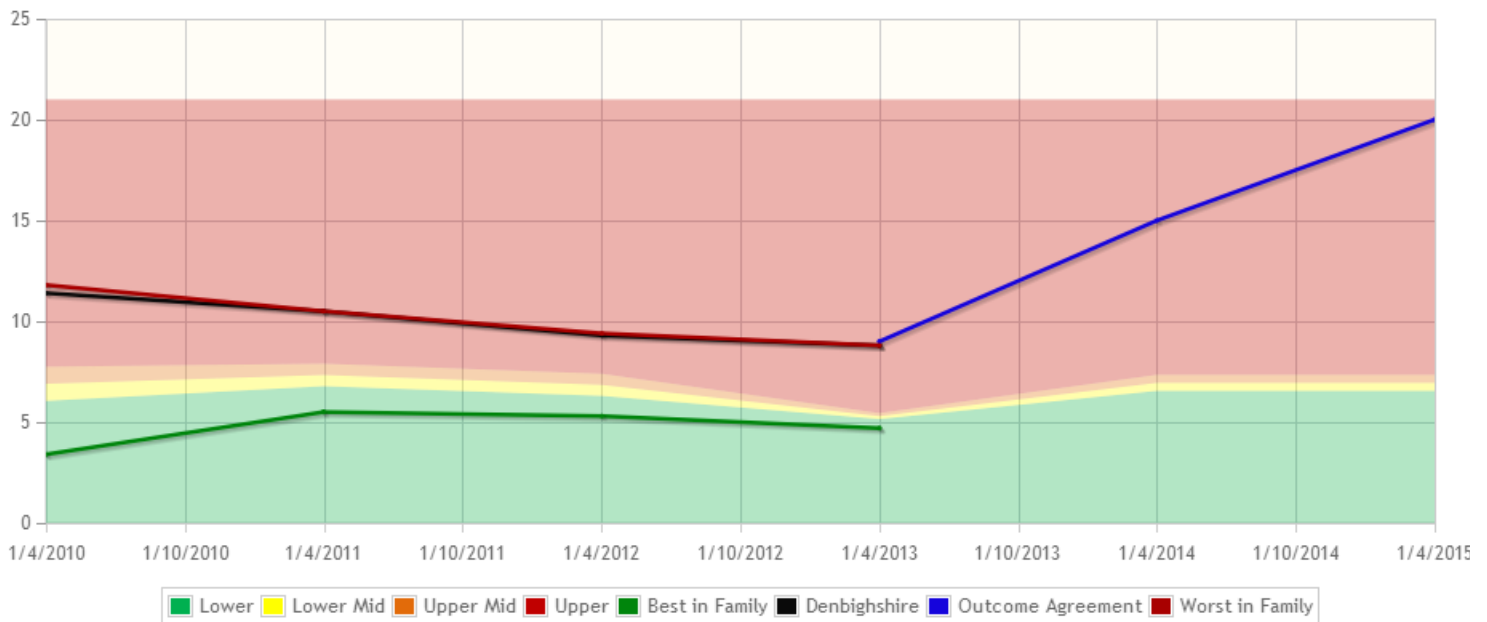


**Latest Data Comment**

The 'acceptable' threshold was missed by just 1%, which equates to around 9 people in

the survey. 2013/14 was also the baseline year for this indicator. Denbighshire is switching its focus of spend from reactive to proactive work across all road categories in future. However, with budget reductions we should not expect public perceptions to improve.

|         |                                                                                                                                                                    |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| RSQ09A  | The percentage of respondents reporting satisfaction with the council's work in maintaining main roads in good condition (excluding don't know)                    |
| RSQ09B  | The percentage of respondents reporting satisfaction with the council's work in maintaining streets in towns and villages in good condition (excluding don't know) |
| THS012  | The percentage of principal (A) and non-principal (B) and (C) roads that are in overall poor condition                                                             |
| THS011a | The percentage of principle A roads that are in overall poor condition                                                                                             |
| THS011b | The percentage of non-principal/classified B roads that are in overall poor condition                                                                              |



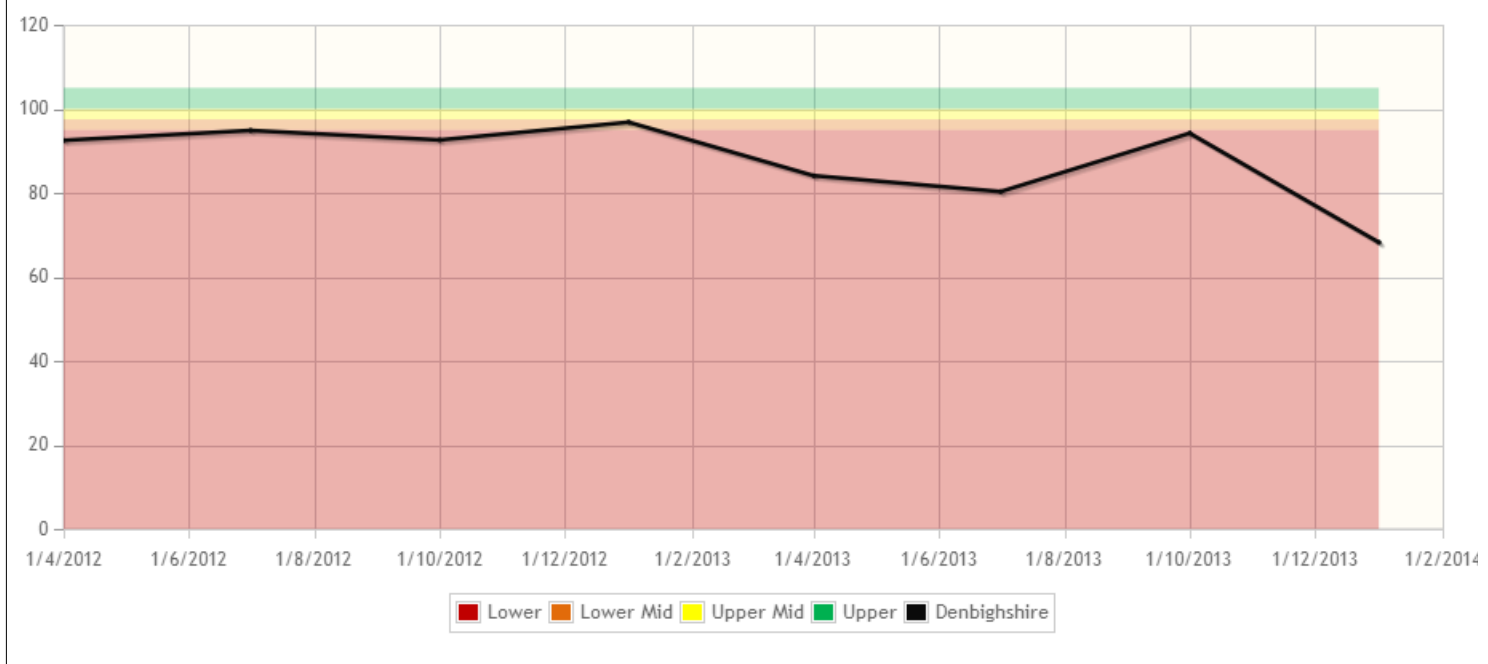
**Latest Data Comment**

Denbighshire improved by 0.5% in 2013/14, but is again the worst in our family group (Carmarthenshire, Ceredigion, Conwy, Gwynedd, Anglesey, Monmouthshire, Pembrokeshire, Powys and The Vale of Glamorgan). Resources have to be rationed in this service area, but the service is working to switch the focus of spend from reactive to proactive across all road categories. Budget reductions, however, will have an adverse impact.

|         |                                                                                       |
|---------|---------------------------------------------------------------------------------------|
| THS011c | The percentage of non-principal/classified C roads that are in overall poor condition |
|---------|---------------------------------------------------------------------------------------|

Measures

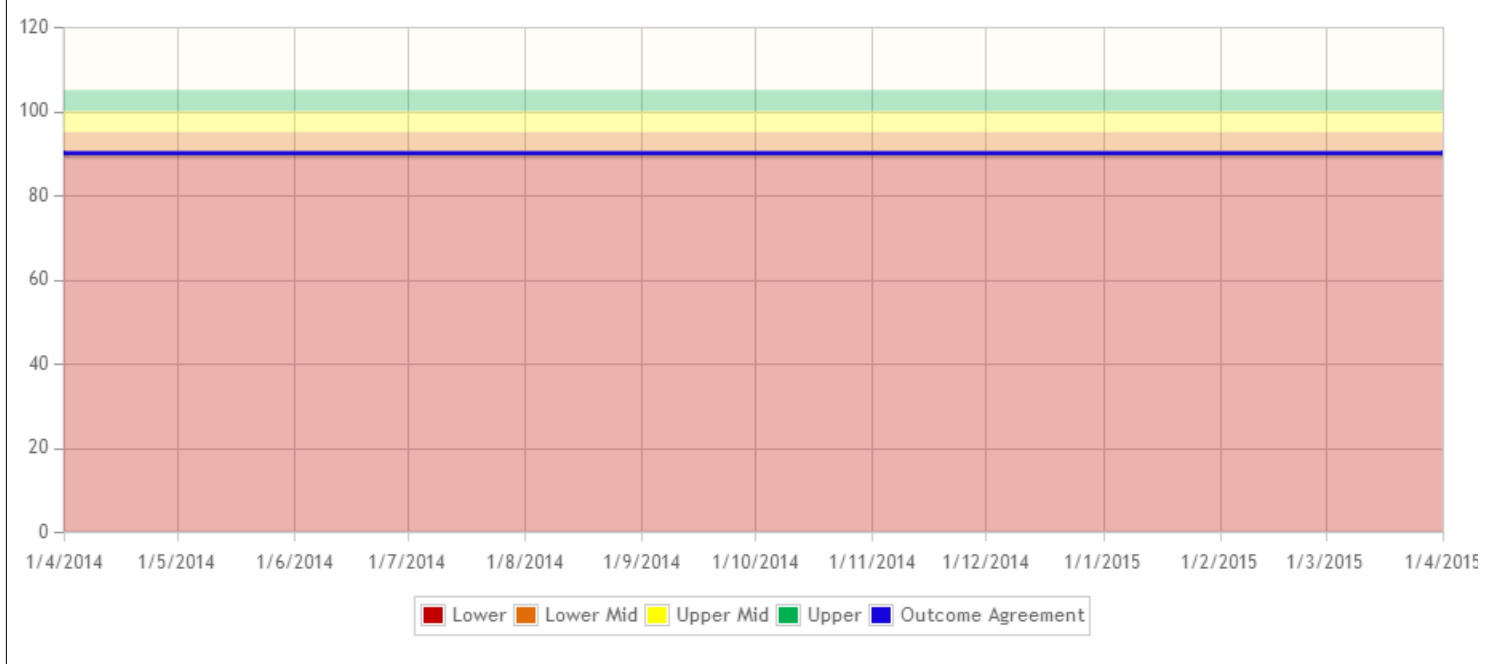
|  |                  |                                                                        |
|--|------------------|------------------------------------------------------------------------|
|  | <b>APSEPI03c</b> | Percentage of damaged roads and pavements made safe within target time |
|--|------------------|------------------------------------------------------------------------|



**Latest Data Comment**

We are unable to report on Q1 & Q2 as there are issues with the data currently held in the system (Symology). This is being investigated by the Service. The issue may be with the hand held devices and / or jobs not being closed off in a timely manner. Based on the data that is known, this indicator remains a Priority for Improvement.

|  |                |                                                                                    |
|--|----------------|------------------------------------------------------------------------------------|
|  | <b>HES102m</b> | The percentage of planned dropped-kerbs delivered along key routes within the year |
|--|----------------|------------------------------------------------------------------------------------|



**Latest Data Comment**

This measure is new to 2014/15 and is annual. A policy has now been written for the delivery of dropped-kerbs along key routes, which includes a hierarchy for footways in the county. Audits of key routes have been undertaken that have identified gaps in provision. The measure will be calculated as a percentage - the number of dropped-kerbs that were delivered against those that were agreed with Member Area Groups to be completed within the financial year.

|        |                                                                                                                                                        |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| HIM006 | The percentage of Category C (Final) Street Works inspections carried out on utility works before their guarantee period ends (legislation states 10%) |
| HIM007 | The number of successful claims against the council concerning road condition during the year                                                          |
| HIM042 | The proportion of the planned Highways Capital Maintenance Programme achieved (schemes)                                                                |
| THS003 | The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance                                       |

**Activities**

|         |                                                                                                                                                                                                |          |          |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
| HES101a | Develop Minor Works framework                                                                                                                                                                  | 01/04/14 | 31/03/15 |
| HES102a | Resurfacing works, including: A525: Section from Rhewl to 30 mph sign in Ruthin (Ruthin); A5104: Complete the section near Llandegla (Ruthin); U0851: Lower section of Rhyl High Street (Rhyl) | 01/04/14 | 31/03/15 |
| HES103a | Microasphalt laying works, including: Highlands Close, Rhuddlan (Elwy) Birch Hill, Llangollen (Dee) Marion Road, Prestatyn (Prestatyn)                                                         | 01/04/14 | 31/03/15 |
| HES104a | Surface dressing works, including: Hiraddug Road, Dyserth (Elwy) A548: Coast road from Bodnant Bridge to boundary (Prestatyn)                                                                  | 01/04/14 | 31/03/15 |
| HES105a | Pedestrian safety improvements at Trellewellyn Road, Rhyl                                                                                                                                      | 01/09/14 | 30/11/14 |
| HES106a | Continue to strengthen the Elwy Bridge, St Asaph, and undertake extensive repairs to the East Abutment of Foryd Road Bridge, Rhyl.                                                             | 01/04/14 | 31/03/15 |
| HES107a | Local transport infrastructure barriers to growth (from Economic & Community Ambition Programme Plan)                                                                                          | 01/09/14 | 30/11/14 |
| HES108a | Improved integration of local public transport services and information (from Economic & Community Ambition Programme Plan)                                                                    | 01/04/14 | 31/03/15 |
| HES109a | Parking & Traffic Management Review (from                                                                                                                                                      | 01/09/14 | 30/11/14 |

THE CORPORATE PLAN

|  |         |                                                                                              |          |          |
|--|---------|----------------------------------------------------------------------------------------------|----------|----------|
|  |         | Economic & Community Ambition Programme Plan)                                                |          |          |
|  | HES110a | Establishment of a baseline for Denbighshire County Council's own road condition indicator   | 01/04/14 | 31/03/15 |
|  | HES111a | Assess cost benefits of different highway treatments, and adjust spend patterns accordingly. | 01/04/14 | 31/03/00 |
|  | HES112a | Introduce revised winter maintenance agreements for 2014/15 season. Finished sept 2014.      | 01/04/14 | 30/09/14 |
|  | HIA004  | Implement policy by delivery of dropped kerbs on prioritised key routes                      | 01/04/14 | 31/03/16 |

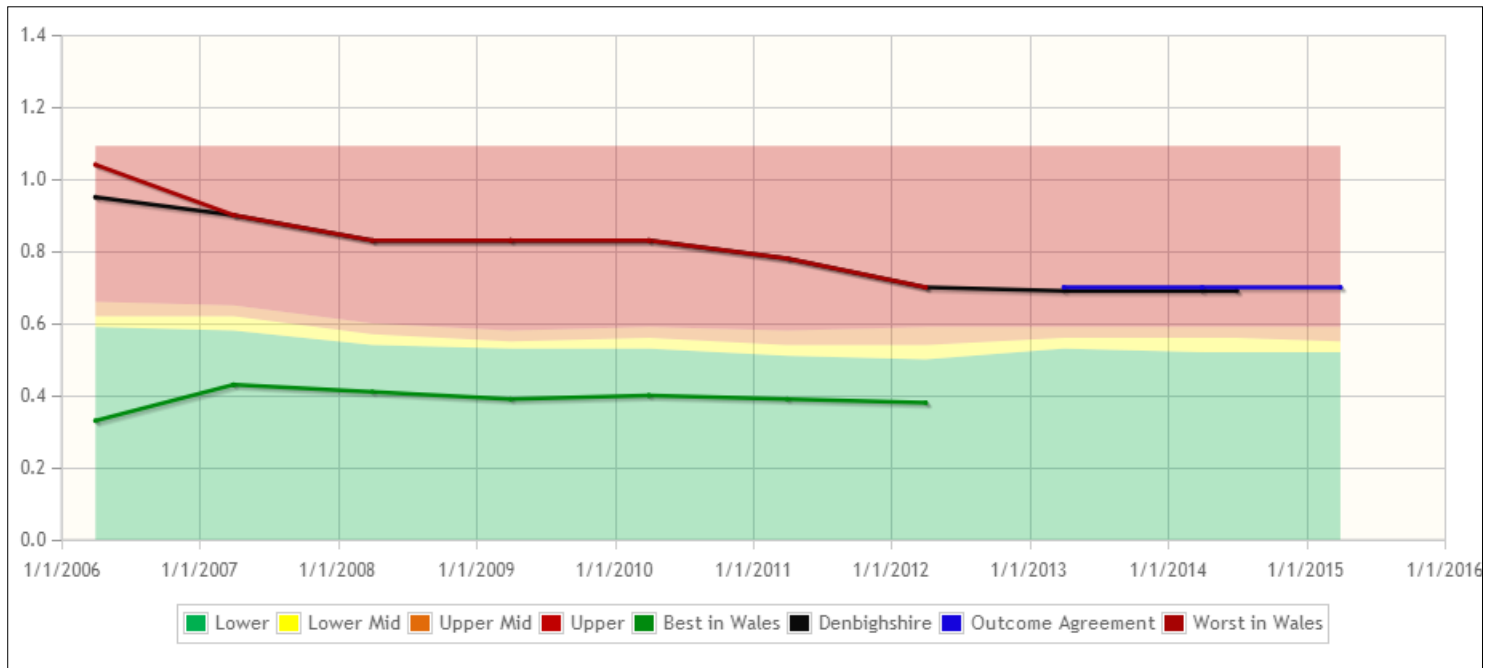
**OUTCOME 9**

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

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome Summary</b>       | The overall position for this outcome is Yellow: Good. There is one indicator that is considered to be a Priority for Improvement. This is detailed below.                                                                                                                                                                                                                                                                  |
| <b>Rationale</b>             | We are changing the way we deliver Social Services to promote people’s health and well-being, and encourage more involvement in decisions about personal care. Our focus on early intervention, prevention, and reabling approaches will support people to maintain their independence. At the same time, we will ensure vulnerable people are protected, and minimise the risk of them experiencing abuse or exploitation. |
| <b>Contributing Services</b> | Adults & Business Services, Planning & Public Protection                                                                                                                                                                                                                                                                                                                                                                    |

**Indicators**

|                      |                                                                                                                                  |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------|
| <b>Independent18</b> | The percentage adults who live independent of a formal package of social care provided/arranged by the council (aged 18 or over) |
| <b>Residential18</b> | The percentage of the population who cannot live independently (aged 18 or over)                                                 |



**Latest Data Comment**  
 Our ambition at the start of the current corporate plan was to become "acceptable" by

2017, and that ambition remains. The current position in Q1 and Q2 (at 0.69%) requires further improvement in order to achieve that ambition.

| Measures       |                                                                                                                                                                                |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ABSm3          | The percentage of people no longer needing a social care service following involvement from the reablement and intake service                                                  |
| Assistive18    | The number of adult clients in receipt of assistive technology (aged 18 or over)                                                                                               |
| Newcarehome65  | The number of new placements of adults whom the authority supports in care homes (aged 65 or over)                                                                             |
| PSR002         | The average number of calendar days taken to deliver a Disabled Facilities Grant                                                                                               |
| SCA001         | The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over                                                                             |
| Supported(a)18 | Of the people who can live independently with a package of care, the percentages that are supported to live independently through, modern supportive options (aged 18 or over) |
| Supported(b)18 | Of the people who can live independently with a package of care, the percentages that are supported to live independently through, traditional care options (aged 18 or over)  |

| Activities |                                                                                                                                                                                                                                                      |          |          |  |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|--|
| ABS101a    | Implement a model of Citizen Directed Support (CDS) that enables individuals to be as independent as possible while maintaining choice and control over their social care needs in line with the Social Services & Wellbeing Modernisation Programme | 01/04/14 | 31/03/15 |  |
| ABS103a    | Implementing the framework for delivering integrated health and social care (including Intermediate Care Fund; implementing a new locality model; re-focussing reablement; and integrated assessment)                                                | 01/04/14 | 31/12/15 |  |
| ABS104a    | To modernise disability services coherently across the whole age range ensuring a focus on enablement and inclusion in "ordinary" services, sensitivity to current users and continuity across the transition from children's to adult services      | 01/04/14 | 31/03/15 |  |
| ABS105a    | Develop a strategy, which will be used to raise the corporate and partnership profile of SID and drive the coordination of DCC services to deliver preventative services.                                                                            | 01/04/14 | 01/09/14 |  |
| ABS106a    | Develop a communication strategy regarding SID and modern adult social care services. This will identify the strategic approach to reviewing                                                                                                         | 01/04/14 | 01/09/14 |  |



THE CORPORATE PLAN

|  |               |                                                                                                                                                                                    |          |          |
|--|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
|  |               | provision across Denbighshire in order to provide better social services                                                                                                           |          |          |
|  | ABS107a       | Implement revised arrangements for the delivery of LD Day & Work Opportunity Services.                                                                                             | 01/04/14 | 31/03/15 |
|  | ABS108a       | Service Challenge Action: Supporting Independence in Denbighshire (SID) Vision to be actively promoted on a Corporate scale. MMC dedicated sessions to be scheduled and delivered. | 30/09/14 |          |
|  | ABS109a       | Service Challenge Action: Revisit Senior Leadership Team (SLT) to promote and embed SID Vision.                                                                                    | 30/09/14 |          |
|  | ABS110a       | Service Challenge Action: Carry out review of Single Point of Access (SPoA) and develop a meaningful set of indicators with data available late 2015.                              | 30/09/14 | 30/09/15 |
|  | MSSEWB2013/03 | Extra Care - Independent living in a safe and supported environment                                                                                                                | 15/04/13 |          |
|  | PR000173      | Single Point of Access                                                                                                                                                             |          |          |

## OUTCOME 10

| Vulnerable people are protected |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome Summary</b>          | The overall position for this outcome is Green: Excellent. There are no exceptions to report on, the indicator and measures are all either excellent or good.                                                                                                                                                                                                                                                               |
| <b>Rationale</b>                | We are changing the way we deliver Social Services to promote people's health and well-being, and encourage more involvement in decisions about personal care. Our focus on early intervention, prevention, and reabling approaches will support people to maintain their independence. At the same time, we will ensure vulnerable people are protected, and minimise the risk of them experiencing abuse or exploitation. |
| <b>Contributing Services</b>    | Adults & Business Services, Children & Family Services                                                                                                                                                                                                                                                                                                                                                                      |

### Indicators

|        |                                                                          |
|--------|--------------------------------------------------------------------------|
| SCC010 | The percentage of child referrals that are re-referrals within 12 months |
|--------|--------------------------------------------------------------------------|

### Measures

|          |                                                                                                                                                 |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| SCC013ai | The percentage of open cases of children on the Child Protection Register who have an allocated social worker                                   |
| SCC015   | The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference |
| SCC034   | The percentage of child protection reviews carried out within statutory timescales during the year                                              |
| SCA019   | The percentage of adult protection referrals completed in the year where the risk has been managed                                              |

### Activities

|         |                                                                                                                                |          |          |
|---------|--------------------------------------------------------------------------------------------------------------------------------|----------|----------|
| ABS202a | Develop & deliver corporate safeguarding training                                                                              | 01/04/14 | 01/03/17 |
| ABS203a | Improve Quality Assurance of outsourced services (including developing a quality assurance strategy for externalised services) | 01/04/14 | 01/09/14 |
| CFS301a | Establish corporate safeguarding arrangements.                                                                                 | 01/02/14 | 01/07/14 |
| CFS302a | Establish a learning framework for identifying and prioritising safeguarding issues to be addressed                            | 01/02/14 | 30/09/14 |

## OUTCOME 11

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

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome Summary</b>       | The overall position for this outcome is Green: Excellent. There is one indicator that is considered to be a priority for improvement, and one performance measure. Two further indicators are also proposed for removal from the Corporate Plan. These are all detailed below.                                                                                                                                                   |
| <b>Rationale</b>             | Denbighshire benefits from having an attractive and inviting landscape, as well as a spread of historic and cultural towns and villages. The quality of this public space is key to encouraging people to move into the county, as well as attracting tourists that help to support the local economy. Maintaining this appeal requires investment in keeping towns neat and tidy, including deterring littering and dog fouling. |
| <b>Contributing Services</b> | Highways & Environmental Services, Planning & Public Protection                                                                                                                                                                                                                                                                                                                                                                   |

#### Indicators

|         |                                                                                                                                                              |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HES201i | The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area                                             |
| HES202i | The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area in relation to dog fouling                  |
| HES203i | The percentage of respondents reporting satisfaction with the cleanliness of the streets within their nearest town centre                                    |
| HES204i | The percentage of respondents reporting satisfaction with the cleanliness of the streets within their nearest town centre in relation to dog fouling         |
| HES205i | The percentage of City, Town & Community Councils who report satisfaction with the cleanliness of the streets in their City, Town and Community Council area |

#### Latest Data Comment

This indicator is to be withdrawn from the Corporate Plan as the decision has now been made to no longer carry out the City, Town & Community Council Survey.

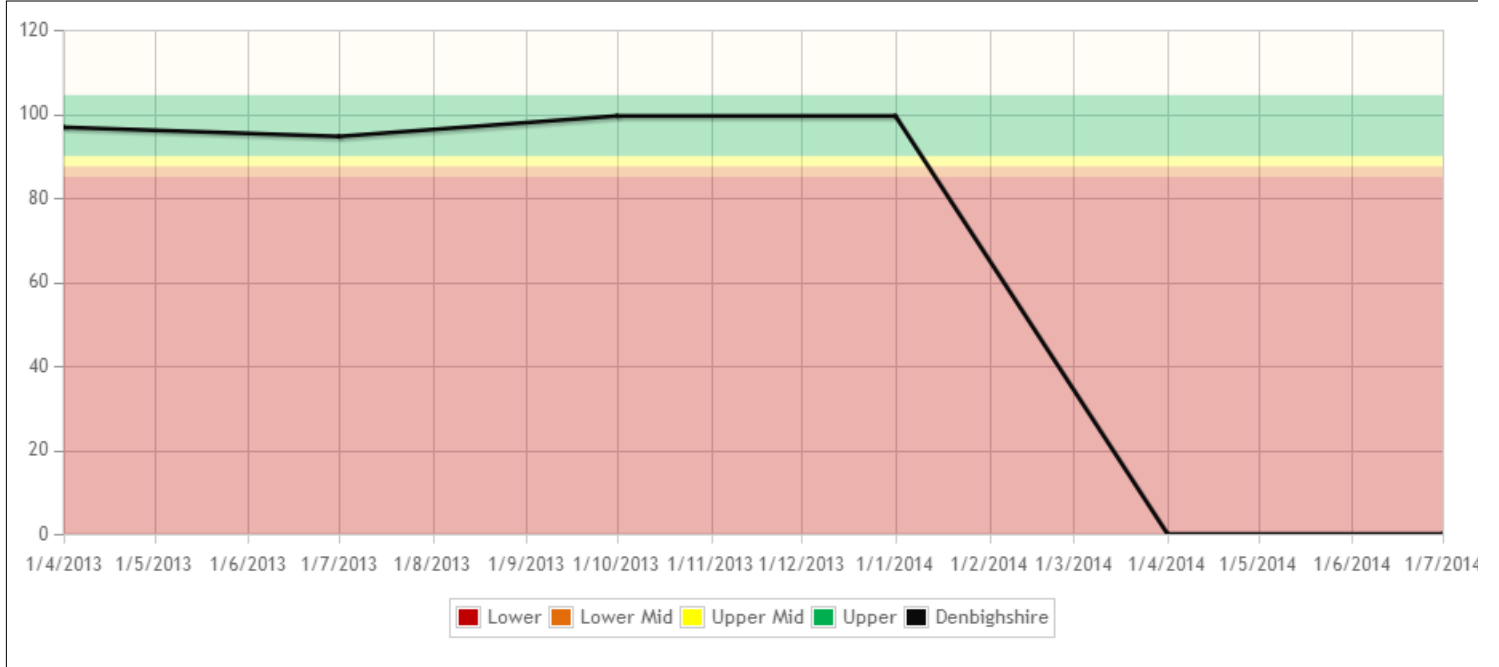
|         |                                                                                                                                                                                             |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HES206i | The percentage of City, Town & Community Councils who report improvement in the problems associated with dog fouling, in their City, Town and Community Council area, in the last 12 months |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Latest Data Comment**

This indicator is to be withdrawn from the Corporate Plan as the decision has now been made to no longer carry out the City, Town & Community Council Survey.

HES207i

Clean Streets Survey - Improvement Areas

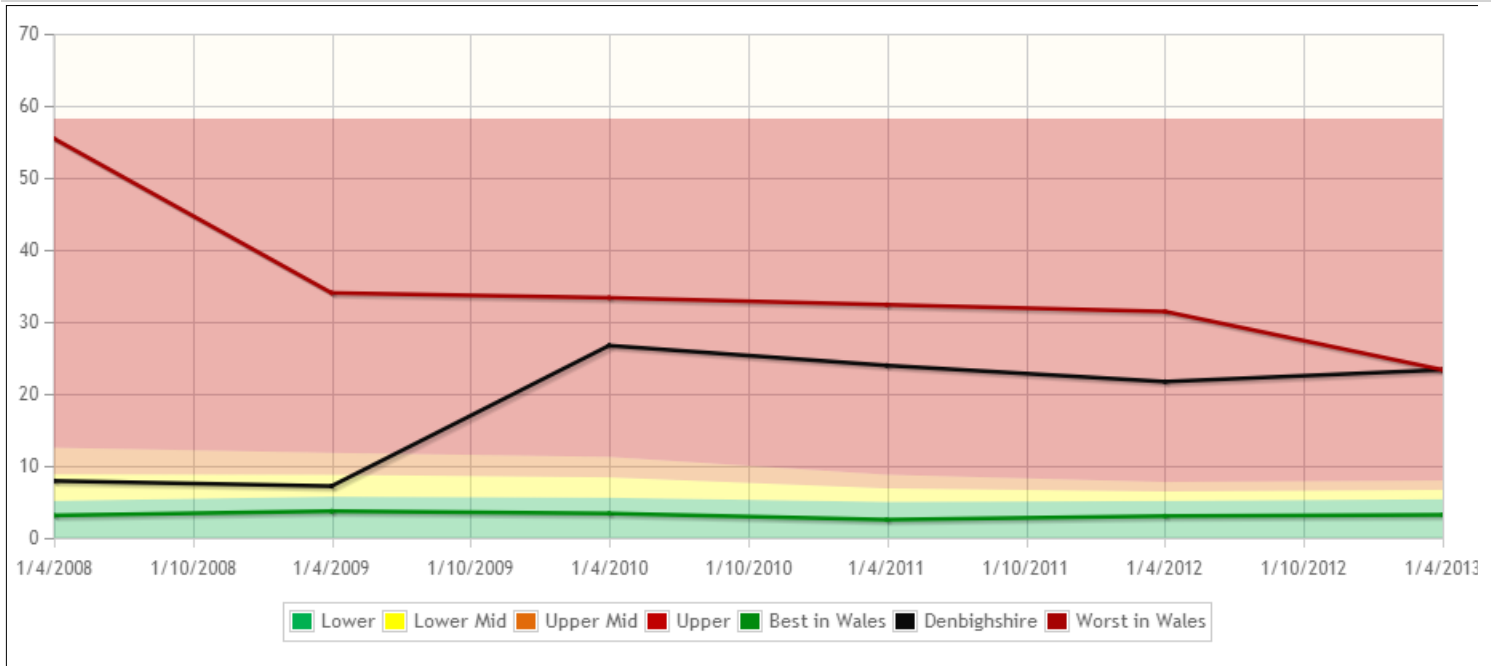


**Latest Data Comment**

01/07/14 Surveys were not carried out in Q1 and Q2 after the formation of the waste technical team. However, surveys for Q3 and Q4 are to be carried out as normal.

RATE/STS/006D

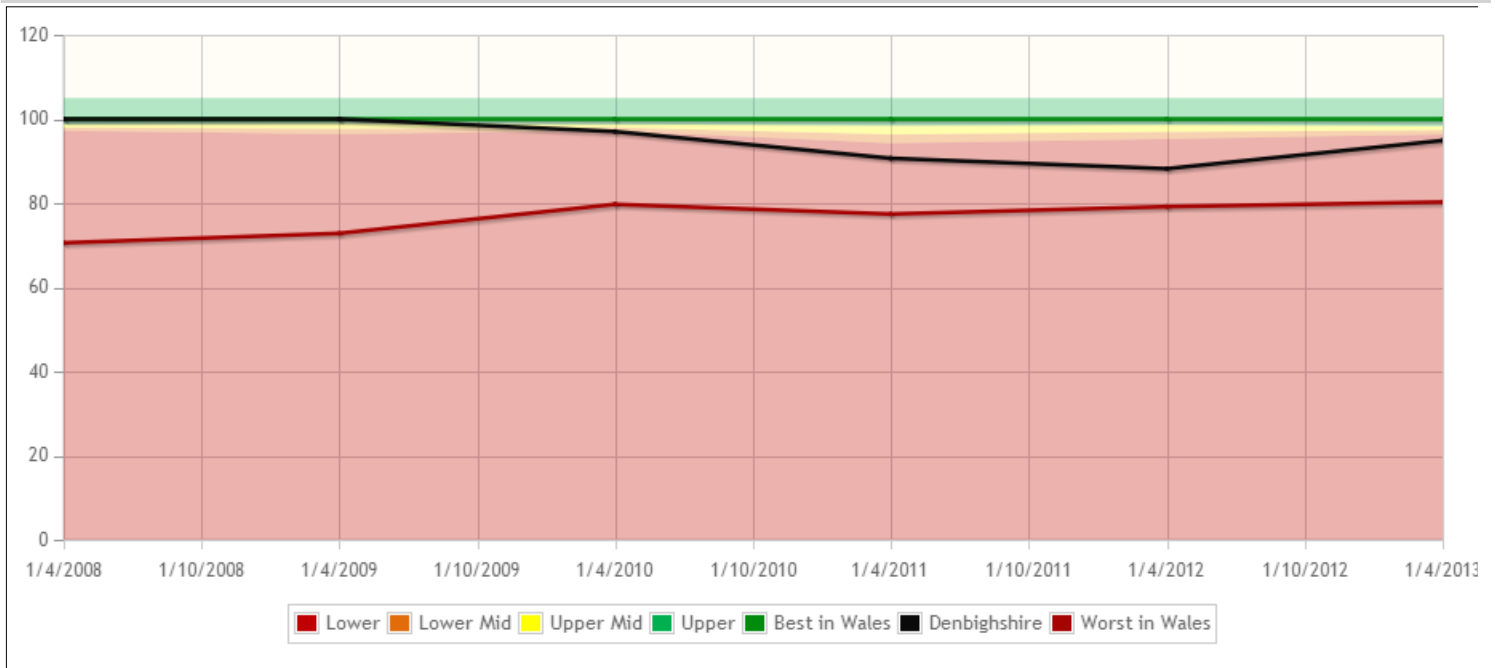
The rate of fly-tipping incidents reported per 1000 population



**Latest Data Comment**

The rate of fly-tipping in Denbighshire rose by 0.75% in 2013/14, and is the worst in Wales. However, we believe that we may be reporting this indicator differently from other councils because we include incidents that we identify ourselves through our street cleaning activities in addition to incidents reported by the public.

| STS005a  | The Cleanliness Index                                                          |
|----------|--------------------------------------------------------------------------------|
| Measures |                                                                                |
| PPP101m  | The percentage of untidy land incidents resolved within 12 weeks               |
| STS006   | The percentage of reported fly tipping incidents cleared within 5 working days |



**Latest Data Comment**

Performance in this indicator improved in 2013/14, but the 'acceptable' threshold was missed by 1.46%. A significant issue was identified in the collection of this data for 2013/14, following which the Service has implemented a more robust weekly monitoring process. Current performance for year to date is 97% (Yellow: Good).

|         |                                                                            |
|---------|----------------------------------------------------------------------------|
| PPP102m | The rate of fixed penalty notices (all types) issues per 1000 population   |
| PPP103m | The rate of fixed penalty notices (dog fouling) issues per 1000 population |

| Activities |                                                                                                       |          |          |
|------------|-------------------------------------------------------------------------------------------------------|----------|----------|
| HES201a    | Integrate Grounds Maintenance, Street Cleansing and Highways Maintenance functions within Streetscene | 01/04/14 | 31/03/15 |
| HES202a    | Introduce a change of emphasis from the routine                                                       | 01/04/14 | 31/03/15 |

|  |          |                                                                                                                                                                                            |            |          |
|--|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------|
|  |          | scheduling of Streetscene activities towards a demand based service.                                                                                                                       |            |          |
|  | HES203a  | Assess resource allocations within streetscene, in particular north versus south, and urban versus rural. Reorganise service delivery arrangements as necessary                            | 01/04/14   | 31/03/15 |
|  | PPP101a  | Lead and coordinate a multi-agency group, including council officers, Welsh Water, National Resources Wales, etc to seek to improve the bathing water quality along the Denbighshire coast | 01/04/2014 | 31/03/15 |
|  | PPP102a  | Tackle environmental crime and associated anti-social behaviour, e.g. Dog fouling (including dog control order), littering, noise, fly posting, etc                                        | 01/04/2014 | 31/03/15 |
|  | PPP103a  | Support and regulate the night time economy within the County including the sale of alcohol and standards in the taxi/private hire vehicle sector                                          | 01/04/2014 | 31/03/15 |
|  | PPP104a  | Develop and implement a coordinated approach to tackling identified eyesore sites across the county                                                                                        | 01/04/2014 | 31/03/15 |
|  | PPP105a  | Local identity and Conservation Areas                                                                                                                                                      | 01/04/2014 | 31/03/15 |
|  | PPP106a  | Develop protocols to deal with obstructions on highways                                                                                                                                    | 01/04/2014 | 31/03/15 |
|  | PPP107a  | Develop protocols to deal with fly posting                                                                                                                                                 | 01/04/2014 | 31/03/15 |
|  | PPP108a  | Deliver financial assistance to remove the danger of health, safety and welfare of individuals in their home                                                                               | 01/04/2014 | 31/03/15 |
|  | PR000069 | Former North Wales Hospital                                                                                                                                                                | 01/03/10   | 31/03/15 |

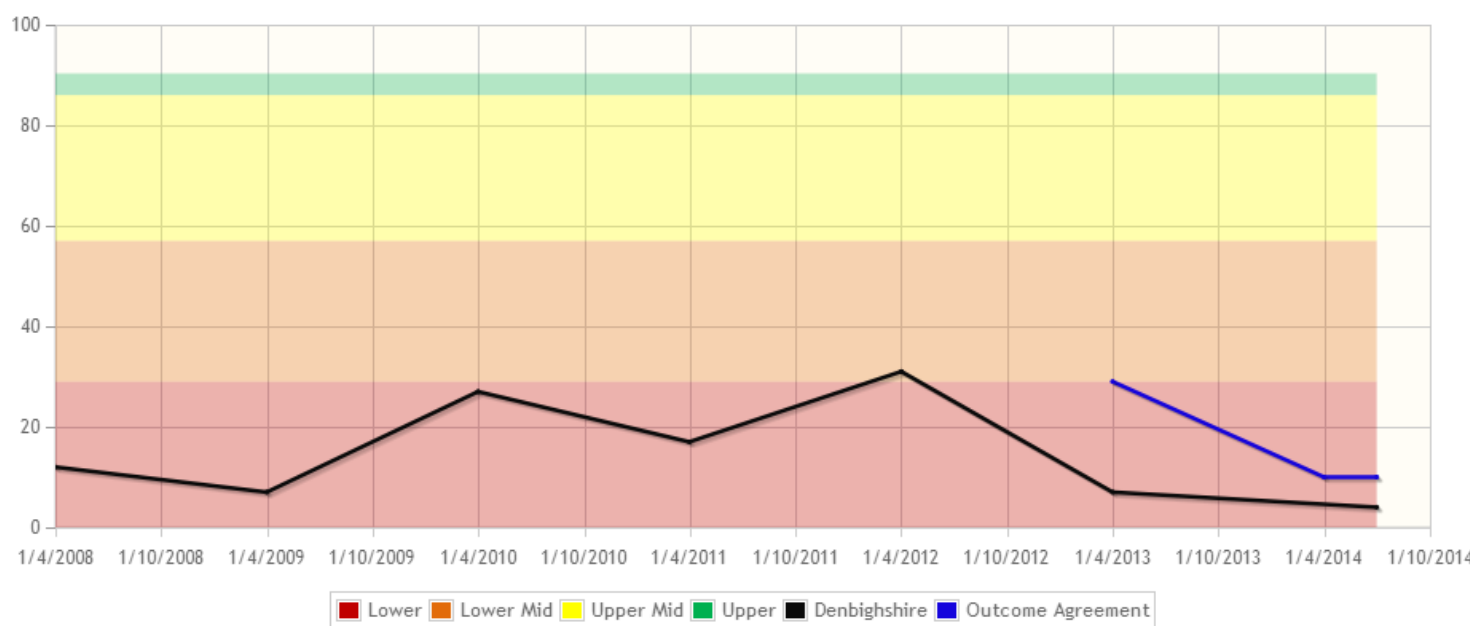
## OUTCOME 12

**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**

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome Summary</b>       | The overall position for this outcome is Orange: Acceptable. There has been considerable improvement and this outcome is nearly at a Yellow: Good level with the exception of one indicator and one measure which are currently a priority for improvement. These are detailed below.                                                                                                                                                                  |
| <b>Rationale</b>             | The real test of 'quality' housing is housing that meets people's needs. We recognise that this means a mix of council, social landlord, private rented and owner-occupied housing, and have therefore developed a Housing Strategy to reflect this. All Denbighshire housing will be brought up to a good standard. We will build, demolish, and renovate where necessary, as we understand that quality neighbourhoods also require quality housing. |
| <b>Contributing Services</b> | Housing & Community Development, Planning & Public Protection                                                                                                                                                                                                                                                                                                                                                                                          |

### Indicators

|          |                                                                                                                                                                           |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PLA006   | The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year                       |
| JHLAS03i | The years of supply of housing land as determined by the Joint Housing Land Availability Study                                                                            |
| PSR007a  | Of the Houses in Multiple Occupation known to the local authority, the percentage that have a full licence                                                                |
| PLA006N  | The number of additional affordable housing units granted planning permission as a percentage of all additional housing units granted planning permission during the year |
| HCD101i  | The current supply of social housing                                                                                                                                      |
| HCD102i  | The current supply of affordable housing                                                                                                                                  |

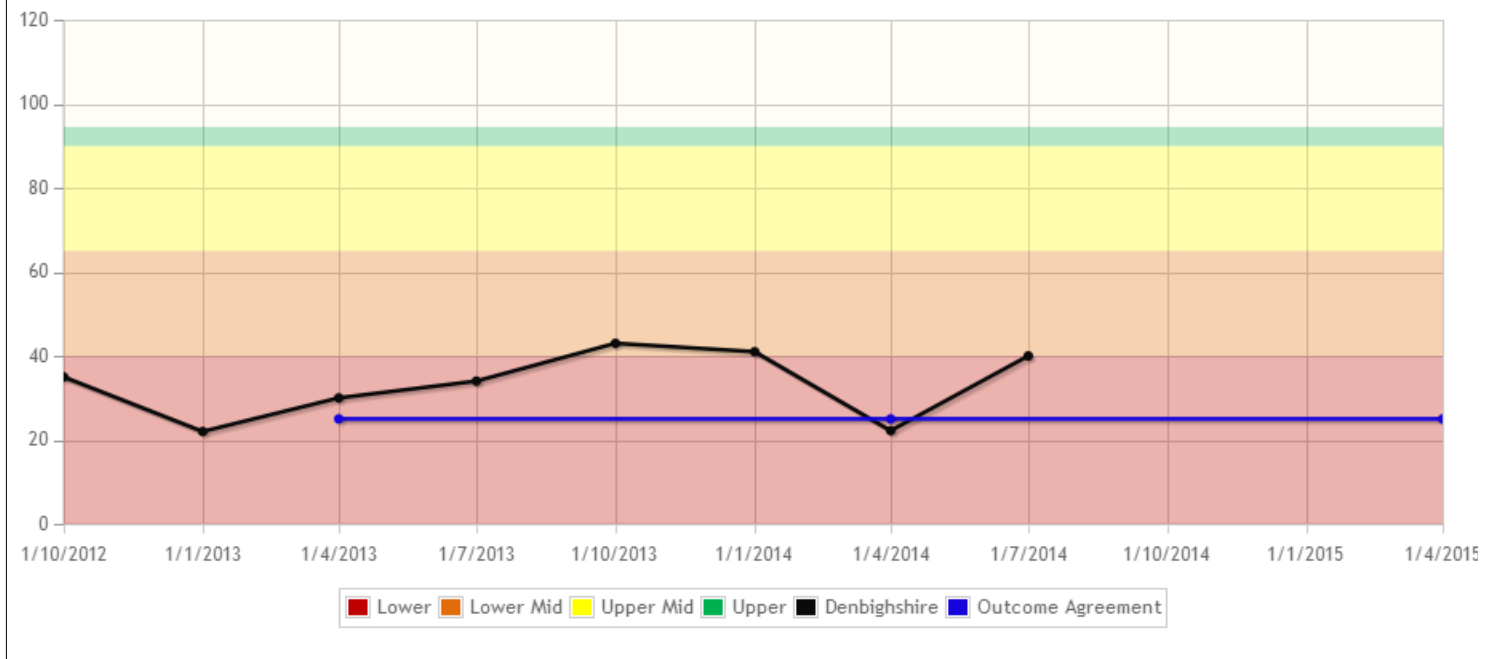


**Latest Data Comment**

4 completions as at the end of Quarter 2. Revised Outcome Agreement target of 10 is being sought. Early indication is that this revised target will be met by the end of Quarter 3.

|                 |                                                                                                                                                                                                 |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HCD103i         | The current supply of market housing                                                                                                                                                            |
| <b>Measures</b> |                                                                                                                                                                                                 |
| HHA013          | The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months                                                                                 |
| PLA004c         | The percentage of householder planning applications determined during the year within 8 weeks                                                                                                   |
| PSR002          | The average number of calendar days taken to deliver a Disabled Facilities Grant                                                                                                                |
| PSR004          | The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority |
| Q-CMPI03        | The number of calendar days taken to let empty properties - GN & HFOP                                                                                                                           |
| Q-HSG406i       | The percentage of core KPI's Benchmarked with Housemark that are in the top quartile                                                                                                            |





**Latest Data Comment**

Quarter 1 - The number of performance indicators benchmarked in HouseMark on a quarterly basis has reduced from 40 to 14. Only 9 of these can be reported on. This has resulted in a drop in the percentage of core KPIs benchmarked with Housemark that are in the top quartile. Improved in Quarter 2 to 40%.

|            |                                                                             |
|------------|-----------------------------------------------------------------------------|
| Q-LI/HS/13 | The number of potential homeless people assisted to find a home             |
| Y-HSG304m  | Percentage of council properties improved to Welsh Housing Quality Standard |

| Activities |         |                                                                                                                                                                                                                                                     |          |          |
|------------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
|            | PPP201a | Deliver the Renewal Area projects in Rhyl to improve the conditions of private sector housing and environmental enhancements                                                                                                                        | 01/04/14 | 31/03/15 |
|            | PPP202a | Implement new Welsh Government home load scheme to allow home owners to improve conditions in the private housing stock                                                                                                                             | 01/04/14 | 31/03/15 |
|            | PPP203a | Take a pro-active approach to encourage the private sector to bring forward allocated housing sites, to deliver mixed type and range of housing, by producing master plans and planning briefs (emphasise on key strategic sites and eyesore sites) | 01/04/14 | 31/03/15 |
|            | PPP204a | Identify service contribution to improving standards in private rented sector housing                                                                                                                                                               | 01/04/14 | 31/03/15 |
|            | PPP205a | Ensure as many Affordable Houses as possible are                                                                                                                                                                                                    | 01/04/14 | 31/03/15 |

|  |         |                                                                                                                                                                                                                                                                                                            |          |          |
|--|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
|  |         | provided through the planning system and other methods of delivery                                                                                                                                                                                                                                         |          |          |
|  | HCD101a | Develop and follow action plan to work more closely with PRS to achieve more solutions i.e. increasing the supply of good quality, energy efficient, affordable private rented homes, reduce tenancy breakdown within sector to prevent homelessness and increase access to sector to relieve homelessness | 01/08/13 | 30/06/14 |
|  | HCD102a | Regional collaboration to take forward the Sarth project - Secondary Action                                                                                                                                                                                                                                | 01/04/13 | 31/12/14 |
|  | HCD103a | The Housing Strategy for 2014 - 2019 shall be published                                                                                                                                                                                                                                                    | 01/04/14 | 01/11/14 |
|  | HCD104a | Deliver 38 units of new affordable housing in 14/15 within Denbighshire                                                                                                                                                                                                                                    | 01/04/14 | 01/03/15 |
|  | HCD105a | Improve arrangements for Move On accommodation from supported housing to allow more service users to move into independent living, so that supported housing resources can be better used to accommodate the most vulnerable                                                                               | 01/04/14 | 31/03/15 |
|  | HCD106a | To tender the grounds maintenance service in 2014/15 which shall result in a new service provider being appointed to deliver the service in 2015/16 and shall support the councils obligations to levy charges in accordance with the requirements from Welsh Government                                   | 01/04/14 | 30/09/14 |
|  | HCD107a | To negotiate a settlement with Welsh Government for the abolition of the Housing Revenue Account Subsidy System which places the Council in the best possible position to take forward its strategic priorities including the development of new build council housing                                     | 01/04/14 | 31/03/15 |

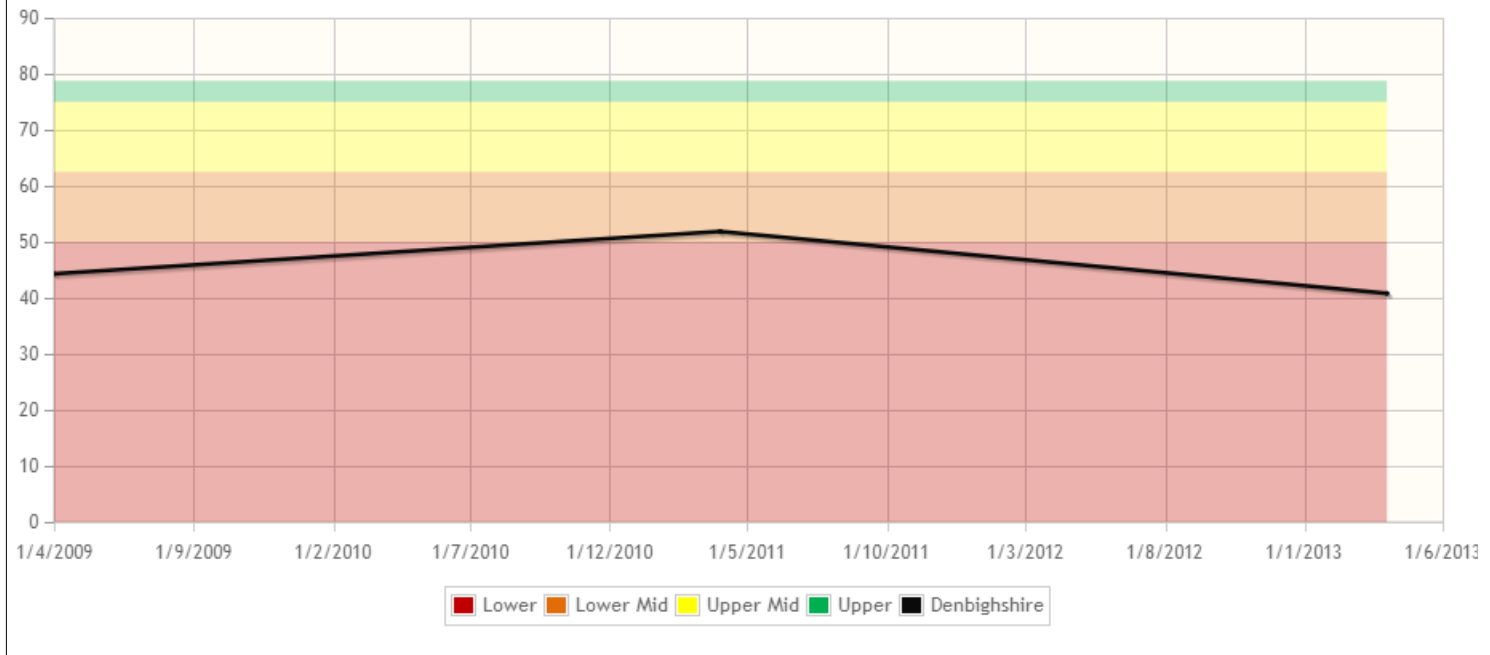
**OUTCOME 13**

**Services will continue to develop and improve**

|                              |                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome Summary</b>       | The overall position for this Outcome is Yellow: Acceptable. There are three exceptions, and more detail on each can be found below. It should be noted that two of the exceptions are survey based, and repeated once every two years. Their present status has been static since Q2 2013/14.                                                  |
| <b>Rationale</b>             | We will also focus on getting best value for money for our residents by ensuring that all our services are delivering effectively for our customers.                                                                                                                                                                                            |
| <b>Contributing Services</b> | Adults & Business Services, Business Improvement & Modernisation, Children & Family Services, Communication, Marketing & Leisure, Customers & Education Support, Education Services, Finance & Assets, Highways & Environmental Services, Housing & Community Development, HR Direct, Legal & Democratic Services, Planning & Public Protection |

**Indicators**

|                |                                                                                                                                                             |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>BPP1002</b> | The number of formal recommendations for improvement within the WAO Improvement Reports                                                                     |
| <b>BPP101i</b> | The percentage of Open projects generating a Green or Yellow ROYG status in terms of being on-track to deliver their outputs according to pre-defined scope |
| <b>RSQ16B</b>  | The percentage of residents responding positively to the statement: My Council is efficient and well-run                                                    |

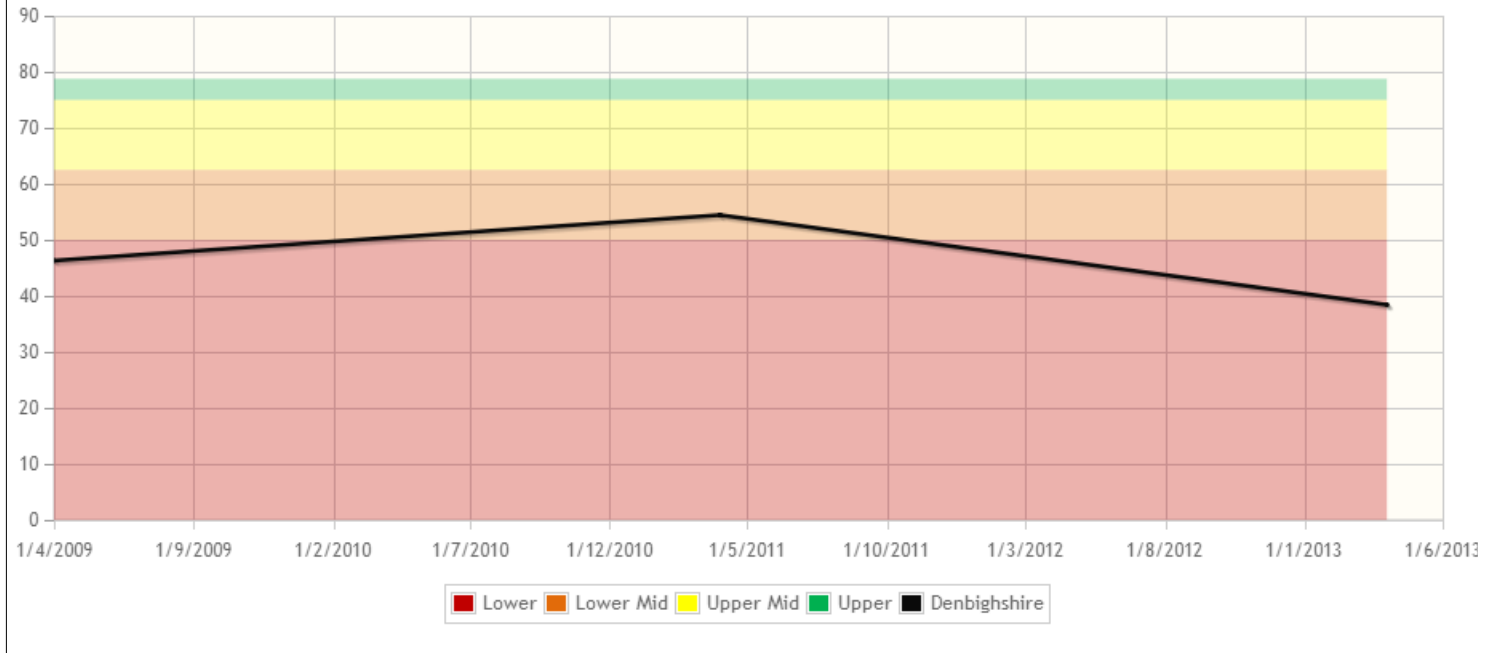


**Latest Data Comment**

41% of people agreed with the statement above for the 2013 Residents’ Survey, compared

to 52% in 2011. This survey will be repeated again in 2015.

|        |                                                                                                                  |
|--------|------------------------------------------------------------------------------------------------------------------|
| RSQ16C | The percentage of residents responding positively to the statement: My council acts on the concerns of residents |
|--------|------------------------------------------------------------------------------------------------------------------|

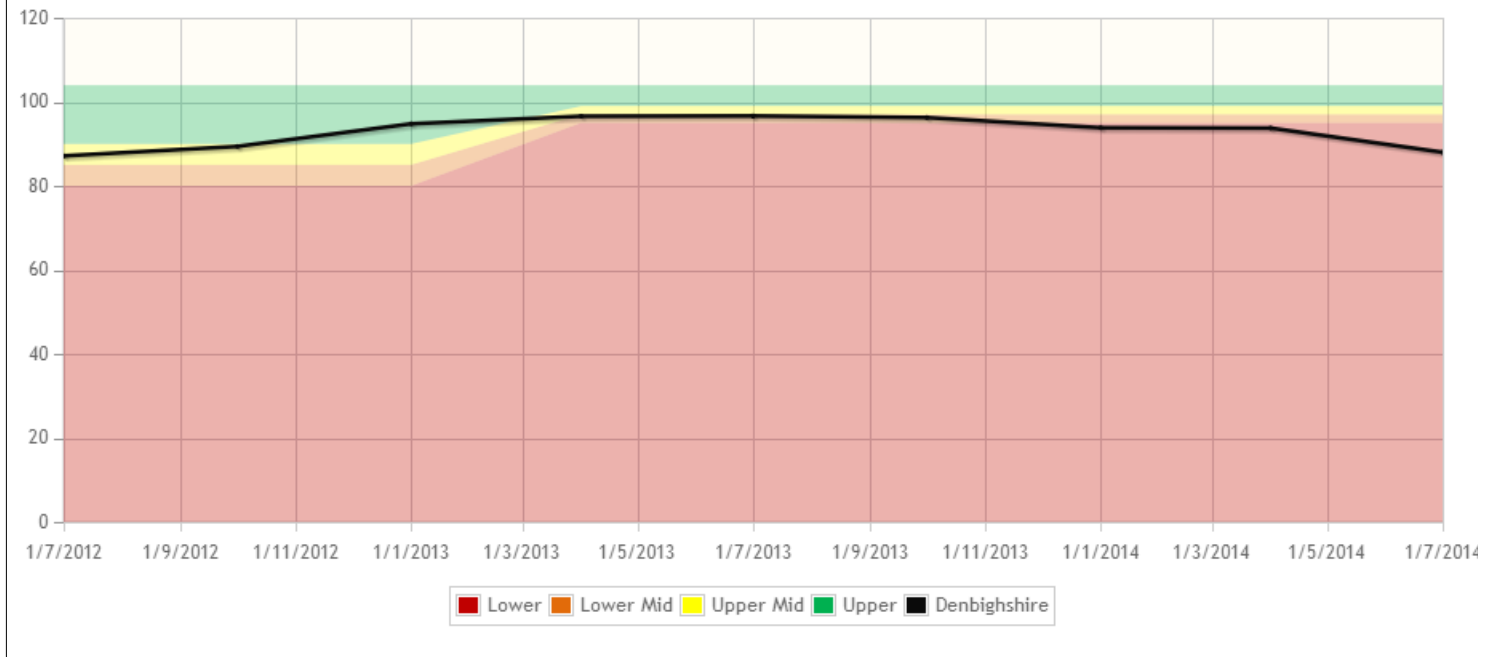


**Latest Data Comment**

38.4% of people agreed with the statement above for the 2013 Residents' Survey, compared to 54% in 2011. This survey will be repeated again in 2015.

**Measures**

|         |                                                                                                                                |
|---------|--------------------------------------------------------------------------------------------------------------------------------|
| BPP1004 | The percentage of Outcome Agreement Grant awarded by WAG                                                                       |
| M102m   | The percentage of Modernisation projects that were due a post-implementation review this quarter that have been subject to one |
| PCOTDCC | The % of external stage 1 complaints that are responded to within corporate timescales (DCC)                                   |



**Latest Data Comment**

There is a low tolerance for deviation from the Excellence threshold for this indicator, and there has been a dip in performance (88%) at Q2 despite a reduction in the number of complaints received (140 in Q1, compared to 89 in Q2). The Customers & Education Support service is analysing the reasons for the 11 late responses, and will report back to Scrutiny.

|  |        |                                                                                              |
|--|--------|----------------------------------------------------------------------------------------------|
|  | ROCDCC | The rate of stage 1 complaints received by Denbighshire County Council per 10,000 population |
|--|--------|----------------------------------------------------------------------------------------------|

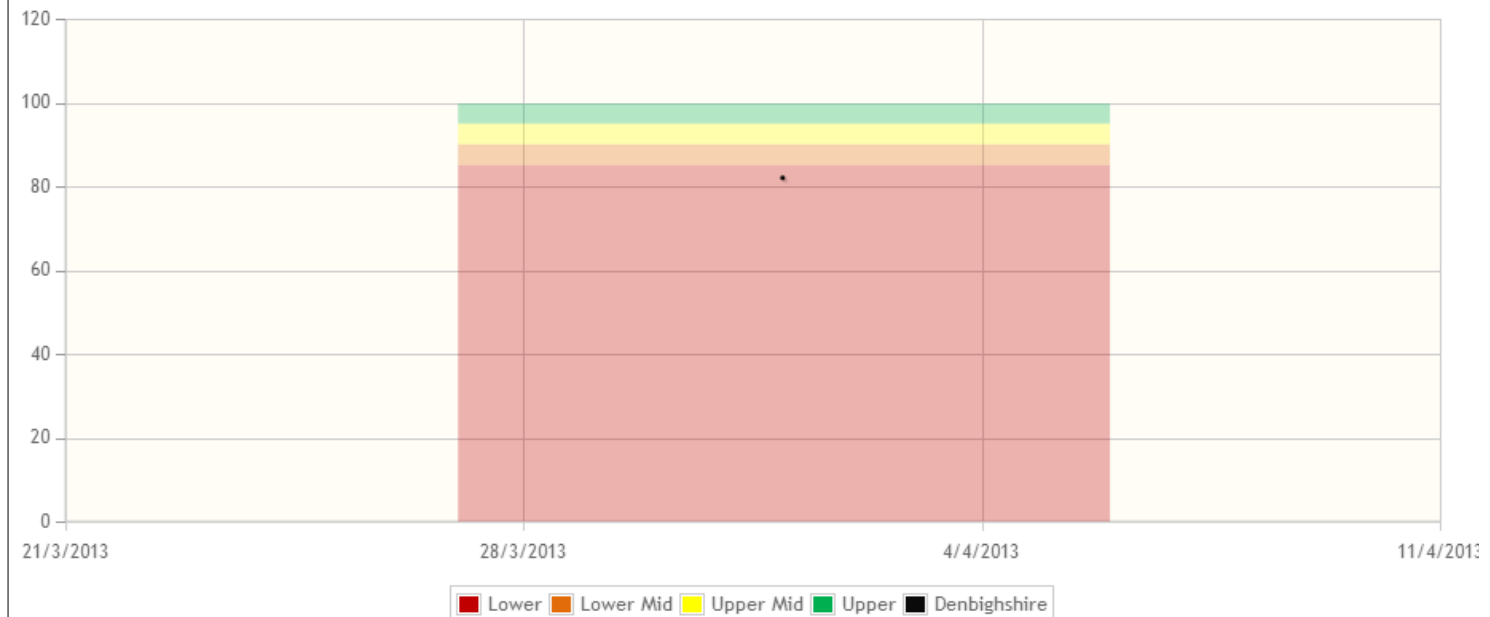
**OUTCOME 14**

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

|                              |                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome Summary</b>       | The overall position for this Outcome is Orange: Acceptable. Although most indicators are performing well, there are three exceptions, detailed below.                                                                                                                                                                                          |
| <b>Rationale</b>             | Exploiting the right technology will mean we can reduce the cost and speed up some of our processes. Technology can also help make customer access to services better, and make our workforce less tied to buildings. If our workforce is less tied to buildings, we can sell some property.                                                    |
| <b>Contributing Services</b> | Adults & Business Services, Business Improvement & Modernisation, Children & Family Services, Communication, Marketing & Leisure, Customers & Education Support, Education Services, Finance & Assets, Highways & Environmental Services, Housing & Community Development, HR Direct, Legal & Democratic Services, Planning & Public Protection |

**Indicators**

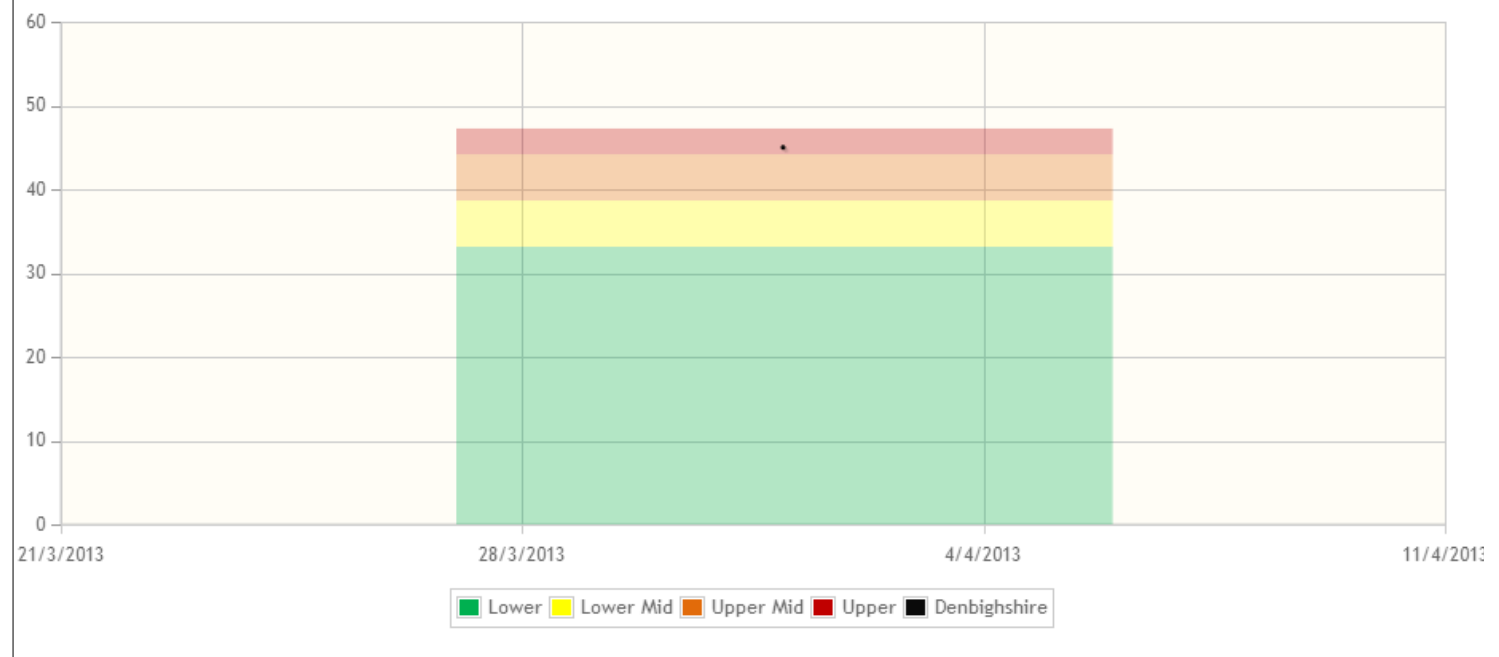
|         |                                                                                                                                    |
|---------|------------------------------------------------------------------------------------------------------------------------------------|
| M202a   | Staff Survey Q3a - The percentage of staff responding positively to the statement: I have the skills to do my job effectively      |
| QCHR002 | The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence             |
| SSQ13a  | The percentage of staff responding positively to the statement: I have access to the information and IT I need to work efficiently |



**Latest Data Comment**

The thresholds here have been set quite high, as we'd hope that all staff feel they have the tools they need to work effectively. EDRMS should help to enable improved access, and the mobile working project will provide a consistent (less subjective) framework to help generate a less subjective response.

|                 |                                                                                                                                          |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------|
| SSQ1A           | The percentage of staff responding positively to the statement: I know what is expected of me                                            |
| <b>Measures</b> |                                                                                                                                          |
| ABMCORP         | The average number of business miles recorded per FTE across all corporate services                                                      |
| CES301          | The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels |
| FAA110i         | Carbon emissions (carbon kgs) per m2 of Denbighshire's corporate office space                                                            |
| FAA111i         | Carbon emissions (carbon kgs) per m2 in Denbighshire's primary schools                                                                   |



**Latest Data Comment**

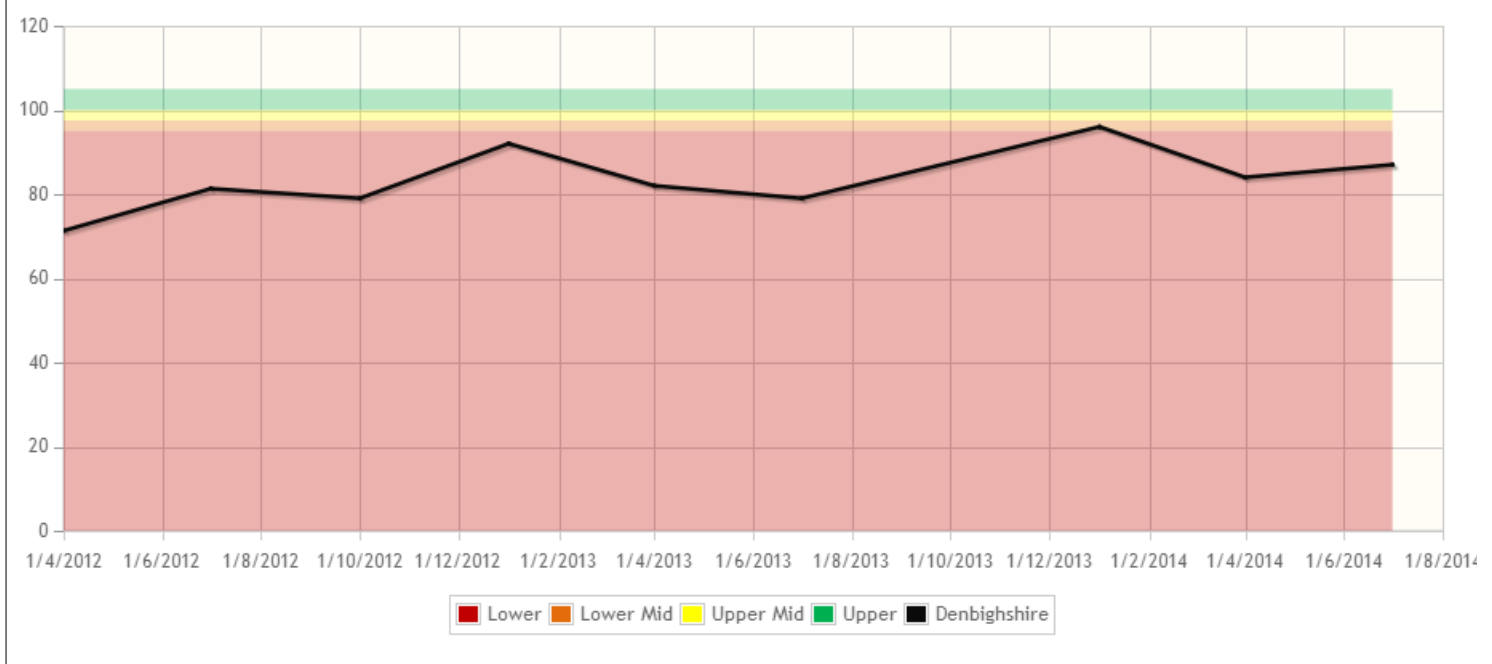
This performance is attributed to the fact that Denbighshire has a high proportion of old primary school buildings, and mobile classrooms. There has also been an increase in IT use in primary schools, which contributes to carbon emissions

|         |                                                                                                      |
|---------|------------------------------------------------------------------------------------------------------|
| FAA112i | Carbon emissions (carbon kgs) per m2 in Denbighshire's secondary schools                             |
| ICT106i | The percentage of staff that have a Mobile workstyle and have remote access to their work IT systems |

**Latest Data Comment**

The service has changed this way that this is measured. Previously it was a count of the number of people that had CAG access. Policy now states that to be mobile people need CAG, a laptop, and a mobile phone. Data is being developed and the original survey repeated, and full reporting will be possible from Q3.

|         |                                                                                                                                      |
|---------|--------------------------------------------------------------------------------------------------------------------------------------|
| OFFICE  | Corporate Office Space (m2)                                                                                                          |
| SHR104i | The percentage of eligible staff that were due a performance appraisal within the last 13 months and have received one (corporately) |



**Latest Data Comment**

There is a low tolerance for deviation from the Excellence figure of 100% here.

**Activities**

|          |                                                          |          |          |
|----------|----------------------------------------------------------|----------|----------|
| PR000134 | Increased Mobility and Updated Desktop Software          | 09/09/13 |          |
| PR000157 | Electronic Document and Record Management System (EDRMs) | 01/04/13 | 31/03/16 |
| PR000163 | E Invoicing & Central Invoice Registration               | 06/05/13 | 05/05/14 |
| PR000241 | North Denbighshire Accommodation Modernisation           | 02/09/13 | 01/09/14 |
| PR000251 | Centralised Mailroom                                     |          |          |
| PR000264 | Denbighshire Telephony                                   | 06/01/14 | 31/03/14 |
| PR000305 | Domino Migration                                         | 01/05/14 | 01/04/15 |
| PR000317 | Review of Rhyl Cash Office / One Stop Shop               | 11/04/14 | 01/04/15 |
| PR000318 | Digital Choice (Outline Business Case)                   | 01/10/14 |          |



## PROJECT REGISTER

This is the summary position for each project on the Corporate Project Register as at September 30, 2014. The status has been determined based on an evaluation of project performance against the project management methodology.

## CORPORATE PROGRAMME: ECONOMIC &amp; COMMUNITY AMBITION

|                                                         |             |
|---------------------------------------------------------|-------------|
| Digital Denbighshire                                    | GREEN       |
| Supportive Procurement (Phase 1 - Procurement Strategy) | GREEN       |
| Rhyl Coastal Facilities (Phase 1)                       | New Project |

## CORPORATE PROGRAMME: MODERNISATION

|                                                          |        |
|----------------------------------------------------------|--------|
| Electronic Document and Record Management System (EDRMs) | YELLOW |
| Electronic Invoicing & Central Invoice Registration      | GREEN  |
| North Denbighshire Accommodation Modernisation           | GREEN  |
| Denbighshire Telephony                                   | GREEN  |

## CORPORATE PROGRAMME: MODERNISING EDUCATION

|                                                                                         |        |
|-----------------------------------------------------------------------------------------|--------|
| Ysgol Y Llys - Extension, Remodel & Refurbishment                                       | GREEN  |
| Bodnant Community School Extension and Refurbishment                                    | YELLOW |
| Welsh Medium Primary's North Denbighshire - Ysgol Twm o'r Nant                          | GREEN  |
| Extending Secondary Welsh Medium Provision - Ysgol Glan Clwyd Extension & Refurbishment | GREEN  |
| Establish an area school to replace Ysgol Clocaenog and Ysgol Cyffylliog                | GREEN  |
| Rhyl New School                                                                         | YELLOW |

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

|                                                           |             |
|-----------------------------------------------------------|-------------|
| Single Point of Access                                    | YELLOW      |
| Disability Facilities Grant - Process Review              | YELLOW      |
| Vulnerable People Mapping                                 | New Project |
| Intelligence Requirement for Children and Family Services | GREEN       |
| Service Inclusion Review                                  | YELLOW      |

## ICT STRATEGY

|                   |       |
|-------------------|-------|
| 2nd Internet Feed | GREEN |
|-------------------|-------|

## PROJECT REGISTER

|                       |       |
|-----------------------|-------|
| SQL Server Review     | GREEN |
| Lotus Notes Migration | GREEN |
| Domino Migration      | GREEN |

## RHYL GOING FORWARD

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

## SERVICE: ADULT & BUSINESS SERVICES

|                             |        |
|-----------------------------|--------|
| Cefndy Capital Investment   | GREEN  |
| Financial Inclusion Project | YELLOW |

## SERVICE: BUSINESS IMPROVEMENT & MODERNISATION

|                                                        |       |
|--------------------------------------------------------|-------|
| Denbighshire's T&CC Devolution and Empowerment project | GREEN |
| The Big Plan part two                                  | GREEN |
| i-Share                                                | GREEN |

## SERVICE: BUSINESS TRANSFORMATION & ICT

|                          |       |
|--------------------------|-------|
| Vodafone On-Line Billing | GREEN |
|--------------------------|-------|

## SERVICE: CUSTOMERS & EDUCATION SUPPORT

|                            |        |
|----------------------------|--------|
| Capita Regional MIS        | ORANGE |
| School Workplace Transport | YELLOW |

## SERVICE: FINANCE & ASSETS

|                              |        |
|------------------------------|--------|
| Office Accommodation Review  | GREEN  |
| 3 County Procurement Service | YELLOW |
| PROACTIS eSourcing Rollout   | YELLOW |
| Payroll / HR Integration     | GREEN  |

## SERVICE: HIGHWAYS & ENVIRONMENTAL SERVICES

|                                                                       |        |
|-----------------------------------------------------------------------|--------|
| Residual Waste (North Wales Collaboration)                            | GREEN  |
| North Wales Cycling Sustainable Activity Tourism Centre of Excellence | YELLOW |
| Merged Highways and Environmental Services Department                 | GREEN  |

## PROJECT REGISTER

|                                                   |        |
|---------------------------------------------------|--------|
| Loggerheads Traffic Congestion Initiative         | YELLOW |
| Foryd Harbour Blue Bridge Concrete Repairs        | YELLOW |
| Corwen Flood Risk Management Scheme               | GREEN  |
| Denbighshire Local Flood Risk Management Strategy | GREEN  |
| Rhyl Promenade Railings                           | GREEN  |
| West Rhyl Coastal Defence Scheme Phase 3          | ORANGE |
| East Rhyl Flood Defence                           | YELLOW |

## SERVICE: HOUSING & COMMUNITY DEVELOPMENT

|                   |        |
|-------------------|--------|
| Excellent Housing | ORANGE |
|-------------------|--------|

## SERVICE: PLANNING & PUBLIC PROTECTION

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

OUTCOME AGREEMENT

This is the summary position for each outcome in the Outcome Agreement as at September 30, 2014. The overall evaluation for each outcome has been determined by taking account of the indicators and performance measures within the agreement and whether or not the agreed targets have been achieved. A fully achieved outcome scores 2 points, and a partially achieved outcome 1 point. We must achieve 8 points to qualify for full payment of the Outcome Agreement grant.

OUTCOME AGREEMENT 2013-16

|                           |                                  |                          |
|---------------------------|----------------------------------|--------------------------|
| <a href="#">Outcome 1</a> | Improving our roads              | PRIORITY FOR IMPROVEMENT |
| <a href="#">Outcome 2</a> | Students achieve their potential | PRIORITY FOR IMPROVEMENT |
| <a href="#">Outcome 3</a> | Independent vulnerable people    | Excellent                |
| <a href="#">Outcome 4</a> | Access to good quality housing   | PRIORITY FOR IMPROVEMENT |
| <a href="#">Outcome 5</a> | Reduce economic and fuel poverty | Excellent                |

OUTCOME AGREEMENT PERFORMANCE REPORT

**Please Note:** The performance report is in a different format than usual. This report has been generated from the new Verto Performance Management System. The system has just been launched, and there are some minor issues in the report that will be dealt with during its next development phase, namely:

- Dates appear on the x-axis, rather than quarters;
- The status key is not consistent with our labels of Excellent, Good, Acceptable, and Priority for Improvement (although the colours are consistent).
- Some graphs are hard to view because the axis range is not appropriate to the measure and the values concerned are very narrow.

CONTEXT

**Areas of Responsibility**

Our Outcome Agreement with the Welsh Government is aligned with our Corporate Plan Priorities, and supports the following themes from the Wales Programme for Government:

- Growth and sustainable jobs – Improving our infrastructure
- Education – Improving school attainment
- 21st Century Health Care – Ensuring people receive the help they need to live fulfilled lives
- Welsh Homes / Supporting People – Improving quality and increasing the supply and choice of housing
- Tackling poverty – Poverty and material deprivation

**Introduction**

This document summarises Denbighshire’s Outcome Agreement with the Welsh Government for the three years (2013/14, 2014/15 and 2015/16) and tracks our current performance against the agreed thresholds.

The total grant for Wales in 2013-14 was £31.1 million, therefore Denbighshire’s share should equate to approximately £1,413,636. The amount of grant that is awarded is judged according to two components: **Outcomes** (worth 70% of the available grant) and **Corporate Governance** (worth 30%).

**1. Outcomes:** The local authority is required to prepare a document that details their commitment to the “Outcomes”, which consists of a selection of outcomes taken from the Programme for Government, with the associated output and outcome measures.

The local authority is required to structure their agreements around the Results Based Accountability approach and to populate the outcome-focused reporting section, using the tracking indicators taken from the Programme for Government, and supplementing these with any relevant outcome indicators from Single Integrated Plans, or other relevant council plans. Denbighshire has aligned its Outcome Agreement themes as closely as possible with its Corporate Plan Priorities. This approach is sensible as our priorities are our focus, and the Outcome Agreement should complement and support them.

The local authority has to choose five themes under this component. Each outcome will be assessed to determine if it is fully successful (2 points), partially successful (1 point), or unsuccessful (0 points) by the Minister for Local Government and Government Business at the end-of-year assessment. All points are totalled up against the following methodology to judge the proportion of grant that should be awarded. Based on only an analysis of the data for 2013-14 and the scoring guidelines outlined by the Welsh Government, Denbighshire’s current score is 6, which entitles us to 75% of this component (approximately £742,158).

| Score       | Grant (approximate)     | Current Score |
|-------------|-------------------------|---------------|
| 8 – 10      | Full payment (£989,545) |               |
| 6 or 7      | 75% payment (£742,158)  | <b>6</b>      |
| 4 or 5      | 50% payment (£494,772)  |               |
| Less than 4 | No payment              |               |

**2. Corporate Governance:** The second component (worth 30%) is based on standards of corporate governance as reported by the Auditor General for Wales. The Welsh Government will consider whether:

1. The Auditor General for Wales has made any statutory recommendations to the Welsh Ministers to provide assistance to the authority through improvement assessment letters or reports following any special inspections; or

2. The Auditor General for Wales has made any statutory recommendations to the Welsh Ministers to give direction to the authority through improvement assessment letters or reports following any special inspections; or
3. The Local Authority has already had some, or all, of its corporate governance functions removed from the Authority, i.e. the authority is already subject to statutory intervention.

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 entitled to 100% of this component (approximately £424,090)

The following table summarises our provisional position against the Outcome Agreement for 2013-14, pending Welsh Government assessment.

| Outcome Agreement Grant (100%) |            | % Outcome Achieved | Score        | % Component Achieved | £1,413,636 (approx.)       |
|--------------------------------|------------|--------------------|--------------|----------------------|----------------------------|
| <b>Component 1 (70%)</b>       | Outcome 1  | 70%                | 83% Achieved | 1                    | £742,158 (75% payment)     |
|                                | Outcome 2  | 85%                |              | 1                    |                            |
|                                | Outcome 3  | 86%                |              | 1                    |                            |
|                                | Outcome 4  | 77%                |              | 1                    |                            |
|                                | Outcome 5  | 100%               |              | 2                    |                            |
| <b>Component 2 (30%)</b>       | Governance | 100%               | -            | 100%                 | £424,091                   |
| <b>Total Grant Awarded =</b>   |            |                    |              |                      | <b>£1,166,249 (▼17.5%)</b> |

**OUTCOME 1**

**Improving our infrastructure: Residents and visitors to Denbighshire have access to a safe and well-managed road network**

**Rationale**

The main factors that will affect our ability to deliver this outcome successfully are planning, available resources, and the weather.

The severity of winter weather is a significant determinant of our ability to maintain or improve the condition of the road network. There is a significant resource requirement to stop the natural deterioration of the road network, and additional resource investment to provide any possibility of improvement.

Where the weather is more severe, or colder for longer than usual, this will increase the pace of deterioration. Such events will likely result in further resource investment required in order to maintain the current standard of the network.

The council has also had to plan for reduced settlements from the Welsh Government as the need for further significant savings from local authorities increases.

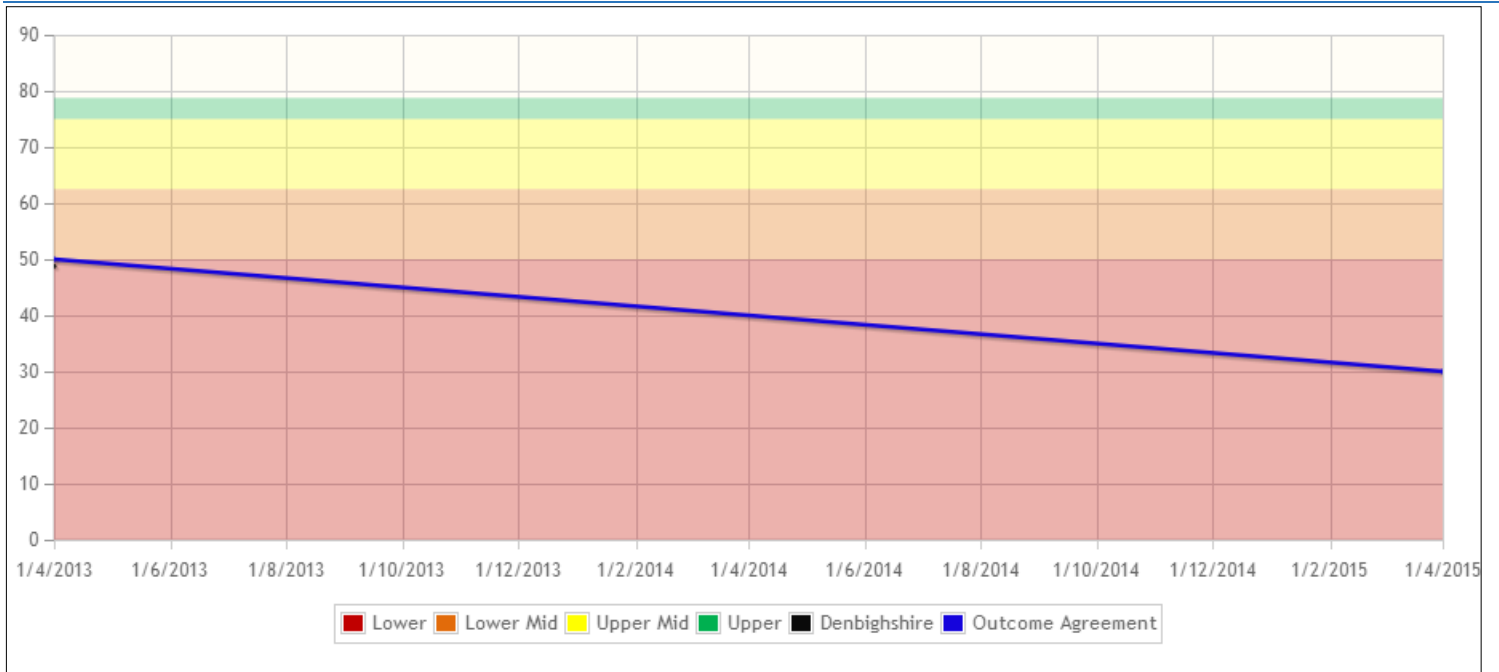
Our Corporate Plan 2012-17 identifies a corporate priority related to improving our road network. The ambition set out for this outcome is based on the assumption that we will be able to continue to provide additional investment for our roads as set out in the Corporate Plan 2012-17. If that position changes (due to external financial environment), then we will need to revise our ambition.

**Contributing Services**

Highways & Environmental Services

**Indicators**

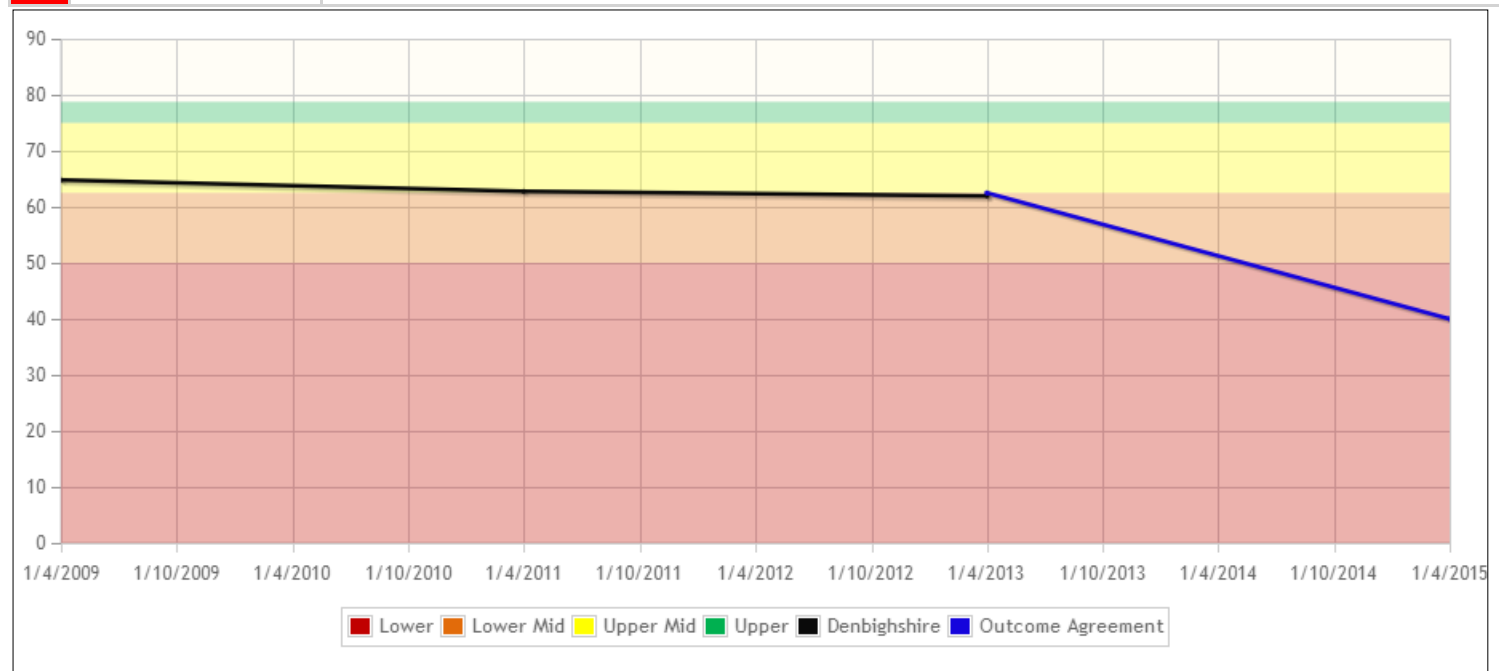
|         |                                                                                                                           |
|---------|---------------------------------------------------------------------------------------------------------------------------|
| HES101i | The percentage of respondents reporting satisfaction with the council's work in maintaining rural roads in good condition |
|---------|---------------------------------------------------------------------------------------------------------------------------|



**Latest Data Comment**

The 'acceptable' threshold was missed by just 1%, which equates to around 9 people in the survey. 2013/14 was also the baseline year for this indicator. Denbighshire is switching its focus of spend from reactive to proactive work across all road categories in future. However, with budget reductions we should not expect public perceptions to improve. The Outcome Agreement target for 2015/16 has been amended to reflect this, but we are still waiting on confirmation of its acceptance by the Welsh Government.

|  |        |                                                                                                                                                                    |
|--|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | RSQ09A | The percentage of respondents reporting satisfaction with the council's work in maintaining main roads in good condition (excluding don't know)                    |
|  | RSQ09B | The percentage of respondents reporting satisfaction with the council's work in maintaining streets in towns and villages in good condition (excluding don't know) |

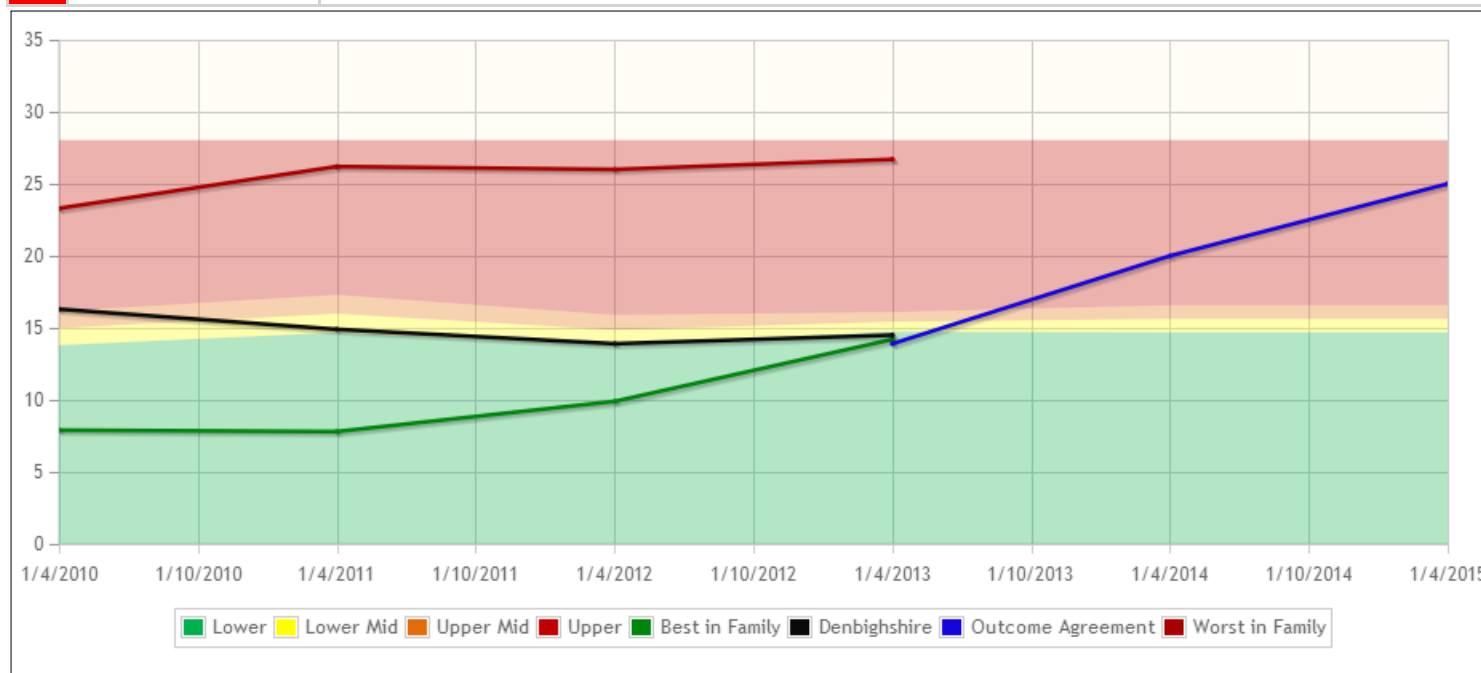


**Latest Data Comment**



Our Outcome Agreement target was missed by 0.5%, which equates to around 6 people in the survey. The 2013 actual was also just 1% lower than the previous outturn. A reducing budget means that we should not expect public perception to improve. The Outcome Agreement target for 2015/16 has been amended to reflect this, but we are still waiting on confirmation of its acceptance by the Welsh Government.

|         |                                                                                                        |
|---------|--------------------------------------------------------------------------------------------------------|
| THS012  | The percentage of principal (A) and non-principal (B) and (C) roads that are in overall poor condition |
| THS011a | The percentage of principle A roads that are in overall poor condition                                 |
| THS011b | The percentage of non-principal/classified B roads that are in overall poor condition                  |
| THS011c | The percentage of non-principal/classified C roads that are in overall poor condition                  |

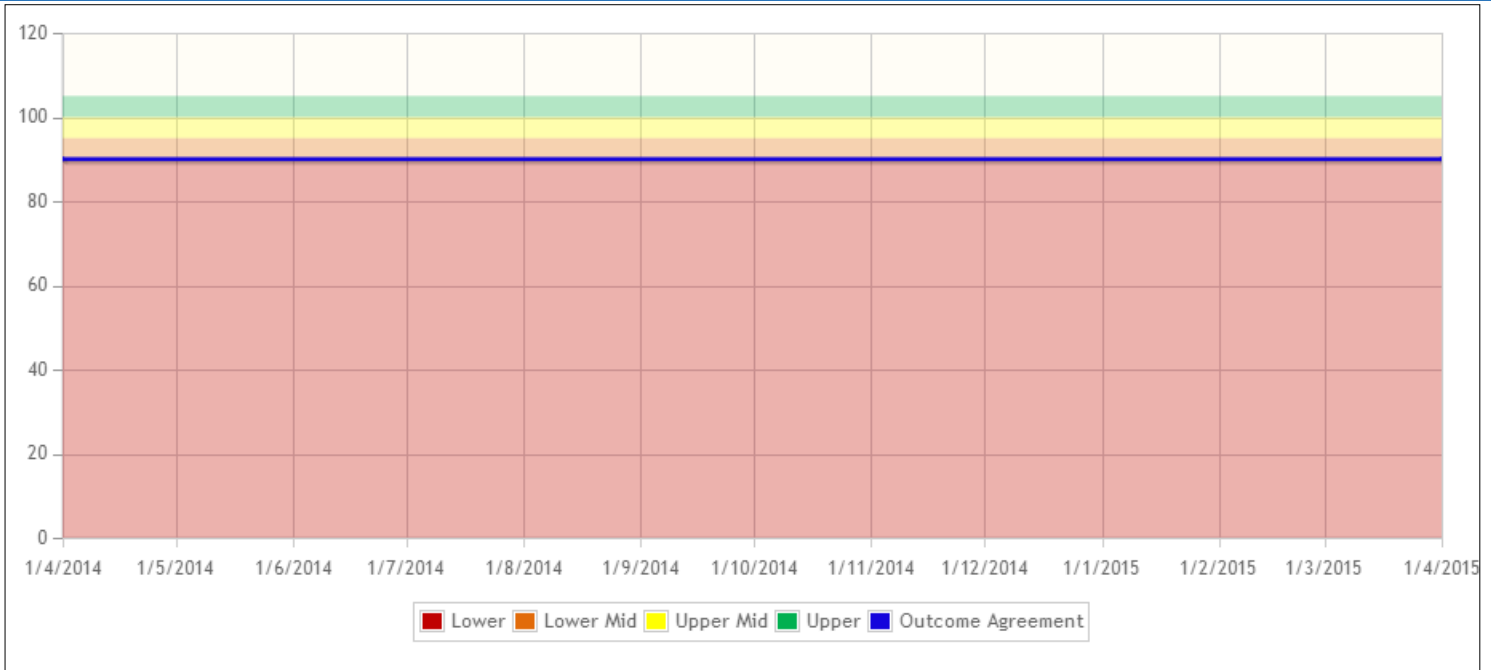


**Latest Data Comment**

The Outcome Agreement target was missed by 0.6%. It should, however, be noted that in the context of our family group of rural authorities (Carmarthenshire, Ceredigion, Conwy, Gwynedd, Isle of Anglesey, Monmouthshire, Pembrokeshire, Powys, and the Vale of Glamorgan) against which we benchmark ourselves for the Corporate Plan, Denbighshire ranked second (above the upper quartile: excellent). Resources have to be rationed in this service area, and budget reductions will have an adverse impact. The Outcome Agreement targets for 2014/15 and 2015/16 have been amended to reflect this, but we are still waiting on confirmation of its acceptance by the Welsh Government.

**Measures**

|         |                                                                                    |
|---------|------------------------------------------------------------------------------------|
| HES102m | The percentage of planned dropped-kerbs delivered along key routes within the year |
|---------|------------------------------------------------------------------------------------|



**Latest Data Comment**

This measure is new to 2014/15 and is annual. A policy has now been written for the delivery of dropped-kerbs along key routes, which includes a hierarchy for footways in the county. Audits of key routes have been undertaken that have identified gaps in provision. The measure will be calculated as a percentage - the number of dropped-kerbs that were delivered against those that were agreed with Member Area Groups to be completed within the financial year.

|        |                                                                                                                                                        |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| HIM006 | The percentage of Category C (Final) Street Works inspections carried out on utility works before their guarantee period ends (legislation states 10%) |
| HIM042 | The proportion of the planned Highways Capital Maintenance Programme achieved (schemes)                                                                |
| THS003 | The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance                                       |

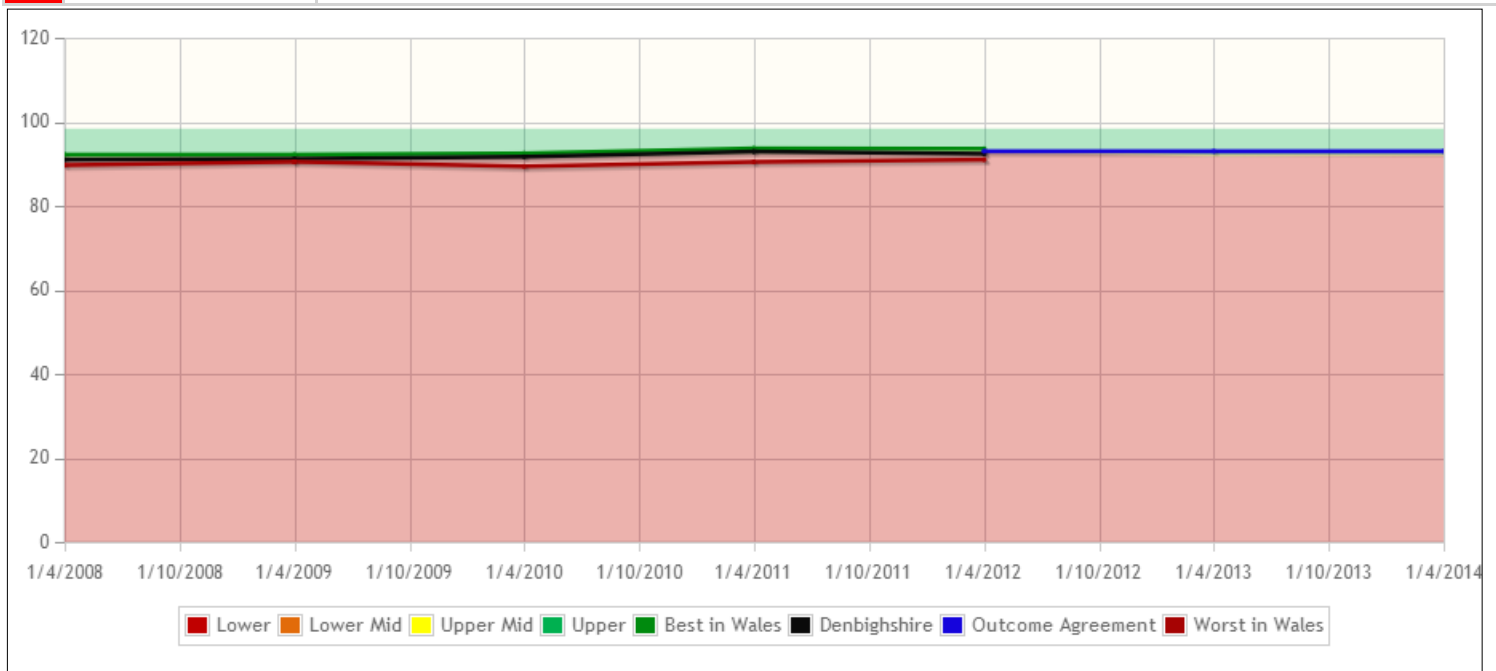
**OUTCOME 2**

**Improving school attainment: Students achieve their potential**

|                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Rationale</b></p>             | <p>The performance of pupils in Denbighshire has improved significantly in recent years. However, we believe that there remains room for improvement in terms of how well our children perform at school. Not only do we want our children to be the highest performers in Wales, but also we want to narrow the gap between Denbighshire and the top performing authorities in the UK.</p> <p>Our ability to positively influence pupil attainment is dependent on a number of key factors, such as cohort ability (which can fluctuate year on year); the mobility of pupils transferring in and out of school and pupil behaviour; the alignment between core subjects; and unexpected circumstances that can have a detrimental impact on pupil performance, such as teacher or pupil absence. With regards to the percentage of pupils leaving without a qualification, our threshold, as with all attainment indicators, has been aligned to our upper quartile projections based on the published position for 2011-12 academic year. This will pose a significant challenge for the council as our performance for this indicator has been historically high. Although our outturn for 2012-13 academic year has significantly improved, it is too early to say if this can be maintained and whether or not there are other factors that need to be taken into consideration for successive years.</p> <p>The national change agenda will also have an impact regionally, which includes the transition to consortium working and the 14-19 curriculum and qualifications review.</p> <p>The council has also had to plan for reduced settlements from the Welsh Government as the need for further significant savings from local authorities increases.</p> <p>Our Corporate Plan 2012-17 identifies a corporate priority relating to improving performance in education and the quality of our school buildings, with identified additional investment as part of the 21st Century School's Programme to improve school buildings and facilities. This will provide improved learning environments for pupils, which we believe will improve pupil attainment.</p> <p>The ambition set out for this outcome is based on the assumption that we will be able to continue to provide additional investment for education as set out in the Corporate Plan 2012-17. If that position changes (due to external financial environment), then we will need to revise our ambition.</p> |
| <p><b>Contributing Services</b></p> | <p>Customers &amp; Education Support, Education Services</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

| Indicators |                                                                                                                                                                                                                                                                |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ed001i     | The average capped points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (all pupils)                                                                                                                        |
| Ed005i     | The percentage of pupils achieving the level 2 threshold including English/Welsh and maths (all pupils)                                                                                                                                                        |
| Ed006i     | The percentage of pupils achieving the level 2 threshold or vocational equivalents (all pupils)                                                                                                                                                                |
| EDU002i    | The percentage of pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification. |
| EDU003all  | The percentage of pupils who achieve the Core Subject Indicator at Key Stage 2 (all pupils)                                                                                                                                                                    |

| Measures |                                                     |
|----------|-----------------------------------------------------|
| EDU016a  | Percentage of pupil attendance in primary schools   |
| EDU016b  | Percentage of pupil attendance in secondary schools |



**Latest Data Comment**

Attendance fell by 0.53% in 2012/13. This can be attributed to illness severely affecting 5 secondary schools in December 2012; and the unexpected death of a pupil at Dinas Bran, which saw attendance in the school drop by 3.5% for January 2013.

**OUTCOME 3**

**Ensuring people receive the help they need to live fulfilled lives: Vulnerable people are protected and are able to live as independently as possible**

**Rationale**

This outcome seeks to provide a focus on the changing delivery of social services in Wales. This change looks to the promotion of health and well-being, and the encouragement of greater involvement in decisions about personal care. This outcome also seeks to ensure that people in need are protected, and to minimise the risk of them experiencing abuse or exploitation.

The main factors that will determine whether we can positively influence adult independence will be the delivery of early intervention, prevention, and reablement approaches. Delivery of the outcome will also rely on the council demonstrating corporate responsibility for the Supporting Independence in Denbighshire (SID) agenda. Factors influencing our ability to protect people in need will largely relate to the numbers of people in need and the resources available to us.

Overall, it should be noted that all of the targets within this outcome are based upon our current knowledge about the resources available to us for this work. The targets are based on the assumption that resources will not be reduced further, beyond our current knowledge. Any further reductions in funding in the future would clearly have an impact on our ability to deliver this outcome, and all targets would have to be reviewed and revised accordingly.

It is important to note that the most recent population statistics are now being used to calculate the indicators relating to this outcome. It may therefore look as though our targets for any indicators based on population statistics have been reduced. However, it is simply a reflection of the fact that we have previously been over-estimating the size of the population in Denbighshire, and the subsequent adjustment has had an impact on the indicators. For example, the percentage of the adult population who cannot live independently in Denbighshire is higher in 2013/14 than the previous year because the adult population is smaller than we previously thought.

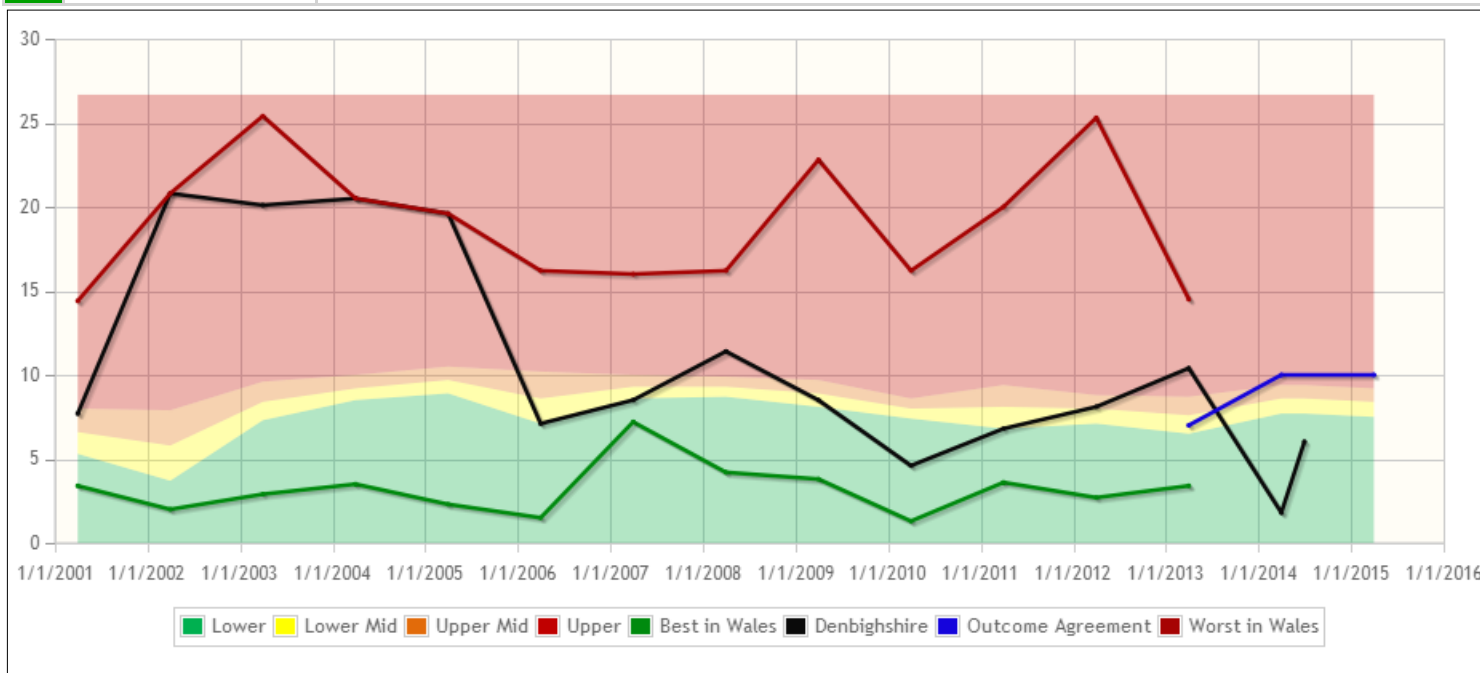
**Contributing Services**

Adult & Business Services, Children & Family Services

**Indicators**

|               |                                                                                                                                  |
|---------------|----------------------------------------------------------------------------------------------------------------------------------|
| ABSm2         | The number of service users in receipt of Direct Payments                                                                        |
| Independent18 | The percentage adults who live independent of a formal package of social care provided/arranged by the council (aged 18 or over) |
| Residential18 | The percentage of the population who cannot live independently (aged 18                                                          |

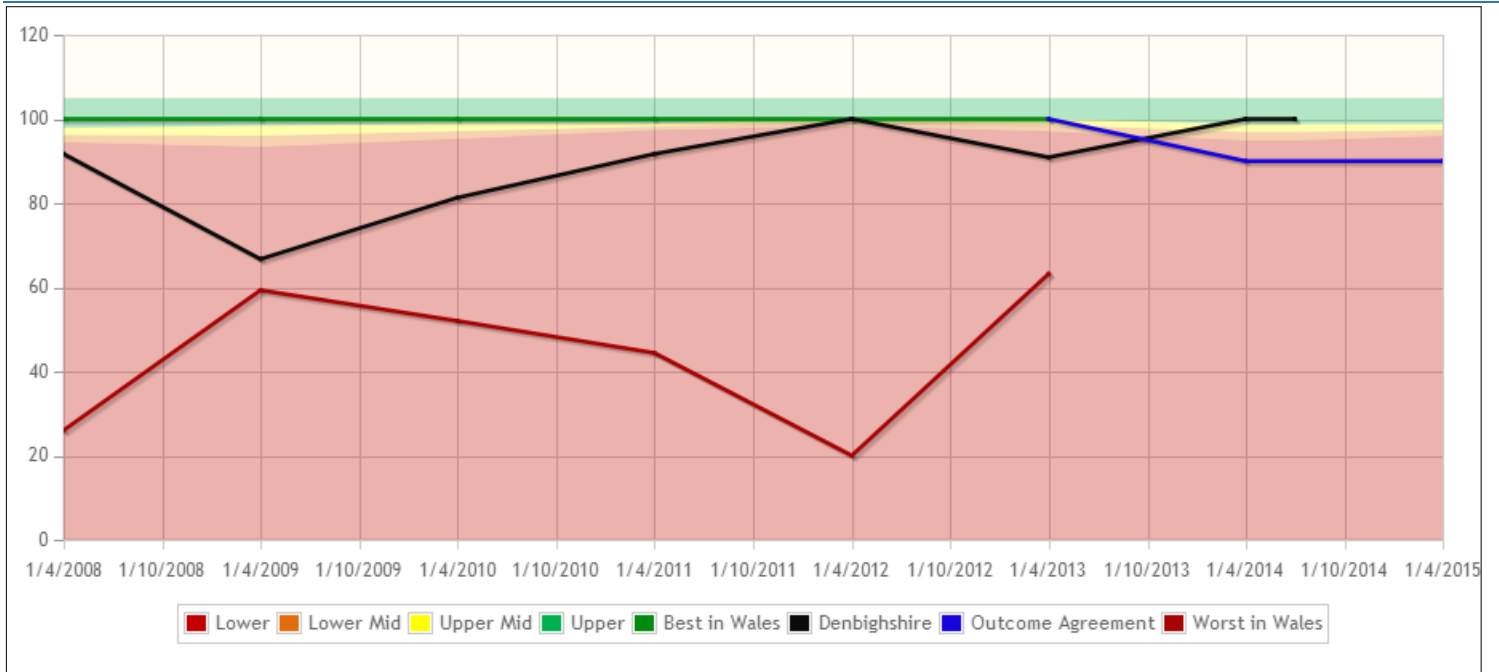
|                 |                                                                                                           |
|-----------------|-----------------------------------------------------------------------------------------------------------|
|                 | or over)                                                                                                  |
| SCC010          | The percentage of child referrals that are re-referrals within 12 months                                  |
| <b>Measures</b> |                                                                                                           |
| PSR002          | The average number of calendar days taken to deliver a Disabled Facilities Grant                          |
| SCA001          | The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over        |
| SCC004          | The percentage of children looked after on 31 March who have had three or more placements during the year |



**Latest Data Comment**

In 2013/14 the target was missed by 3.3%, which equates to 5.4 children. We have extensive monitoring and alert processes in place. We seek to maximise opportunities to maintain / re-establish children living with their parents or relatives which is what children ask us to do. We work through our support and therapeutic services to minimise the number disrupted placements. But it is important to recognise that not all moves are negative, they can be taken to protect children from risk or enable permanence.

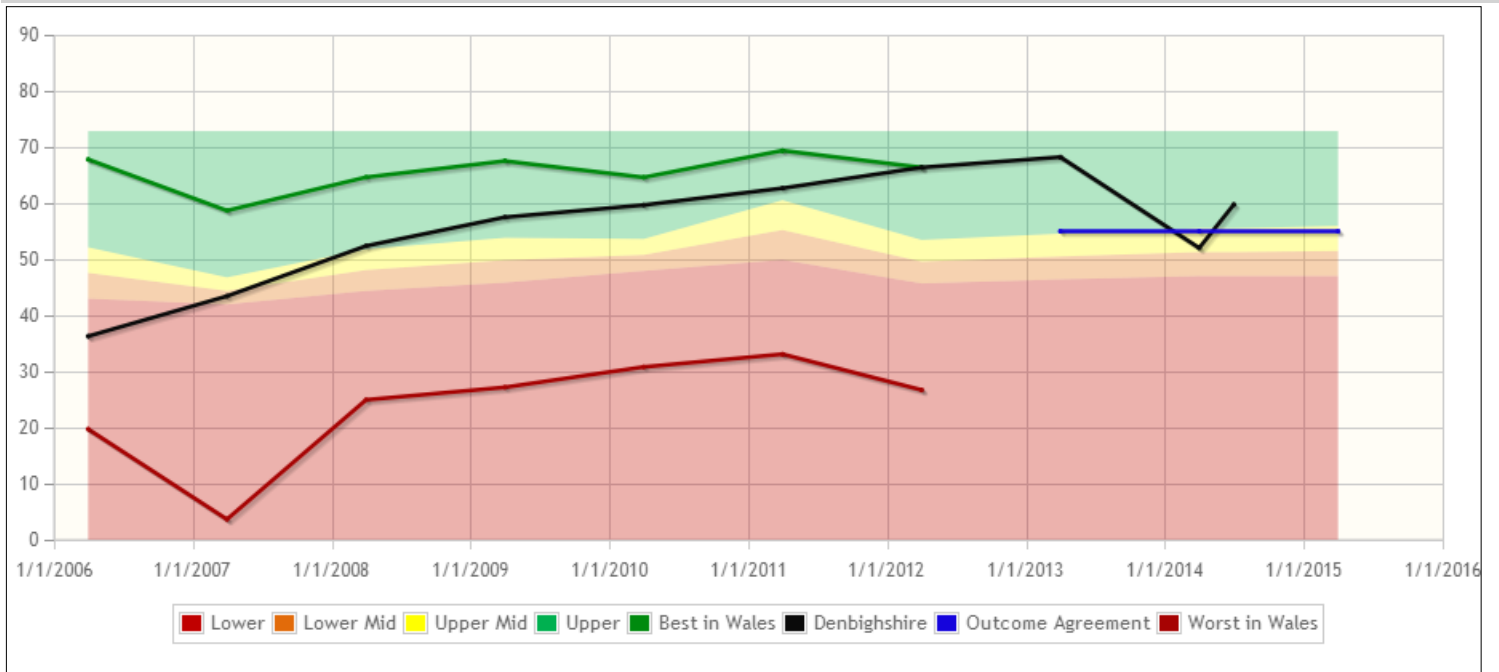
|          |                                                                                                                                                 |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| SCC013ai | The percentage of open cases of children on the Child Protection Register who have an allocated social worker                                   |
| SCC015   | The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference |
| SCC034   | The percentage of child protection reviews carried out within statutory timescales during the year                                              |
| SCC041a  | The percentage of eligible, relevant and former relevant children that have pathway plans as required                                           |



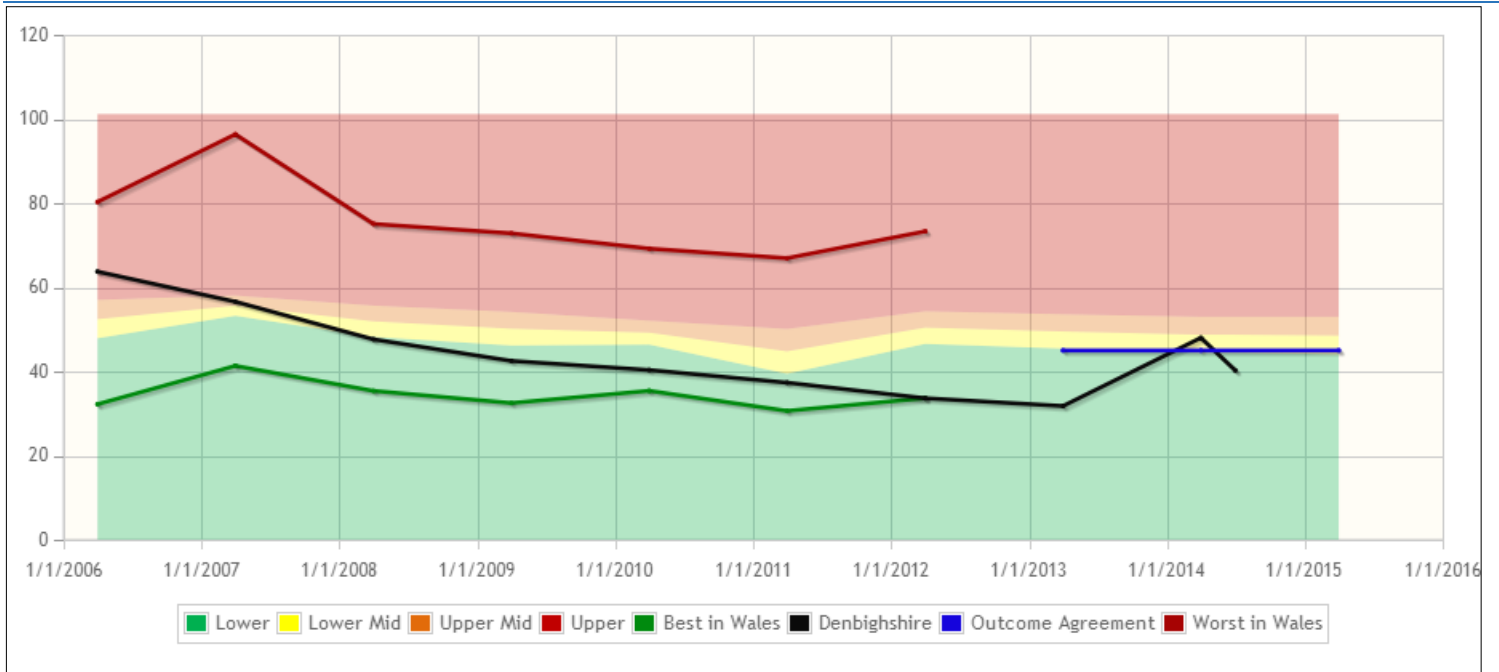
**Latest Data Comment**

2013/14 - This indicator was missed by one. 10 completed as needed, 1 not completed on time.

**Supported(a)18** Of the people who can live independently with a package of care, the percentages that are supported to live independently through, modern supportive options (aged 18 or over)



**Supported(b)18** Of the people who can live independently with a package of care, the percentages that are supported to live independently through, traditional care options (aged 18 or over)



**Latest Data Comment**

Supported (a) and (b) - Both of these indicators are cumulative in their nature and the Outcome Agreement targets which have been agreed reflect the ambition we hold for the end of the financial year. Given that we are experiencing a year on year improvement in the final outturn for these indicators and our Quarter 2 position is an improvement against the same time in previous year, we do not foresee any significant barriers to meeting the target at this juncture.

|  |         |                                                                                                    |
|--|---------|----------------------------------------------------------------------------------------------------|
|  | SCA019  | The percentage of adult protection referrals completed in the year where the risk has been managed |
|  | SCA019N | The number of adult protection referrals completed in the year where the risk has been managed     |



**OUTCOME 4**

**Welsh Homes, Improving quality and increasing the supply and choice: 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**

**Rationale**

This outcome recognises that housing is a most basic need, and in order to lead a normal life this basic need must be satisfied. We also recognise this, and seek to ensure that housing in Denbighshire meets people’s needs.

Key factors that will influence this outcome will be the availability and affordability of different types of housing within Denbighshire. Therefore, we have developed a Housing Strategy to reflect the need for a mix of council social housing, private affordable housing, and private rented and owner-occupied housing.

In addition to the availability of housing, the quality of housing is an important factor. The council housing stock will be brought up to a good standard, and we will build, demolish, and renovate where necessary.

This outcome will be influenced by the housing market, house prices, wages, etc. The council has also had to plan for reduced settlements from the Welsh Government as the need for further significant savings from local authorities increases.

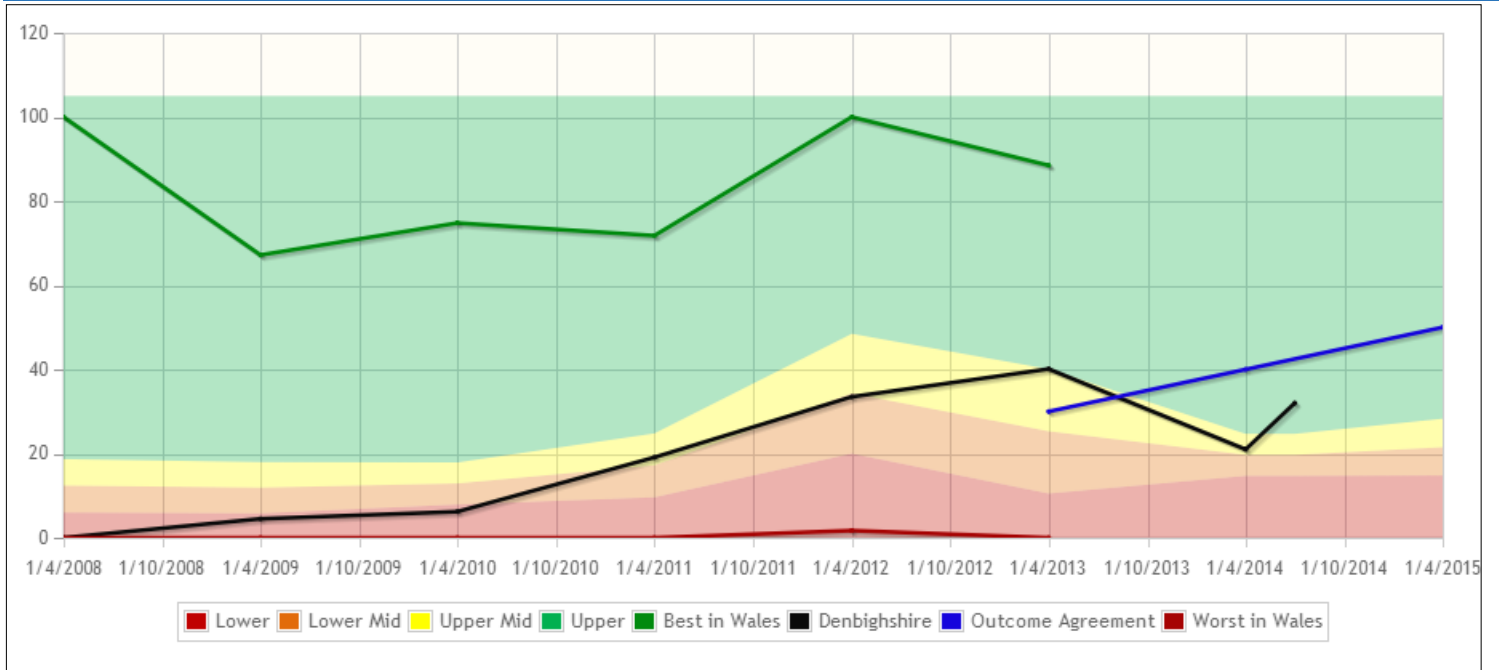
The ambition set out for this outcome is based on the assumption that we will be able to continue to provide additional investment as set out in the Corporate Plan 2012-17. If that position changes (due to external financial environment), then we will need to revise our ambition.

**Contributing Services**

Housing & Community Development, Planning & Public Protection

**Indicators**

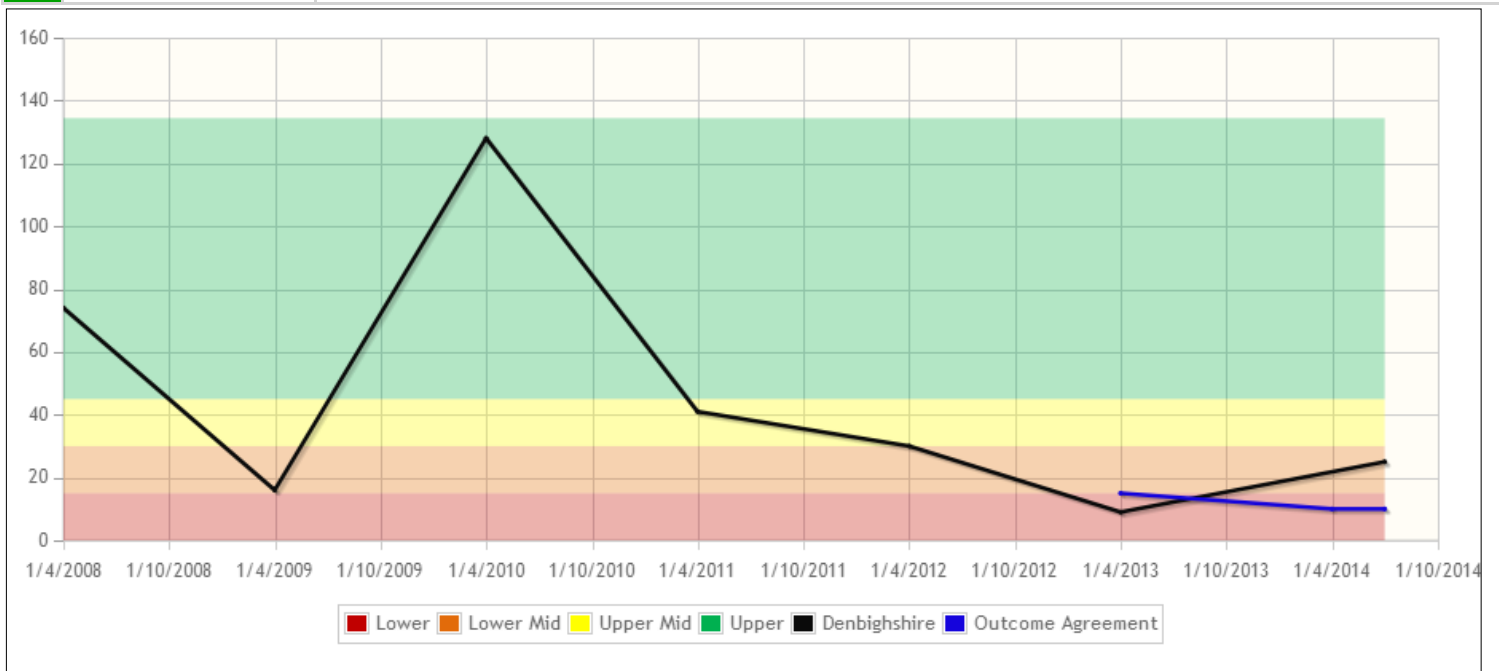
|          |                                                                                                                                       |
|----------|---------------------------------------------------------------------------------------------------------------------------------------|
| JHLAS02i | The number of new houses built and ready for occupation during the year as determined by the Joint Housing Land Availability Study    |
| JHLAS01i | The number of new build affordable housing units delivered during the year as identified in the Joint Housing Land Availability Study |
| JHLAS03i | The years of supply of housing land as determined by the Joint Housing Land Availability Study                                        |
| PSR007a  | Of the Houses in Multiple Occupation known to the local authority, the percentage that have a full licence                            |



**Latest Data Comment**

Performance against this indicator is accumulative and the target of 40% is based on the year-end position. The risk with this measure is that the denominator (number of HMOs known to the council) is increasing which will automatically reduce our performance.

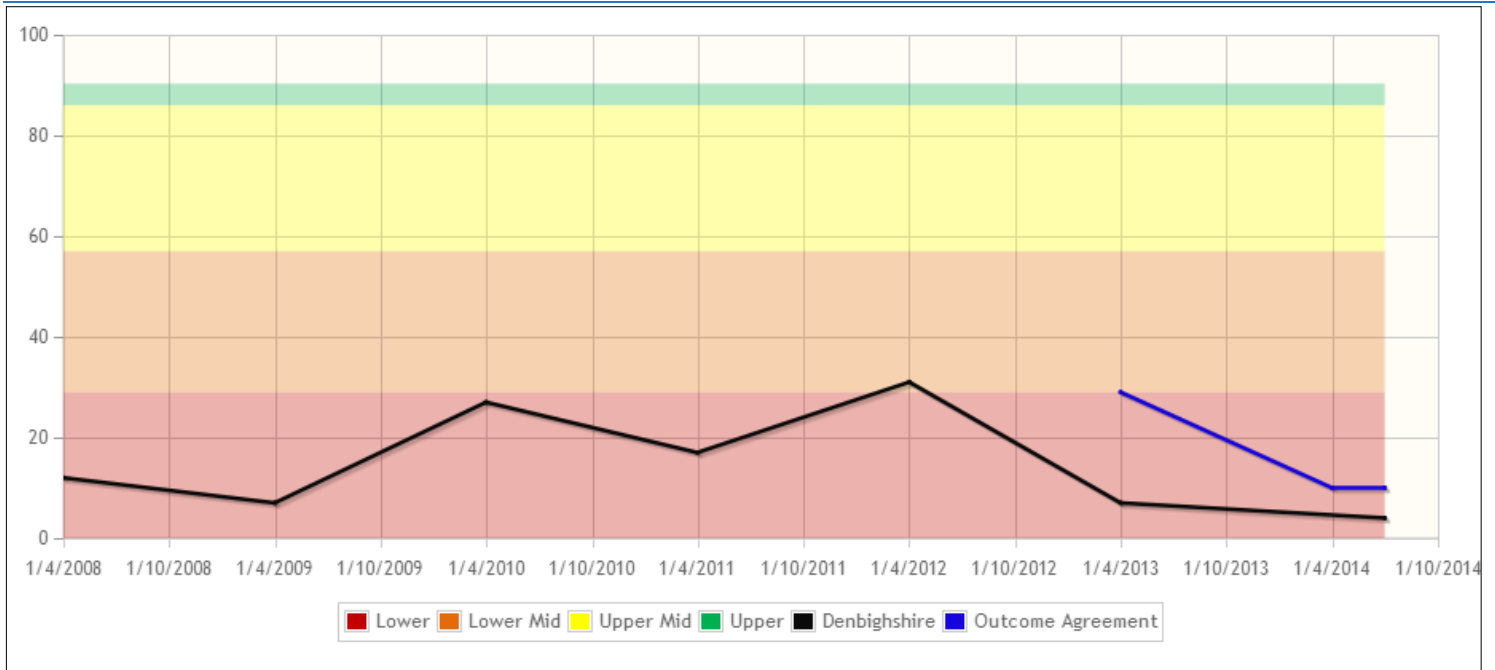
**HCD101i**      The current supply of social housing



**Latest Data Comment**

25 completions as at the end of Quarter 2. Revised Outcome Agreement target of 10 is being sought.

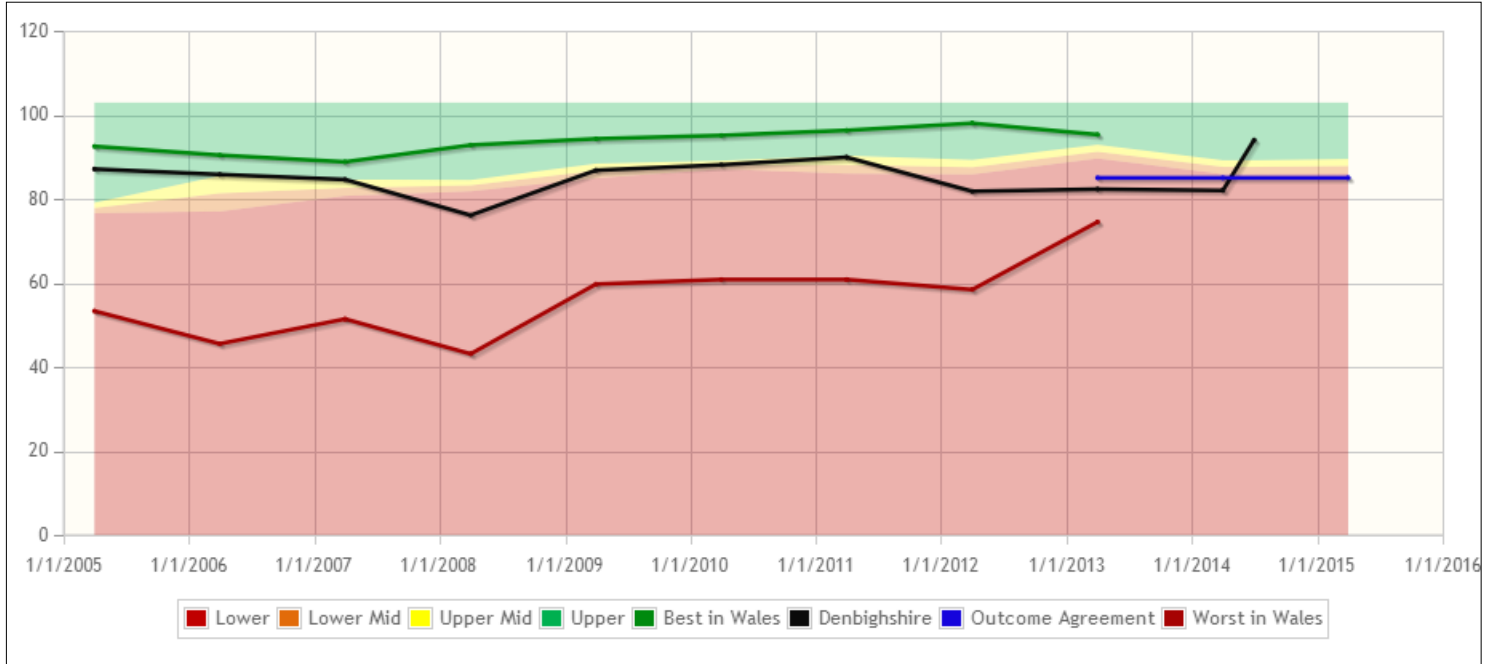
**HCD102i**      The current supply of affordable housing



**Latest Data Comment**

4 completions as at the end of Quarter 2. Revised Outcome Agreement target of 10 is being sought. Early indication is that this revised target will be met by the end of Quarter 3.

|                 |                                                                                                                 |
|-----------------|-----------------------------------------------------------------------------------------------------------------|
| HCD103i         | The current supply of market housing                                                                            |
| <b>Measures</b> |                                                                                                                 |
| HHA013          | The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months |
| PLA004c         | The percentage of householder planning applications determined during the year within 8 weeks                   |

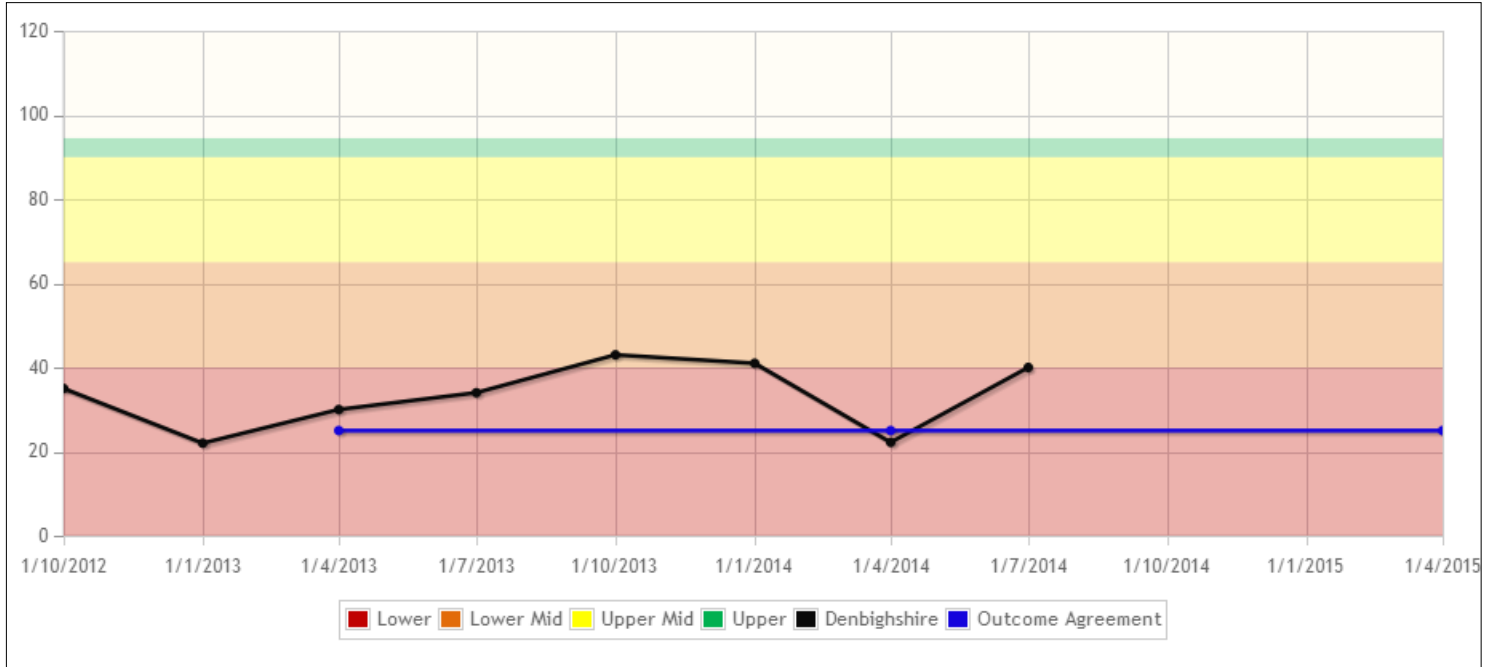


**Latest Data Comment**

Quarter 1 - 36 out of 44 householder applications were determined within 8 weeks (82%) missing the 2014/15 target of 85% for the Outcome Agreement. Regular and stringent monitoring arrangements are in place to ensure the target is achieved, as demonstrated

by the improved performance in Q2 (94%).

|           |                                                                                                                                                                                                 |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PSR004    | The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority |
| Q-HSG406i | The percentage of core KPI's Benchmarked with Housemark that are in the top quartile                                                                                                            |



**Latest Data Comment**

Quarter 1 - The number of performance indicators benchmarked in HouseMark on a quarterly basis has reduced from 40 to 14. Only 9 of these can be reported on. This has resulted in a drop in the percentage of core KPIs benchmarked with Housemark that are in the top quartile (22.2%). Improvement in Quarter 2 to 40%.

|           |                                                                             |
|-----------|-----------------------------------------------------------------------------|
| Y-HSG304m | Percentage of council properties improved to Welsh Housing Quality Standard |
| ABS101m   | The number of people helped with Care and Repair services                   |

**OUTCOME 5**

**Poverty and material deprivation: Improve financial inclusion, and reduce economic and fuel poverty**

**Rationale**

This outcome seeks to provide some form of support and help to people who are living in poverty in Denbighshire.

There has been a fall in average hourly earnings of employees in real terms (2012 prices) by 8.5% since 2009 (ONS). This decline in real wages has now been sustained for three consecutive years (from 2009 through to 2012) and is expected to continue. This, compounded by the rising cost of living, is pushing more people into financial difficulty.

The main factors that will determine the successful delivery of this outcome are the availability of resources, Welsh Government funding reductions, the impact of UK Government Welfare Reforms, and the cost of fuel, energy, food, housing, and transport. The ability to remove people from poverty will largely be determined by the health of the national economy. One of the aims of our Corporate Priority on “Developing the Local Economy” is to reduce poverty in Denbighshire, but those benefits are not likely to be seen until beyond the timescale for this Outcome Agreement. Our contribution to the outcome will therefore mainly be to help as many people as possible with the resources available.

All of the targets within this outcome are based upon our current knowledge about the resources available to us for this work. The targets are based on the assumption that resources will not be reduced further, beyond our current knowledge. Any further reductions in funding in the future would clearly have an impact on our ability to deliver this outcome, and all targets would have to be reviewed and revised accordingly.

**Contributing Services**

Adults & Business Services

**Indicators**

|        |                                                                                             |
|--------|---------------------------------------------------------------------------------------------|
| OA501i | The value (£m) of income gains achieved by all WRT clients on closed cases                  |
| OA502i | The total number of individuals who received support for income maximisation (people count) |
| OA503i | The percentage of clients reporting satisfaction with the service                           |
| OA504i | The percentage of people receiving the service who had income gains                         |

**Measures**

|        |                                                                    |
|--------|--------------------------------------------------------------------|
| OA501m | The percentage success rate with reviews and appeals               |
| OA502m | The percentage of people with income gains lifted out of poverty   |
| OA503m | The percentage of households with gains lifted out of fuel poverty |

OUTCOME AGREEMENT

|   |        |                                                                                                |
|---|--------|------------------------------------------------------------------------------------------------|
| ■ | OA504m | The total number of individuals who received support that moved out of relative income poverty |
| ■ | OA505m | The total number of households who received support that moved out of fuel poverty             |

**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 15 January 2015

**Report Author:** Scrutiny Coordinator

**Title:** Scrutiny Work Programme

---

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

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

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

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

**3. What are the recommendations?**

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

**4. Report details.**

4.1 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 In recent years the Welsh Government (WG) and the Wales Audit Office (WAO) have highlighted the need to strengthen scrutiny's role across local government and public services in Wales, including utilising scrutiny as a means of engaging with residents and service-users. Going forward scrutiny will be expected to engage better and more frequently with the public with a view to securing better decisions

which ultimately lead to better outcomes for citizens. In future the WAO will measure scrutiny's effectiveness in fulfilling these expectations.

4.5 Having regard to the national vision for scrutiny whilst at the same time focussing on local priorities, the Scrutiny Chairs and Vice-Chairs Group (SCVCG) recently recommended that the Council's scrutiny committees should, when deciding on their work programmes, focus on the following key areas:

- budget savings;
- achievement of the Corporate Plan Objectives (with particular emphasis on the their deliverability during a period of financial austerity);
- any other items agreed by the Scrutiny Committee (or the SCVCG) as high priority (based on the PAPER test criteria – see paragraph 4.6 below and the reverse side of the 'Member Proposal Form' at Appendix 2) and;
- Urgent, unforeseen or high priority issues

4.6 The Committee is therefore 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. During consideration of the forward work programme the Committee may find it useful to have regard to the 'PAPER' test (see below) to determine a topic's suitability for scrutiny:

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

#### Scrutiny Proposal Forms

4.7 As mentioned in paragraph 4.2 above the Council's Constitution requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee's business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of suggested subjects. No officer proposal forms have been received for consideration at the current meeting.

4.8 With a view to making better use of scrutiny's time by focussing committees' resources on detailed examination of subjects, adding



value through the decision-making process and securing better outcomes for residents, the SCVCG recently decided that members, as well as officers, should complete 'scrutiny proposal forms' outlining the reasons why they think a particular subject would benefit from scrutiny's input. A copy of the 'member's proposal form' can be seen at Appendix 2. The reverse side of this form contains a flowchart listing questions which members should consider when proposing an item for scrutiny, and which committees should ask when determining a topic's suitability for inclusion on a scrutiny forward work programme. If, having followed this process, a topic is not deemed suitable for formal examination by a scrutiny committee, alternative channels for sharing the information or examining the matter can be considered e.g. the provision of an 'information report', or if the matter is of a very local nature examination by the relevant Member Area Group (MAG). In future no items will be included on a forward work programme without a 'scrutiny proposal form' being completed and accepted for inclusion by the Committee. Assistance with their completion will be available from the Scrutiny Co-ordinator.

#### Cabinet Forward Work Programme

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

#### Progress on Committee Resolutions

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

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

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group is scheduled to hold its next meeting on 8 January, any items raised at that meeting which impact on this Committee will be reported verbally at the meeting on 15 January.

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

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

| Meeting     | Lead Member(s)                                              | Item (description / title)                                                                            | Purpose of report                                                                                                                                                                                                                                                                                                                                                       | Expected Outcomes                                                                                                                                                     | Author                       | Date Entered  |
|-------------|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------|
| 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. The report to include a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe | 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</b><br>[Education] | 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                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                              |                                        |               |
|          | <b>Cllr. Julian Thompson-Hill</b> | 4 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     |
| 16 April | <b>Cllr. Barbara Smith</b>        | 1. Corporate Risk Register                                | To consider the latest version of the Council's Corporate Risk Register                                                                                                                                                                                                                                                                                                 | Effective monitoring and management of identified risk to reduce risks to residents and the Authority                                                        | Alan Smith/Nicola Kneale               | November 2014 |
| 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. The report to include a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe | 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</b>                | 3. Draft Director of Social                               | To scrutinise the content of                                                                                                                                                                                                                                                                                                                                            | Identification of any                                                                                                                                        | Tony Ward                              | June 2014     |

| Meeting   | Lead Member(s)              | Item (description / title)                                                      | Purpose of report                                                                                                                               | Expected Outcomes                                                                                                                                                                                                                                                                            | Author                    | Date Entered   |
|-----------|-----------------------------|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------|
|           | <b>Feeley</b><br>(required) | Services Annual Report for 2014/15                                              | the draft annual report to ensure it provides a fair and clear evaluation of performance in 2014/15 and clearly articulates future plans.       | specific performance issues which require further scrutiny by the committee in future                                                                                                                                                                                                        |                           |                |
|           | <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 (with particular emphasis on the delivery of the Outcome Agreements) | Ensuring that the Council meets its targets, its Outcome Agreements, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents, and maximises the financial incentives available through meeting its Outcome Agreements | Alan Smith/Nicola Kneale  | May 2014       |
| 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 |
|           | <b>Cllr. Eryl Williams</b>  | 2. Provisional External Examinations and Teacher Assessments <b>[Education]</b> | To review the performance of schools and that of looked after children                                                                          | Scrutiny of performance leading to recommendations for improvement                                                                                                                                                                                                                           | Karen Evans/Julian Molloy | September 2014 |
|           | <b>Cllr. Hugh Irving</b>    | 3 Your Voice' complaints performance (Q 1)                                      | To scrutinise Services' performance in complying                                                                                                | Identification of areas of poor performance with a                                                                                                                                                                                                                                           | Jackie Walley/Clare       | February 2013  |

| Meeting      | Lead Member(s)             | Item (description / title)                 | Purpose of report                                                                                                                                                                                                                                                                                                                                                       | Expected Outcomes                                                                                                    | Author                       | Date Entered  |
|--------------|----------------------------|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|------------------------------|---------------|
|              |                            |                                            | with the Council's complaints. The report to include a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe                                                  | view to the development of recommendations to address weaknesses.                                                    | O'Gorman                     |               |
| November     | <b>Cllr. Barbara Smith</b> | 1. Corporate Risk Register                 | To consider the latest version of the Council's Corporate Risk Register                                                                                                                                                                                                                                                                                                 | Effective monitoring and management of identified risk to reduce risks to residents and the Authority                | Alan Smith/Nicola Kneale     | November 2014 |
|              | <b>Cllr. Hugh Irving</b>   | 2 Your Voice' complaints performance (Q 2) | To scrutinise Services' performance in complying with the Council's complaints. The report to include a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe | Identification of areas of poor performance with a view to the development of recommendations to address weaknesses. | Jackie Walley/Clare O'Gorman | February 2013 |
| January 2016 | <b>Cllr. Barbara Smith</b> | 1 Corporate Plan (Q1 & 2) 2015/16          | To monitor the Council's progress in delivering the Corporate Plan 2012-17 (with particular emphasis on the                                                                                                                                                                                                                                                             | Ensuring that the Council meets its targets, its Outcome Agreements, delivers its                                    | Alan Smith/Nicola Kneale     | May 2014      |

| Meeting  | Lead Member(s)             | Item (description / title)                 | Purpose of report                                                                                                                                                                                                                                                                                                                                                       | Expected Outcomes                                                                                                                                                                                          | Author                       | Date Entered  |
|----------|----------------------------|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------|
|          |                            |                                            | delivery of the Outcome Agreements)                                                                                                                                                                                                                                                                                                                                     | Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents, and maximises the financial incentives available through meeting its Outcome Agreements |                              |               |
|          | <b>Cllr. Hugh Irving</b>   | 2 Your Voice' complaints performance (Q 3) | To scrutinise Services' performance in complying with the Council's complaints. The report to include a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe | Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.                                                                                       | Jackie Walley/Clare O'Gorman | February 2013 |
| April    | <b>Cllr. Barbara Smith</b> | 1. Corporate Risk Register                 | To consider the latest version of the Council's Corporate Risk Register                                                                                                                                                                                                                                                                                                 | Effective monitoring and management of identified risk to reduce risks to residents and the Authority                                                                                                      | Alan Smith/Nicola Kneale     | November 2014 |
| 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. The report to include a comprehensive explanation on why targets have not been met when dealing with                                                                                                                                                                                    | Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.                                                                                       | Jackie Walley/Clare O'Gorman | February 2013 |

| Meeting | Lead Member(s) | Item (description / title) | Purpose of report                                                                                                                                                                  | Expected Outcomes | Author | Date Entered |
|---------|----------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------|--------------|
|         |                |                            | specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe |                   |        |              |
|         |                |                            |                                                                                                                                                                                    |                   |        |              |

**Future Issues**

| Item (description / title)                                                                                                                                                      | Purpose of report                                                                                                                                                                                                                             | Expected Outcomes                                                                                                                                                                                                                            | Author                   | Date Entered  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------|
| Impact of Budgetary Cuts on the Deliverability of the Corporate Plan and the Council's performance in delivering services (early 2015)<br><br><b>[Task &amp; Finish Group]</b>  | To detail the impact of present and projected budgetary cuts on the deliverability of the Corporate Plan 2012-17; and the Council's overall performance                                                                                       | An evaluation of the Plan's deliverability, the anticipated impact of the cuts on the Council's performance versus the perceived outcome of the cuts to inform the planning of a communication strategy to inform residents and stakeholders | Task and Finish Group    | October 2014  |
| CCTV Savings Update Report (July 2015 – Committee tbc by SCVCG)<br><br><b>(may be an item for Partnerships Scrutiny as the dedicated Crime and Disorder Scrutiny Committee)</b> | To consider the progress made to date in devising and exit strategy and securing alternative solutions for the delivery of a CCTV Service for Rhyl, Prestatyn and Rhuddlan following the cessation of Council funding from April 2016 onwards | The establishment of viable alternative provision for the CCTV which will satisfy stakeholders                                                                                                                                               | Graham Boase/Emlyn Jones | November 2014 |

**Information/Consultation Reports**

| Date                       | Item (description / title)      | Purpose of report                                                                            | Author              | Date Entered |
|----------------------------|---------------------------------|----------------------------------------------------------------------------------------------|---------------------|--------------|
| <b>Monthly Information</b> | Your Voice Complaints Procedure | Details of number of complaints received and dealt with for each Service via the 'Your Voice | Jackie Walley/Clare | June 2014    |



|                                                                                     |                                                                                  |                                                                                                                                                                                                                                                                                                                                                                |             |                |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------|
| <b>Bulletin</b>                                                                     |                                                                                  | procedure to inform the information required in the quarterly reports to the Committee                                                                                                                                                                                                                                                                         | O’Gorman    |                |
| <b>Available during the spring term 2015</b><br>[Information]<br><b>[Education]</b> | Use of Supply Teachers<br><b>[Education – to be shared with coopted members]</b> | 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 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 | Karen Evans | September 2013 |

**Note for officers – Committee Report Deadlines**

| Meeting     | Deadline           | Meeting  | Deadline       | Meeting | Deadline |
|-------------|--------------------|----------|----------------|---------|----------|
| 26 February | <b>12 February</b> | 16 April | <b>2 April</b> |         |          |

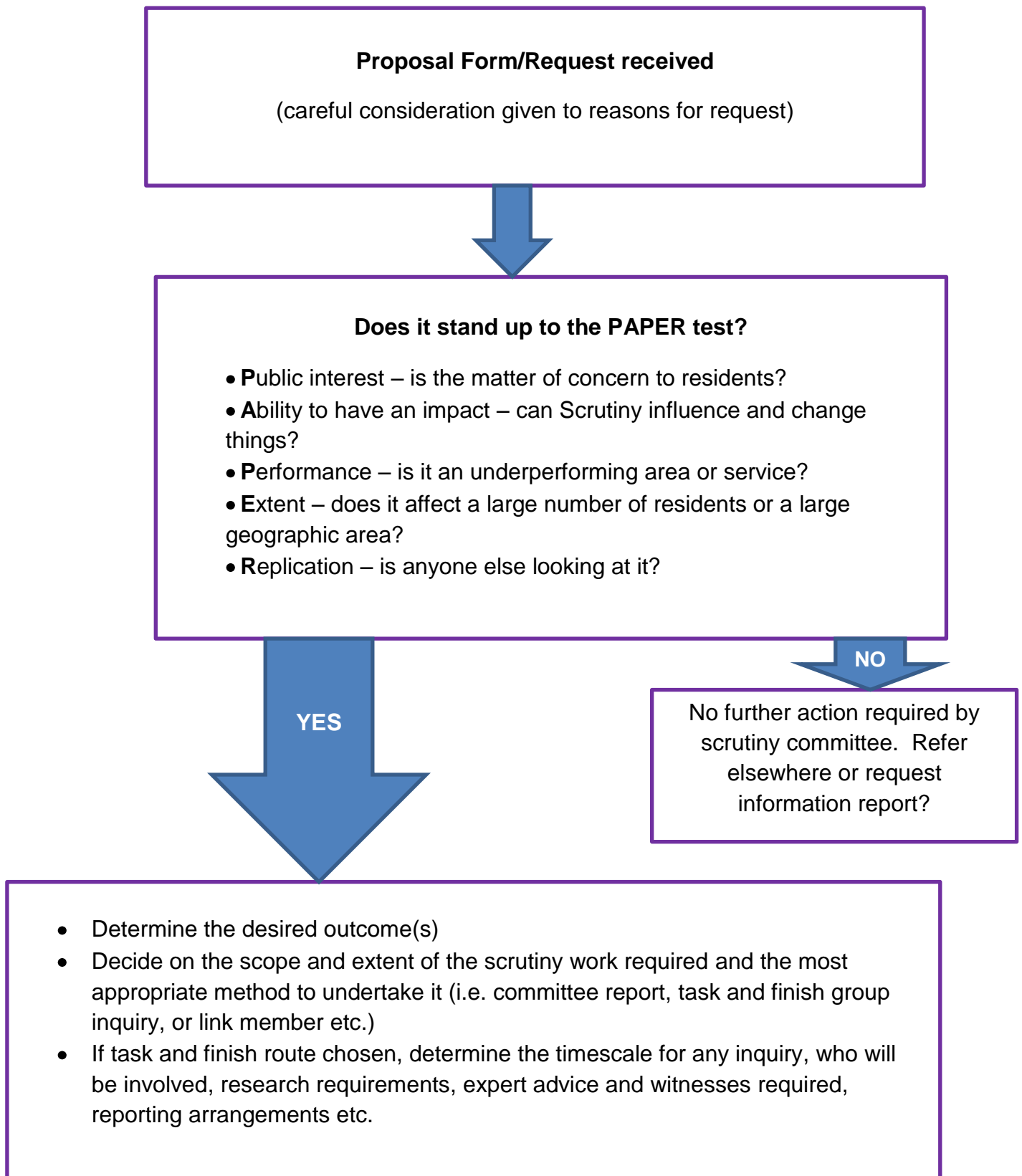
Performance Scrutiny Work Programme.doc

Updated 06/01/14 RhE

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| <b>Member Proposal Form for Scrutiny Forward Work Programme</b>                                                                                                                        |               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| <b>NAME OF SCRUTINY COMMITTEE</b>                                                                                                                                                      |               |
| <b>TIMESCALE FOR CONSIDERATION</b>                                                                                                                                                     |               |
| <b>TOPIC</b>                                                                                                                                                                           |               |
| <b>What needs to be scrutinised (and why)?</b>                                                                                                                                         |               |
| <b>Is the matter one of concern to residents/local businesses?</b>                                                                                                                     | <b>YES/NO</b> |
| <b>Can Scrutiny influence and change things?</b><br>(if 'yes' please state how you think scrutiny can influence or change things)                                                      | <b>YES/NO</b> |
| <b>Does the matter relate to an underperforming service or area?</b>                                                                                                                   | <b>YES/NO</b> |
| <b>Does the matter affect a large number of residents or a large geographical area of the County</b><br>(if 'yes' please give an indication of the size of the affected group or area) | <b>YES/NO</b> |
| <b>Is the matter linked to the Council's Corporate priorities</b><br>(if 'yes' please state which priority/priorities)                                                                 | <b>YES/NO</b> |
| <b>To your knowledge is anyone else looking at this matter?</b><br>(If 'yes', please say who is looking at it)                                                                         | <b>YES/NO</b> |
| <b>If the topic is accepted for scrutiny who would you want to invite to attend e.g. Lead Member, officers, external experts, service-users?</b>                                       |               |
| <b>Name of Councillor/Co-opted Member</b>                                                                                                                                              |               |
| <b>Date</b>                                                                                                                                                                            |               |

**Consideration of a topic's suitability for scrutiny**



Cabinet Forward Work Plan

Appendix 3

| Meeting     | Item (description / title) |                                                             | Purpose of report                                                                                                                       | Cabinet Decision required (yes/no) | Author – Lead member and contact officer                           |
|-------------|----------------------------|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------------------------------------|
| 17 February | 1                          | Finance Report                                              | To update Cabinet on the current financial position of the Council                                                                      | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady                           |
|             | 2                          | Recommendations of the Strategic Investment Group           | To consider the capital bids reviewed by the Strategic Investment Group for inclusion in the 2015-16 capital plan.                      | Tbc                                | Councillor Julian Thompson-Hill / Paul McGrady / Richard Humphreys |
|             | 3                          | HB/CTRS Telephone Recording Policy                          | Tbc                                                                                                                                     | Tbc                                | Cllr Julian Thompson_hill / Rod Urquhart                           |
|             | 4                          | Council Tax/Business Rates Telephone Recording Policy       | Tbc                                                                                                                                     | Tbc                                | Cllr Julian Thompson_hill / Rod Urquhart                           |
|             | 5                          | Discretionary Housing Payments (DHP) Policy 2015/16 onwards | Tbc                                                                                                                                     | Tbc                                | Cllr Julian Thompson_hill / Rod Urquhart                           |
|             | 6                          | Risk Based Verification Policy (Part 2 item)                | To update the current policy taking into account changes in technology and process efficiencies. Which will improve Housing Benefit and | Tbc                                | Cllr Julian Thompson-Hill / Rod Urquhart                           |

Cabinet Forward Work Plan

| Meeting         | Item (description / title) |                                                                                                                  | Purpose of report                                                                                     | Cabinet Decision required (yes/no) | Author – Lead member and contact officer       |
|-----------------|----------------------------|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------|
|                 |                            |                                                                                                                  | Council Tax Reduction Scheme assessments                                                              |                                    |                                                |
|                 | 7                          | Corporate Debt Policy                                                                                            | To seek approval for a new policy, which will treat customers with multiple debt types holistically   | Tbc                                | Cllr Julian Thompson-Hill / Rod Urquhart       |
|                 | 8                          | Investigating Intentionality: Implementation of the Housing Wales Act 2014                                       | To determine how homelessness will be administered within the county after implementation of the Act. | Yes                                | Cllr Hugh Irving / Phil Gilroy / John Sweeney  |
|                 | 9                          | 6-8 Nant Hall Road and WC Block, Ty Nant, The Former Library and the Central Car Park, Nant Hall Road, Prestatyn | To consider declaring buildings and land surplus to requirements                                      | Yes                                | Cllr Julian Thompson-Hill / David Mathews      |
|                 | 10                         | Items from Scrutiny Committees                                                                                   | To consider any issues raised by Scrutiny for Cabinet's attention                                     | Tbc                                | Scrutiny Coordinator                           |
|                 |                            |                                                                                                                  |                                                                                                       |                                    |                                                |
| <b>24 March</b> | 1                          | Finance Report                                                                                                   | To update Cabinet on the current financial position of the Council                                    | Tbc                                | Councillor 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                |

Cabinet Forward Work Plan

| Meeting         | Item (description / title) |                                | Purpose of report                                                         | Cabinet Decision required (yes/no) | Author – Lead member and contact officer       |
|-----------------|----------------------------|--------------------------------|---------------------------------------------------------------------------|------------------------------------|------------------------------------------------|
|                 | 3                          | Business Rates Write Offs      | To seek approval for uncollectible Business Rates Debts to be written off | Yes                                | Cllr Julian Thompson_hill / Rod Urquhart       |
|                 | 4                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention         | Tbc                                | Scrutiny Coordinator                           |
|                 |                            |                                |                                                                           |                                    |                                                |
| <b>28 April</b> | 1                          | Finance Report                 | To update Cabinet on the current financial position of the Council        | Tbc                                | Councillor 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>26 May</b>   | 1                          | Finance Report                 | To update Cabinet on the current financial position of the Council        | Tbc                                | Councillor Julian Thompson-Hill / Paul McGrady |
|                 | 2                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention         | Tbc                                | Scrutiny Coordinator                           |
|                 |                            |                                |                                                                           |                                    |                                                |

Note for officers – Cabinet Report Deadlines

|                |                        |                |                        |                |                        |
|----------------|------------------------|----------------|------------------------|----------------|------------------------|
| <i>Meeting</i> | <b><i>Deadline</i></b> | <i>Meeting</i> | <b><i>Deadline</i></b> | <i>Meeting</i> | <b><i>Deadline</i></b> |
|----------------|------------------------|----------------|------------------------|----------------|------------------------|

Cabinet Forward Work Plan

|                |                    |                 |                   |              |                 |
|----------------|--------------------|-----------------|-------------------|--------------|-----------------|
|                |                    |                 |                   |              |                 |
| <i>January</i> | <b>29 December</b> | <i>February</i> | <b>3 February</b> | <i>March</i> | <b>10 March</b> |

Updated 30/12/14 - KEJ

Cabinet Forward Work Programme.doc



## Progress with Committee Resolutions

| Date of Meeting  | Item number and title            | Resolution                                                                                                                                                                                                                                                                                                                                                                                                                        | Progress                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 20 November 2014 | 5. CCTV and Out of Hours Service | <p><b>Resolved:</b> that</p> <p>(i) the above observations in relation to the Freedom and Flexibilities project and proposals relating to the CCTV Service be reported to County Council on 9th December; and</p> <p>(ii) the progress made in devising, securing and implementing an exit strategy, and alternative solutions for delivering a CCTV Service in future be presented to Scrutiny in due course for examination</p> | <p>(i) The Committee's observations were communicated to County Council as part of the 'Budget 2015/16 – 2016/17 (Phase 2)' report on 9 December 2014; and</p> <p>(ii) The Scrutiny Chairs and Vice-Chairs Group will decide which Committee will consider this report at its meeting on 8 January 2015. The Group's decision will be communicated to the Committee at the meeting on 15 January.</p> |
|                  | 6. Corporate Risk Register       | <p><b>Resolved:</b></p> <p>(i) subject to the above observations to note the deletions, additions and amendments to the Corporate Risk Register; and</p> <p>(ii) that the remit of the Scrutiny Task and Finish Group</p>                                                                                                                                                                                                         | the remit of the task and finish                                                                                                                                                                                                                                                                                                                                                                      |

|  |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                      |
|--|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |                                                                     | <i>established to examine the impact of the budget cuts on the deliverability of the Corporate Plan be extended, to include examining the cuts' impact on Council Services' performance, and an evaluation of the actual outcomes of cuts in comparison to the initial assessment of their impact.</i>                                                                                                                                                                                                                                                                                                                                | group has been amended to include the scope outlined in (ii). The Scrutiny Chairs and Vice-Chairs Group and officers are currently being consulted on the task and finish group's terms of reference |
|  | <b>7. Your Voice Complaints Performance Quarter 1 and Quarter 2</b> | <p><b>Resolved:</b> <i>subject to the observations made:</i></p> <p><i>(i) to accept the reasons given for the delay in dealing with specific complaints and otherwise note the performance in dealing with other complaints under the 'Your Voice' Complaints Procedure; and</i></p> <p><i>(ii) request that future performance monitoring reports include a comprehensive explanation on why targets have not been met when dealing with specific complaints, the reasons for non-compliance, measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe</i></p> | Committee's request has been communicated to relevant officers and the Committee's work programme document has been amended accordingly                                                              |
|  | <b>9. Agricultural Estates (Part II)</b>                            | <p><b>Resolved:</b></p> <p><i>(i) subject to the above observations to note the Estate's performance under the current strategy; and</i></p> <p><i>(ii) that the new draft Strategy for the Agricultural Estate be presented to the Committee for consideration in February 2015</i></p>                                                                                                                                                                                                                                                                                                                                              | See Appendix 1 – draft Strategy scheduled for examination at the Committee's next meeting on 26 February 2015                                                                                        |