

To: Members of the County Council

Date: 12 October 2016

Direct Dial: 01824706141

e-mail: [democratic@denbighshire.gov.uk](mailto:democratic@denbighshire.gov.uk)

Dear Councillor

You are invited to attend a meeting of the **COUNTY COUNCIL** to be held at **10.00 am** on **TUESDAY, 18 OCTOBER 2016** in **COUNCIL CHAMBER, COUNTY HALL, RUTHIN LL15 1YN**.

Yours sincerely

G Williams  
Head of Legal, HR and Democratic Services

## **AGENDA**

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

#### **1 APOLOGIES**

#### **2 DECLARATIONS OF INTEREST**

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

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

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

#### **4 CHAIRMAN'S DIARY (Pages 5 - 8)**

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

**5 MINUTES** (Pages 9 - 16)

To receive the minutes of the meeting of County Council held on 5 July 2016 (copy attached).

**6 ANNUAL PERFORMANCE REPORT** (Pages 17 - 160)

To consider a report by the Strategic Planning and Performance Officer (copy attached) on the Council's Draft Annual Performance Review for 2015-16.

**7 ANNUAL REPORT OF CORPORATE GOVERNANCE COMMITTEE**  
(Pages 161 - 170)

To consider a report by the Head of Legal, HR and Democratic Services (copy attached) for Council to consider the Annual Report of the Corporate Governance Committee.

**8 STRENGTHENING AND IMPROVING SCRUTINY IN DENBIGHSHIRE**  
(Pages 171 - 196)

To consider a report (copy attached) by the Scrutiny Co-ordinator.

**9 COUNTY COUNCIL FORWARD WORK PROGRAMME** (Pages 197 - 200)

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

## **MEMBERSHIP**

### **Councillors**

Councillor Ann Davies (Chair)

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

Councillor Win Mullen-James (Vice-Chair)

Jason McLellan  
Barry Mellor  
Bob Murray  
Dewi Owens  
Merfyn Parry  
Paul Penlington  
Pete Prendergast  
Arwel Roberts  
Anton Sampson  
Gareth Sandilands  
David Simmons  
Barbara Smith  
David Smith  
Bill Tasker  
Julian Thompson-Hill  
Joe Welch  
Cefyn Williams

Alice Jones  
Huw Jones  
Pat Jones  
Gwyneth Kensler  
Geraint Lloyd-Williams

Cheryl Williams  
David Williams  
Eryl Williams  
Huw Williams  
Mark Young

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# Agenda Item 4

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

<u>Dyddiad/Date</u>	<u>Digwyddiad/Event</u>	<u>Lleoliad/Location</u>
30.06.16	Lansio Ymgyrch Pŵer y Petalau San Cyndeyrn / St. Kentigern Flower Power Campaign Launch	Rhuddlan
03.07.16	Gwasanaeth Dinesig y Cadeirydd, Capel Ebeneser / Chairman's Civic Service, Ebeneser Chapel	Rhuddlan
04.07.16	Seremoni'r Allweddi, Castell Caernarfon / Ceremony of the Keys, Caernarfon Castle	Caernarfon
05.07.16	Digwyddiad Cymru yn ei Blodau / Wales in Bloom event	Rhuddlan
05.07.16 to 09.07.16	Eisteddfod Ryngwladol / International Eisteddfod	Llangollen
07.07.16	Ymweliadau Cyngor Ysgol â Neuadd y Sir / School Council Visits to County Hall	Rhuthun / Ruthin
07.07.16	Dathliadau Diwedd y Flwyddyn Ysgol Fairholme / Fairholme School End of Year Celebrations	Llanelwy / St. Asaph
08.07.16	Cyngerdd Noddedig y Cadeirydd, Eisteddfod Ryngwladol / Chairman's Sponsored Concert, International Eisteddfod	Llangollen
10.07.16	Gwasanaeth Dinesig Cadeirydd Sir y Fflint / Chairman of Flintshire's Civic Service	Treffynnon / Holywell
10.07.16	Gwasanaeth Dinesig Maer y Rhyl (Is-gadeirydd yn bresennol) / Mayor of Rhyl's Civic Service (Vice-Chairman attended)	Y Rhyl / Rhyl
14.07.16	Seremoni Ddinasyddiaeth (Is-gadeirydd yn bresennol) / Citizenship Ceremony (Vice-Chairman attended)	Rhuthun / Ruthin
15.07.16	Dathliadau pen-blwydd 107 oed Rachel Stanyer (Is-gadeirydd yn bresennol) / 107 <sup>th</sup> Birthday celebrations of Rachel Stanyer (Vice-Chairman attended)	Y Rhyl / Rhyl
17.07.16	Gwasanaeth Dinesig Maer Rhuthun / Mayor of Ruthin's Civic Service	Rhuthun / Ruthin
21.07.16	Pen-blwydd 100 oed Margaret Reads / 100 <sup>th</sup> Birthday of Margaret Reads	Prestatyn

21.07.16	Noson Wobrwyo yn y Clwb Crefftau / Presentation Evening at the Craft Club	Bodelwyddan
22.07.16	Cyngerdd 30 mlwyddiant Chernobyl, Theatr y Pafiliwn / 30 <sup>th</sup> Anniversary Concert for Chernobyl, Pavilion Theatre	Y Rhyl / Rhyl
29.07.16	Lansiad Swyddogol Gwarchodfa Natur Leol Rhuddlan / Official Launch of Rhuddlan Local Nature Reserve	Rhuddlan
18.08.16	Sioe Dinbych a Fflint / Denbigh and Flint Show	Dinbych / Denbigh
23.08.16	Ymweliad Gweinidogol gan Rebecca Evans AC i Brighton Road / Ministerial visit by Rebecca Evans AM to Brighton Road	Y Rhyl / Rhyl
02.09.16	Chwifio'r Faner ar gyfer Diwrnod y Llynges Fasnachol/ Fly the flag for Merchant Navy Day	Rhuthun / Ruthin
03.09.16	Cinio I ddathlu Penblwydd 90 E.M. Y Frenhines H.M. The Queen's 90th Birthday Celebration	Prestatyn
04.09.16	Gwasanaeth Dinesig Maer Llanelwy / Mayor of St. Asaph's Civic Service	Llanelwy / St. Asaph
07.09.16	Taith Prydain / Tour of Britain	Dinbych / Denbigh
08.09.16	Seremoni Ddinasyddiaeth / Citizenship Ceremony	Rhuthun, Ruthin
10.09.16	Ail-greu Rhyddfrait Ynys Môn i Lu Awyr Brenhinol y Fali / Re-enactment of the Freedom of Anglesey to the Royal Air Force, Valley	Llangefni
16.09.16	Seremoni Wobrwyo Cymru yn ei Blodau/ Wales in Bloom Awards Ceremony	Prestatyn
17.09.16	Prosiect Roundhouse / The Roundhouse Project	Y Rhyl / Rhyl
17.09.16	Gwyl Ryngwladol Balwn Cymru/Wales International Balloon Festival Is-Gadeirydd wedi mynychu/Vice Chairman attended)	Llangollen
18.09.16	Gwasanaeth Coffa Pen-blwydd Brwydr Prydain / Battle of Britain Anniversary Commemoration Service	Y Rhyl / Rhyl
18.09.16	Cyngerdd I Ddathlu 25 Mlynedd Pafiliwn y Rhyl 25 Years Celebration concert, Rhyl Pavilion	Y Rhyl / Rhyl
25.09.16	Gwasanaeth Dinesig Maer Prestatyn/ Mayor of Prestatyn's Civic Service	Prestatyn
30.09.16	Seremoni "Topping Out" ar gyfer yr estyniad newydd yn Ysgol Glan Clwyd / Topping Out ceremony for the new	Llanelwy / St. Asaph

extension of Ysgol Glan Clwyd

30.09.16

GGRGC – Gweithdy a pherfformiad plant/  
NWIMF Tots Workshop and Performance

Llanelwy / St. Asaph

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## COUNTY COUNCIL

Minutes of a meeting of the County Council held in Council Chamber, County Hall, Ruthin LL15 1YN on Tuesday, 5 July 2016 at 10.00 am.

### PRESENT

Councillors Brian Blakeley, Joan Butterfield, Jeanette Chamberlain-Jones, Bill Cowie, Hugh Evans, Peter Evans, Huw Hilditch-Roberts, Martyn Holland, Hugh Irving, Alice Jones, Pat Jones, Jason McLellan, Win Mullen-James (Vice-Chair), Merfyn Parry, Paul Penlington, Pete Prendergast, Arwel Roberts, Anton Sampson, Gareth Sandilands, David Simmons, Barbara Smith, David Smith, Julian Thompson-Hill, Cefyn Williams, Cheryl Williams, Huw Williams and Mark Young

### ALSO PRESENT

Chief Executive (MM), Monitoring Officer/ Head of Legal, HR and Democratic Services (GW), Democratic Services Manager (SP), and Committee Administrator (SLW).

Prior to commencement of the meeting, Members were informed that the Chair, Councillor Ann Davies would be unable to attend the meeting and, in her absence, the Vice-Chair, Councillor Win Mullen James, would Chair the Full Council meeting (hereinafter referred to as "the Chair")

### 1 APOLOGIES

Apologies for absence were received from Councillors Ian Armstrong, Raymond Bartley, Ann Davies, Meirick Davies, Stuart Davies, Bobby Feeley, Carys Guy, Colin Hughes, Rhys Hughes, Huw Jones, Gwyneth Kensler, Geraint Lloyd-Williams, Barry Mellor, Bob Murray, Dewi Owens, Bill Tasker, Joe Welch and David Williams

### 2 DECLARATIONS OF INTEREST

No Declarations of Interest.

### 3 URGENT MATTERS AS AGREED BY THE CHAIR

- At this juncture, the Chair, Councillor Win Mullen James informed Members that Councillor Hugh Jones was very ill in hospital and on behalf of the Council would like to send best wishes to him and his family and hoped for a speedy recovery.
- As the Armed Forces Champion, Councillor Hugh Irving introduced a brief presentation of the Denbighshire hosted Armed Forces Day which recently took place at Bodelwyddan Castle.

A Steering Group had been set up one year ago with the help of Peter McDermott, Team Leader, Tourism, Marketing and Events to organise the event.

Approximately 10,000 people attended had attended Bodelwyddan Castle. Dignitaries from all over North Wales had been in attendance together with representatives of all three armed services, the three emergency services and veteran services.

The Chair offered her congratulations to Councillor Irving, Peter McDermott and all officers involved in making the day such a huge success.

- The Leader, Councillor Hugh Evans raised concern as a number of Members had been contacted by members of the public requesting the Council consider a motion on the issue of hate crimes.

The Leader stated as follows:

“We are proud to live in a diverse and tolerant society. Racism, Xenophobia and hate crimes have no place in our country. We, Denbighshire County Council condemn racism, xenophobia and hate crimes unequivocally. We will not allow hate to become acceptable. The Council will work to ensure local bodies and programmes have support and resources needed to fight and prevent racism and xenophobia. We assure all people living in Denbighshire that they are valued members of our community”.

Having consulted with the Leaders of all the political groups, it was felt it was important to bring the item to the meeting today.

All Group Leaders expressed their condemnation of the deplorable behaviour which would not be tolerated in our country.

The Motion was proposed by Councillor Hugh Evans and seconded by Councillor David Smith.

A vote took place whereupon there was a unanimous show of hands in favour of the motion.

#### **4 CHAIRMAN'S DIARY**

A list of civic engagements undertaken by the Chair and Vice-Chair for the period 15/04/2016 to 19/06/2016 had been circulated prior to the meeting.

At this juncture, Councillor Martyn Holland spoke on behalf of Councillor Ann Davies to thank the Vice-Chair, Councillor Win Mullen James for her support and stated how well they worked together.

**RESOLVED** that the list of civic engagements undertaken by the Chair and Vice-Chair be received.

## **5 MINUTES**

The minutes of the Annual Council meeting held on 10 May 2016 were submitted.

Councillor Jason McLellan informed Council that during the previous Annual Council meeting, the WAO representative, Gwilym Bury had intimated that the Corporate Governance Committee had, on one occasion, been inquorate. This had been checked and was not the case.

Page 17 – Councillor Jason McLellan stated that there had been no mention in the minutes regarding the expression of concern about the SLT Pay Policy in light of pay cuts in the public sector.

At this juncture, members of the Senior Leadership Team left the chamber.

Councillor Julian Thompson-Hill informed Members, as Chair of the Internal SLT Remuneration Panel, the recommendations agreed at Annual Council had been submitted to the Minister. The Minister had responded and requested the Internal Remuneration Panel to re-consider the SLT remuneration prior to the end of the week (week ending Friday 8 July 2016). The SLT Remuneration Panel were to meet on Wednesday, 6 July 2016 to consider the view point of the Minister.

Councillor Paul Penlington requested a record of Members' votes on the SLT Pay Policy and also confirmation as to whether the meeting had been quorate at the time of the vote.

The Democratic Services Manager confirmed the meeting had been quorate and if the vote had been taken electronically there would be a record but if the vote had been a show of hands then, unfortunately, no record would be available as a recorded vote had not been requested.

**RESOLVED** that subject to the above, the minutes of the Annual Council meeting held on 10 May 2016 be confirmed as a correct record and signed by the Chair.

## **6 COUNCIL CONSTITUTION**

The Monitoring Officer/Head of Legal, HR and Democratic Services (MO/HLHR&DS), presented the report (previously circulated) for Members to consider the new Wales Model Constitution for comments and adoption.

It was the legal responsibility of the Full Council to adopt the Constitution in accordance with the Local Government Act 2000.

Over the past 12 months, a Constitution Working Group, consisting of cross party representation had met to consider the proposed changes, prior to the Monitoring Officer reporting each step of progress to the Corporate Governance Committee.

A Member Workshop had also been held in March 2016 in order to introduce the wider membership to the proposed new Constitution and to debate and enable the Monitoring Officer to obtain a steer on the changes proposed.

Members' attention was drawn in particular to the following changes:

- Extended Definition Section
- Section 2 (2.6) – Authority for Monitoring Officer to make minor changes to the Constitution
- Section 3 – set out how members of the public could obtain information and become involved
- Section 4 (4.2) – Updated Policy Framework
  - (4.13.2) – Clarification of duration of meetings
  - (4.16) – Clarification of Quorum
  - (4.17) – remote attendance not allowed at any meeting, committee or sub-committee at the present time
  - (4.18) – questions by the public – limited to 30 minutes
- Section 7 – additional explanation of process paragraphs inserted
- Section 9 – List of all the regulatory and other Committees including the Joint Committees
- Section 11 – Set out who were the statutory “Proper” Officers of the Council together with their functions and areas of responsibility
- Section 12 – Finance, Contracts and Legal matters and removing the requirement for the Chair/Vice-Chair of the Council to sign each and every contract or property transaction made under seal
- Section 13 – set out the revised Cabinet Member Scheme of Delegation and revised Officer Scheme of Delegation
- Section 17 – Contract Procedure Rules – changes added at 2.7
- Section 18 – recently approved Members' Code of Conduct inserted
  - (18.3) – amended Protocol for Members/Officer Relations
  - (18.4) – new Whistleblowing Policy inserted
  - (18.8) – updated and approved Code of Best Practice for Councillors and Officers dealing with Planning matters inserted
- Section 20 – Members' Schedule of Remuneration updated and inserted.

Discussion took place and the following points were raised:

- Councillor Hugh Irving requested that the Nolan principles be incorporated within the Constitution. The MO/HLHR&DS explained that in Wales the Conduct of Members (Principles)(Wales) Order 2001 was in use which contained an additional three principles to the Nolan principles. Councillor Hugh Irving PROPOSED that the Conduct of Members (Principles)(Wales) Order 2001 be incorporated within the Constitution, SECONDED by Councillor Martyn Holland.
- Members questioned the delegated decisions aspect of the Constitution as they were unsure whether they would be notified of any prospective delegated decision. It was clarified that the Lead Members delegated decisions would be sent to all Members prior to the report being made, with a request for representations and comments. Once the decision had been

made, if Members did not agree with the decisions then the “call-in” process would apply if necessary.

- The MO/HLHR&DS confirmed that once guidelines were set out regarding key and non-key decisions, the draft guidelines would then be presented at Corporate Governance Committee.
- Councillor Alice Jones questioned whether the Scrutiny process was robust enough. Councillor Jones stated she had put in a Scrutiny request in February but had allegedly received no response. She recommended that Section 7 within the Constitution be re-visited to ensure Scrutiny became more effective. The Chair of the Scrutiny Chairs and Vice-Chairs Group, Councillor Huw Hilditch-Roberts responded to Councillor Jones with an explanation that the initial request had been regarding an individual issue and that further information had been requested to ascertain how it affected the whole of Denbighshire. The MO/HLHR&DS confirmed that he would consider any issues Members relayed to him. Councillor Alice Jones PROPOSED that Section 7 (Scrutiny) be revisited, but the remainder of the Constitution be noted and agreed. SECONDED by Councillor Arwel Roberts.
- Councillor Barbara Smith extended thanks to all Members of the Working Group, the Head of Legal, HR & Democratic Services and staff for the excellent work. The new Constitution had been a contribution of work from both Councillors and Officers. It was a living document which could be changed and adapted if and when necessary.
- The Leader, Councillor Hugh Evans expressed his gratitude on the work carried out on the Constitution. This document would be in place to ensure decision making would not be delayed.
- The Chief Executive expressed to Members the importance of having a Constitution and to also keep the document under review. Members were encouraged to propose suggestions how to improve the document.

The MO/HLHR&DS clarified that the first amendment proposed by Councillor Hugh Irving regarding the Conduct of Members (Principles)(Wales) Order 2001 would be voted on in the first instance, followed by the amendment by Councillor Alice Jones regarding Scrutiny. Following those two votes, then the substantive vote on the Constitution would be taken.

Therefore, the vote to incorporate the Conduct of Members (Principles)(Wales) Order 2001 within the Constitution took place:

VOTE:

For – 27

Abstain – 0

Against – 0

Amendment agreed to include the Conduct of Members (Principles)(Wales) Order 2001 within the Constitution.

The vote for Section 7 (Scrutiny) of the Constitution to be reviewed and a further report be brought back to Council in October but the rest of the Constitution be agreed, took place:

VOTE:  
For – 9  
Abstain – 1  
Against – 16

Amendment refused.

The vote on the substantive recommendation including the insertion of the Conduct of Members (Principles)(Wales) Order 2001 took place:

VOTE:  
For – 23  
Abstain – 2  
Against – 1

**RESOLVED** that Council note and adopt the Constitution together with the inclusion of the Conduct of Members (Principles)(Wales) Order 2001.

## **7 COUNTY COUNCIL FORWARD WORK PROGRAMME**

The Monitoring Officer/Head of Legal, HR & Democratic Services introduced the Council's Forward Work Programme (previously circulated).

6 September 2016 – Corporate Governance Annual Report.

Following Full Council on 6 September 2016, a Council Briefing was to take place to inform Members of the Corporate Assessment which was taking place in October 2016

Councillor Julian Thompson Hill informed Members of a Budget Workshop taking place on 18 July 2016 in Ruthin.

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

**The meeting concluded at 12 noon.**

<b>Report To:</b>	County Council
<b>Date of Meeting:</b>	18 October 2016
<b>Lead Member / Officer:</b>	Cllr Julian Thompson Hill, Lead Member for Finance, Corporate Plan & Performance Alan Smith, Head of service, Business Improvement & Modernisation
<b>Report Author:</b>	Vicki Robarts - Strategic Planning Team Manager
<b>Title:</b>	<b>Draft Annual Performance Report 2015/16</b>

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

- 1.1 The council is required to publish an annual report of its performance by 31 October each year. This report is about the council's draft Annual Performance Review for 2015/16.

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

- 2.1 A decision is required to approve the draft 2015/16 Annual Performance Report, referred to hereafter as the draft Report.
- 2.2 The draft Report contains a narrative summary of progress for each corporate priority, highlighting key successes or challenges encountered during the year. It also summarises the performance of corporate projects, corporate risks, comparable indicators (National Strategic Indicators (NSIs), Performance Accountability Measures (PAMs)), and key findings from external regulators. In addition the Report contains summary information regarding work undertaken in relation to diversity and equality, the Welsh Language Standards as well as partnership and collaborative activity.
- 2.3 Appendix 4 of the draft Report is an extract from the Verto Performance Management System, featuring graphs to illustrate performance data in relation to the Corporate Plan and showing the trends in performance over time.

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

- 3.1 It is recommended that, subject to any agreed changes, Members approve the draft Report to enable translation and publication before 31 October 2016.

## **4. Report details**

- 4.1 The Council's Corporate Plan 2012-17 sets the strategic direction for the council and its priorities for the five-year period. The detail about what the council intends to do

each year to help deliver these priorities is set out in annual service plans and the Corporate Plan Annual Delivery Document.

- 4.2 This draft Report provides a retrospective evaluation of the Council's success in delivering against these plans during 2015/16, and whether the Council has successfully fulfilled its obligation to make arrangements to secure continuous improvement.

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

- 5.1 The draft Report provides an evaluation of the Council's success in delivering against its corporate priorities.

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

- 6.1 The only costs associated are those related to printing the draft Report to make it available in council reception areas, libraries, one stop shops, etc. This will be done in-house, with the costs being absorbed by Business Improvement & Modernisation.

**7. What are the main conclusions of the Well-being Impact Assessment? The completed Well-being Impact Assessment report can be downloaded from the [website](#) and should be attached as an appendix to the report**

- 7.1 A Well-being Impact Assessment is not required for this report. This draft Report provides a retrospective evaluation of the council's performance, and the decision to approve the report has no potential impact on the Well-being of local citizens. An Equality Impact Assessment was undertaken on the Corporate Plan and was presented to County Council when the plan was approved in October 2012.

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

- 8.1 The draft Report has been developed by the Strategic Planning Team, in consultation with other council services. The performance information contained within the document has been provided by services, and has been drawn from the Verto performance management system. Consultation has taken place with the Senior Leadership Team (SLT) and Cabinet prior to being submitted to County Council for approval.

**9. Chief Finance Officer Statement**

- 9.1 There are no significant financial implications arising from the draft Report and an overview of financial information and spending is included within the draft Report.

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

- 10.1 "The risk of a significantly negative report(s) from external regulators" is currently a risk identified on the Corporate Risk Register. Failure to publish the Annual Review by the 31 October deadline would be likely to result in statutory recommendations



from the Wales Audit Office, with significant implications for the reputation of the Council.

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

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

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# Annual Performance Review 2015/16

**Corporate Plan / Project Register /  
Statutory Performance Framework**

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## LANGUAGE SIGNPOST

This document may be available in other formats on request

Os ydych angen gwybodaeth bellach, gofynnwch os gwelwch yn dda i rhywun yr ydych yn gwybod sydd yn siarad Cymraeg neu Saesneg i ffonio 01824 706291

If you need further information, please ask someone you know who speaks English or Welsh to telephone 01824 706291

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如果您需要更多信息，请向你认识的人谁讲英语或威尔士电话：01824 706291

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

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

By TELEPHONE: 01824 706291

By POST: Strategic Planning & Performance Team  
Denbighshire County Council  
PO Box 62  
Ruthin  
LL15 9AZ

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## FOREWORD

In 2012 Denbighshire County Council launched its Corporate Plan for the period 2012-2017. The Corporate Plan set out a strong vision for a high performing council that is close to its communities with a clear, strategic direction through its seven ambitious priorities. Over the past five years, the council has remained focused on these priorities and it is now visibly evident that the transformational change that was promised by the Plan is being delivered. For the same period the council's performance has been either the best or amongst the best in Wales for each year.

Since 2012, the council has been delivering an ambitious £200m capital investment programme, over and above the council's normal budgets, secured from Welsh Government, EU funding and additional council investment. This has included nearly £97m investment in building or modernising schools, £18.4m on improving the county's roads, £16.1m on improving flood defences, £26.8m on developing the economy of Rhyl, £13.6m on improving the county's libraries, leisure and housing and an additional £21.5m has been set aside for modernising social services. The council has, during the same time period, had to reduce its revenue expenditure by 16%. Careful planning of resources has meant that only 1% of all the cuts made since 2012 has led to actual loss of service to the public.

The council has developed a 'Denbighshire Way' of working: values of Unity, Pride, Integrity and Respect and principles that prioritise performance and outcomes delivered through collective leadership, transparency, accountability and being close to its communities. Embracing important new legislation, namely the Social Services & Wellbeing (Wales) Act and the Wellbeing of Future Generations (Wales) Act, has affected the way we deliver services prompting us to think more creatively in how we work with partners and communities within the public sector.

We have worked hard to understand the needs of our residents and have committed the council to work "close to the Communities". The investments that we have made are about "local sustainability", roads, schools and care homes. Our Recent consultation on the "County Conversation" will help plan our investment for the priorities in the future.

This document represents a review of the 2015/16 performance and whilst mindful that some of our priorities will take several more years to deliver, the full benefits of our Corporate Plan will be realised beyond 2017. There are still key areas that we have identified for improvement, and we will be working hard to address these.



According to the indicators used by the Welsh Government to evaluate local government performance, Denbighshire's performance remains excellent, and we now rank third of all 22 Welsh local authorities, a further improvement from fourth last year.



*Hugh H Evans*

**Hugh H Evans, OBE**  
**Leader of the Council**

*Dr Mohammed Mehmet*



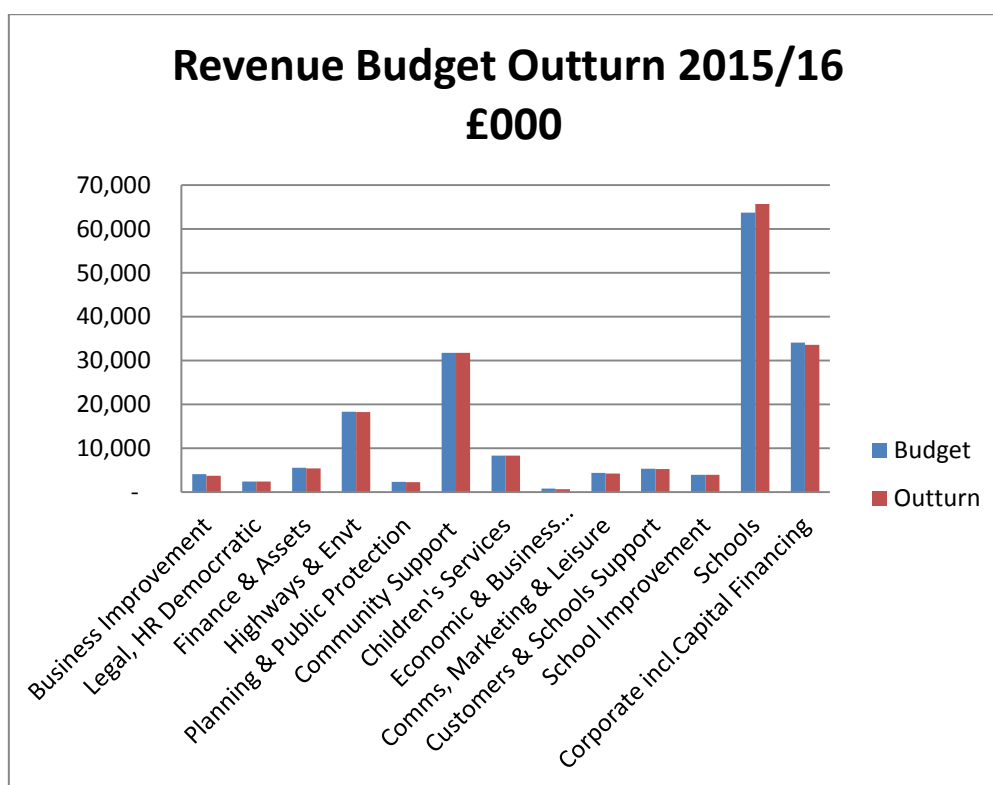
**Dr Mohammed Mehmet**  
**Chief Executive**

## FINANCIAL INFORMATION

The Council sets a revenue budget each year. This revenue budget covers the costs of the services the Council provides, and is paid for by service users, Welsh Government Grants, Council Tax, and Business Rate payers. For 2015/16, the gross revenue budget was £282.6m.

As part of the ongoing reductions to public spending, the funding available to Local Government has continued to reduce and the Council had to identify £7.4m of savings to balance the budget.

To deliver its budgets for 2015/16 and 2016/17, the council underwent a rigorous budget process called Freedoms & Flexibilities to identify areas for savings and cuts. We asked all services to consider all of their functions, statutory and non-statutory to develop proposals to save the authority money. Every line of every budget was considered and the potential impact of proposals carefully assessed. We used this information to inform the Medium Term Financial Plan, which sets out how the Council will make these savings and takes account of known and likely changes to the Council's budget settlement. Prior to approval by County Council, the savings were agreed with Heads of Service and Lead Members, presented to a series of Member budget workshops and circulated to staff and trade unions. There was also a wider public engagement exercise. The table below shows where the Council spends its money:



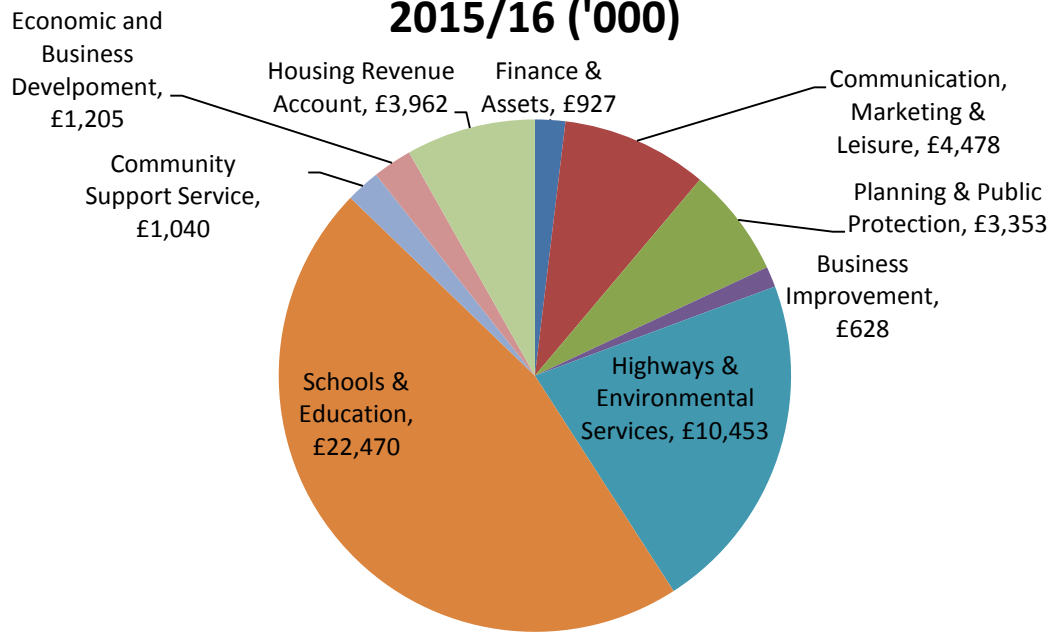
By the end of the year, including schools delegated budgets, the Council spent £387k more than it budgeted for on services and corporate budgets, including schools. Service balances at year-end were £1.1m but school balances reduced by £2m during the year. The year-end position helped make possible a net contribution to a budget mitigation reserve which is part of the council's ongoing budget strategy.

There will continue to be reductions in the Council's funding with a 2016/17 savings target of £5.2m and similar targets in each of the two following years. The budget process for 2017/18 is underway and will deliver a budget that will be in place for the first year of the new council. For that reason, it is a one-year process. In 2015/16, as well as having to make savings, we continued to prioritise the delivery of the Corporate Plan and we invested an additional half a million pounds in improving our schools and roads. During 2012/13, the Council agreed an ambitious Corporate Plan which aims to deliver investment of approximately £133m in schools, social care facilities and roads over a period of five to seven years. During 2015/16 the Council continued its commitment to delivering an ambitious Corporate Plan which aims to deliver investment of over £92m in schools, social care facilities and roads in the coming four years. External funding will contribute to the overall cost of investment in schools and roads but the Plan relies upon internal resources to fund borrowing and to provide cash. Such a significant investment will help improve key services but does not come without risk and therefore measures are in place to continually assess the delivery and affordability of the Plan.

In 2015/16, expenditure on Corporate Plan projects was £24.3m out of a total investment of £48m in capital schemes. Major projects delivered in 2015/16 included the new Rhyl High School, Bodnant Community School, redevelopment of the Nova Centre and flood defence works, road improvements and council housing.

Total capital expenditure across council service areas is shown below:

## Capital Expenditure by Service Area 2015/16 ('000)



## INTRODUCTION

This report provides an overall assessment of the performance of Denbighshire County Council during 2015/16, and contains sections on the following elements of our work:

1. The Council's Corporate Plan 2012-17, and progress in delivering our corporate priorities.
2. The Council's project register and progress in delivering key projects that support our corporate priorities.
3. The Council's performance in relation to the National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) which are used to evaluate local government performance in Wales.
4. The conclusions from audit and inspection work from our external regulators.
5. The Residents' Survey Responses 2015.

## KEY

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

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

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

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

### THE COLOURS

Colour	Action/Project Status	Measure Status
GREEN	On Target	Excellent
YELLOW	Experiencing Obstacles	Good
ORANGE	At Risk	Acceptable
RED	Compromised	Priority for Improvement
BLUE	Complete	Not applicable
POSTPONED	Deferred	Not applicable
WITHDRAWN	Not a priority	Not applicable
TO BE REMOVED	Not applicable	Proposal to delete this measure

## THE EVALUATION

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- 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 reporting is documented in the project management methodology, summarised above (Action Status).

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## THE CORPORATE PLAN

This is the summary position for each Outcome in the Corporate Plan at 31 March 2016. The overall evaluation for each Outcome has been determined by taking account of the indicators, performance measures, and improvement activity.

### DEVELOPING THE LOCAL ECONOMY

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<u>Outcome 1</u>	ACCEPTABLE
<u>Outcome 2</u>	ACCEPTABLE
<u>Outcome 3</u>	EXCELLENT
<u>Outcome 4</u>	GOOD
<u>Outcome 5</u>	ACCEPTABLE
<u>Outcome 6</u>	EXCELLENT

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

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<u>Outcome 7</u>	RED
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### IMPROVING OUR ROADS

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<u>Outcome 8</u>	ACCEPTABLE
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### VULNERABLE PEOPLE ARE PROTECTED & ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

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<u>Outcome 9</u>	GOOD
<u>Outcome 10</u>	GOOD

### CLEAN AND TIDY STREETS

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<u>Outcome 11</u>	GOOD
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### ENSURING ACCESS TO GOOD QUALITY HOUSING

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<u>Outcome 12</u>	GOOD
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### MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

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<u>Outcome 13</u>	GOOD
<u>Outcome 14</u>	ACCEPTABLE



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## DEVELOPING THE LOCAL ECONOMY

### SUMMARY

Overall performance for this priority is positive with over 55% (17) of performance indicators showing 'excellent' or 'good' performance. In addition, 90% (20) of activities have been completed or are on target for completion.

Whilst key areas of activity are on track, it should be noted that the Council play an enabling role and therefore have limited control over the actual outturn performance for indicators in this area. However we are pleased to report that the majority of the annual headline indicators for this priority show excellent performance, including:

- the numbers of new enterprises established
- new enterprises that have survived for 1 and 3 years
- turnover for Denbighshire based businesses

The turnover of Denbighshire based businesses has continued to improve from a good position to an excellent position (£2.340 million, compared with £2.231million last year).

Performance in respect of numbers of job seekers has also shown improvement over the year with a reduction to 2.4% compared to 2.5% in 2014/15. This now incorporates the number of people claiming Job Seekers Allowance plus those who claim Universal Credit who are out of work.

Median household income remains an area for concern, £23,923 for 2015/16, this has changed very little since 2012/13 (£24,047). Key projects, such as the Strategic Employment Sites and Business Support and Advice will support businesses to help them flourish and grow. Additional opportunities have arisen with the diversification of the Tourism sector through the Tourism Growth Plan, and our work to encourage new growth sectors in higher value areas (advanced manufacturing and life sciences in particular) with a specific focus on St Asaph Business Park and connections with Glyndwr University.

The results from the business survey show that 83% of businesses were satisfied with the quality of the advice and support provided by the Council.

Further information regarding Denbighshire's ambition for the future of the economy can be found [here](#), within the Economic and Community Ambition Strategy 2013 – 2023.

## OUTCOME 1

### Infrastructure for Growth

#### SUMMARY

#### DIGITAL DENBIGHSHIRE

Exploring Digital Denbighshire for Business – [Click here.](#)

##### Milestones Delivered:

- ✓ Business awareness / training events planned and delivered
- ✓ Engaging with BT, supporting Superfast Business Wales
- ✓ 501 Cabinets now fibre enabled
- ✓ Business Skills Development identified
- ✓ Digital Workshops
- ✓ Video Clips completed

##### Benefits Delivered:

- ✓ Easier access to information on Superfast Broadband
- ✓ Single point of contact within the Council to assist the rollout
- ✓ We delivered Social Media training for over 40 businesses
- ✓ We delivered workshops focusing on Cybercrime and Digital Skills.

The status of this Outcome is Orange: Acceptable.

Projects and activities within this Outcome are running to plan with excellent “green” confidence being reported for all.

Good progress is being made with the Digital Denbighshire project which seeks to encourage local businesses to explore digital technology and to use it to secure a competitive advantage; many of the project milestones have been delivered. Broadband take up within the county (by those that can get it) has risen to 71.8%. However, the latest data from OFCOM (2013) and Welsh Government (2015) suggests that the availability of superfast broadband in the county remains comparatively poor (29.5% of premises covered with only 20.3% of those taking it up). To help improve this we have engaged with Welsh Government and British Telecom to follow up on concerns from businesses and residents who can't access it. As a result we hope to have better information on the final roll out plans for the county and commitment to delivering them in the near future.

During the year we held 3 ‘Social Media for Beginners’ courses as part of our work to support businesses in Denbighshire to explore technology and exploit digital infrastructure. This was in response to demand identified in our annual Business Survey, which shows technology as a key issue for local business. Further courses will run in 2016 given their popularity.

The Priority Strategic Employment Sites project aims to help develop specific sites for

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employment generating uses, by analysing and understanding what is stopping the private sector bringing forward development on them. By undertaking feasibility work to find solutions and understand the costs involved in overcoming any constraints on the sites we are more able to engage with private sector owners, agents and developers to encourage them to develop the sites. Most of the sites being considered through this project have significant constraints – such as flood risk, fragmented ownership or a lack of adequate road access - that make their future development challenging. Despite this, considerable progress has been made with key achievements including:

- Site Development Briefs adopted for the Rhuddlan Triangle and Ty Nant, Nant Hall Road, Prestatyn sites.
- Completion of feasibility works on sites in Rhyl, Denbigh, Ruthin and Llangollen.
- Planning consent approved and site preparation works commenced on the Station Yard site in Denbigh.

## OUTCOME 2

### Supported and Connected Businesses

#### SUMMARY

The status for this Outcome is Orange: Acceptable. The status of the small number of indicators and activities associated with this outcome varies considerably, so this is considered a fair reflection of the position.

#### BUSINESS ADVICE AND SUPPORT

##### Milestones Delivered:

- ✓ Small Business Saturday
- ✓ Easier access to support information on funding, general support, training, networking opportunities
- ✓ New co-ordinated approach between service providers and businesses when accessed
- ✓ Business grants helping businesses to start, grow, invest, grow and employ local people

For 2015/16 the number of businesses reporting high satisfaction levels with the ease of access to business advice and support reduced to 77% from 91% the previous year. However, satisfaction with the quality of advice and support offered was much higher at 83%, compared with 74% in the previous year.

Our Local Supplier Development project recognises that within Denbighshire, the council's spend is a major driver for local economic development and support for a thriving and prosperous economy. To ensure that the money we spend on goods, services and works continues to have a positive impact on the local economy we have improving the way we help local businesses bid to win business from us. The important first step was the adoption of a new Procurement Strategy in February 2015, which has a specific aim of increasing the proportion of the Council's overall spend with local businesses.

In 2015/16, the Council spent £31 million with local businesses, representing 24% of our overall spend for that year. On top of this, there was also considerable additional spend with local businesses through our school building programme. For example, over 70% of the expenditure on building the new Rhyl High School was with Welsh businesses.

In response to feedback from our 2015 Business Survey, we launched a new business support events programme 'March for Business', a month which provided free workshops, networking events and advice sessions for local businesses. 274 businesses took part – watch the highlight video [here](#).

Our “[Better Business for All](#)” project seeks to remove regulatory barriers to growth and raise the economic competitiveness of businesses in Denbighshire giving them confidence to grow and thrive and reassurance that they are meeting statutory requirements. This project was a pilot; the first of its kind in Wales, and has progressed well, supporting hundreds of local businesses. Milestones and benefits delivered during 2015/16 included:

<p><b>ECONOMIC DEVELOPMENT BUSINESS ADVICE AND SUPPORT</b></p>
<p>Further information can be obtained using the following links:</p> <ul style="list-style-type: none"> <li>• <a href="#">Link to EBD Business Blog</a></li> <li>• <a href="#">Link to EBD Business Twitter Pages</a></li> <li>• Our business survey is used to direct the work of the council – to take part in the 2016 survey <a href="#">click here</a>.</li> </ul>

**Milestones Delivered:**

- ✓ “Business Insight” training has been delivered to 50 officers.
- ✓ Website content was improved to include feedback mechanisms and video clips for businesses and from Business Champions.
- ✓ A “Business Start Up” pack has been drafted and will be available late 2016.
- ✓ More joint inspections of business are being carried out.

**Benefits Delivered:**

- ✓ Public Protection officers more aware of Business pressures, issues and barriers to growth.
- ✓ Less “red tape” for businesses.
- ✓ Environmental Health Officers now inspect food hygiene and food standards in a single visit reducing the amount of “regulatory time” a business needs to set aside.

- ✓ Improved coordination of information Internally enabling delivery of a higher quality service.

## OUTCOME 3

### Opportunities for growth

#### SUMMARY

The overall position for this Outcome is Green: Excellent.

Tourism business performance remains positive with revenue increasing 7% on the previous year to £458.39 million. In terms of the number of full time jobs that the tourism sector reports, this has decreased slightly from 6,162 to 6,114 for 2015/16, but the number of businesses in the tourism sector has increased (385 in 2015/16 compared with 375 in 2014/15).

The Denbighshire Tourism Growth Plan has been produced to focus coordinated attention on increasing business income from tourism as part of its contribution to the local economy. Visitors make a real difference to the viability of local facilities such as town and village shops as well as restaurants and pubs; an increase in visitor spend will help sustain these valued facilities in our communities and the actions in the plan help to encourage this.

Redevelopment of the Nova Centre in Prestatyn formed an important contribution to our vision to develop leisure provision on the coast, as well as the creation of a brand new destination for visitors to the region. The Centre reopened in December 2015 with the creation of 75 jobs, including a mixture of full time, part time, casual and seasonal roles; over 65% being local employees.

St. Asaph Business Park Executive Group was established during the course of the year, engaging key business park stakeholders in taking forward priorities to facilitate growth. The work of the group has led to stronger relationships with Welsh Government Property Division (major landowner) and Glyndwr University OpTIC Centre. Research undertaken on growth sectors identified advanced manufacturing and biotechnology/life-sciences as key opportunities and action

#### TOURISM GROWTH PLAN

##### Successes of the Tourism Growth Plan

- ✓ Clwydian Range Food Trail idea extended to cover more businesses in the Dee Valley
- ✓ Local food event pop up shop supported
- ✓ Dee Valley Active Project supported, providing a one stop shop to “sell” outdoor activities in Llangollen Tourist Information Centre
- ✓ [Blas Lleol Food Event](#) delivered - putting food businesses together, creating shorter supply chains and generating new business for local companies

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plans for both sectors are now being developed, starting with direct engagement with businesses already based on St. Asaph Business Park.

Our Rhyl Regeneration Programme incorporates work on several projects, which includes the Rhyl Waterfront Development which is progressing well. Working closely with a development partner (Neptune), plans have been implemented to enter into a Phase Agreement for a Hospitality zone. Work includes demolition of the Sun Centre and will also provide a new facade for the Pavilion theatre.

Progress is being made on the site of the former Honey Club in Rhyl to develop hotel provision for the area, which should be open in Summer 2017.

Further work to regenerate Rhyl includes developing a Masterplan for Rhyl Town Centre, creating a coordinated spatial plan that guides physical investment in Rhyl Town Centre in support of the Vision and Strategy for Rhyl and objectives for the Town Centre.

A significant aspect of regeneration in Rhyl was the delivery of the multi-phase £15m West Rhyl Coastal Defence Scheme; a major upgrade to the town's sea defences to protect businesses and homes against flooding. Denbighshire County Council worked closely with various contractors to successfully deliver the multi-award nominated project. Phase 3 of the scheme has been shortlisted for the British Construction Industry Awards 2016 in the Civil Engineering Project of the Year category and was also shortlisted for the George Gibby Award at the 2016 Institution of Civil Engineers annual awards. Completed in October 2015, the scheme brought an extension to West Rhyl's coastal frontage and made improvements to the existing promenade enhancing pedestrian and cycle routes, connecting the town to Kinmel Bay and the new harbour site which also hosts new business enterprises.

## OUTCOME 4

### High quality skilled workforce

#### SUMMARY

The overall status for this Outcome is Yellow: Good.

Most of the indicators for this outcome have achieved good performance, with a few being excellent. There was however an increase to 2% (from 1% previously) in the percentage of businesses reporting unfilled vacancies due to unsuitable applicants; 15% of businesses reported difficulty in recruiting staff with the right skills.

#### PATHWAYS +

Milestones delivered include:

- ✓ Established Key Stakeholder Group.
- ✓ Successful inaugural Skills Partnership Science & Technology event.
- ✓ Skills Cymru – 360 students attended a regional event held at Venue Cymru, Llandudno.
- ✓ 130 students attended the STEM (Science, Technology, Engineering and Maths) Awareness Day at Toyota (Deeside) organised by Engineering Education Skills Wales.
- ✓ An Interview Toolkit was developed in partnership with Ifor Williams Trailers, Jones Bros and Lawson Construction.
- ✓ Mock Interviews – St Brigid’s High School, Ysgol Dinas Bran, Ysgol Bryhyfryd and Ysgol Glan Clwyd have received a copy of the pilot toolkit for participation.
- ✓ 312 students received mock interviews with the help of 26 different local businesses.

The rate of self-employment in Denbighshire is high and remains above those in Wales and Great Britain.

However, the percentage of 16–18 year olds not in education, employment or training (NEET) is 3.1% which equates to 38 young people. This position has declined since last year (2.1%) and has become a Priority for Improvement. Measures are being put in place to reduce this headline figure for 2016. There also remains room for improvement to narrow the gap between youth claimant rates of Jobs Seekers Allowance (JSA) in Denbighshire and those in Great Britain as a whole.

The Pathways + project was commissioned by the Economic and Community Ambition (ECA) Board to help young people become well equipped for the world of work, and make good career choices.



## OUTCOME 5

### Vibrant towns and communities

#### SUMMARY

The overall position for this Outcome is Orange: Acceptable.

The Vibrant and Viable High Streets Plan has been produced and agreed. Delivery of actions commenced with the launch of our [#LoveLiveLocal](#) campaign for 2016 and engagement with business stakeholders. The campaign aims to promote use of independent local shops, small companies and service providers in our towns and to help them make the most of social media marketing using the #LoveLiveLocal tag line.

Two thirds of respondents to the Residents Survey 2015 visited their nearest town centre more than once per week. 59% of respondents were happy with their town centres in general. 79% were satisfied with the range of services and 50% with the range of shops on offer in their nearest town centre. However, less than half of the respondents were happy with the availability (48%) and price (44%) of car parking.

We reported in last year's Annual Performance Report that the latest Welsh Index of Multiple Deprivation (WIMD) data was published in 2014 (published once every three years), detailing percentage of Lower Super Output Areas (LSOAs – geographic areas with a population of 1,600 people) that fell into the 10% most deprived in Wales, increased from 10% in 2011 to 14%. Long term problems associated with poverty persist and in 2015/16 a Tackling Poverty Group was created by the Council's Corporate Executive Team (CET) to enable Denbighshire County Council to achieve strategic oversight of the tackling poverty programmes and council-led services that contribute to the tackling poverty agenda. The group is charged with understanding the key issues in Denbighshire and addressing areas of concern, including maximising efficiency and efficacy of services and initiatives to achieve the greatest impact and best

#### BUSINESS BENEFITS OF VIBRANT AND VIABLE HIGH STREET WORKS

- ✓ Identification of potential Business Improvement Districts
- ✓ Raised the profile of what local towns have to offer
- ✓ Improved loyalty and spend from local residents
- ✓ Improved the online presence for town centre businesses
- ✓ More vibrant town centres – for example we helped Prestatyn put its entry into the Great British High Street competition and promoted the town's entry, helping it get it to number 2 in the UK

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outcomes for people in Denbighshire who are in poverty or at risk of falling into poverty.

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## OUTCOME 6

### Well-promoted Denbighshire

#### SUMMARY

The overall status for this Outcome is Green: Excellent. This is an improvement on last year when overall status was Yellow: Good.

Under this outcome, our work is primarily concerned with activity which will support new inward investment. There are no indicators or measures in the Corporate Plan for this outcome but of the three activities one is complete and of the remaining two, one is making excellent progress (Enquiry Handling for Sites and Premises, which has introduced a new approach to handling investment enquiries from start to finish), the other is making good progress in preparing an inward investment marketing campaign to promote Denbighshire as a place locate a business (yellow).

The Destination Management Plan for Denbighshire was produced in 2014, consolidating the Destination Denbighshire Partnership. It incorporated the Chief Executive's vision for a more strategic approach to marketing Denbighshire as a destination, making the most of regeneration, tourism and development opportunities. The plan, which is now being implemented, offers opportunities to enhance the visitor experience through destination management, with three key areas identified for development:

- Heritage and culture
- Outdoor Activities
- Coastal Tourism

The plan links with other plans such as the Rhyl Regeneration Programme and the Leisure Strategy.

## OUTCOME 7

### Students achieve their potential

#### SUMMARY

The overall position for this outcome is Red: Priority for Improvement. We use a higher benchmark for excellence for educational attainment where 'Green: Excellent' is equal to the best performance in Wales. It should also be noted that performance for the majority of indicators is for the 2014/15 academic year (summer 2015 results).

#### GCSE AND A LEVEL RESULTS FOR 2016

Pupils across Denbighshire celebrated excellent **GCSE examination results** in 2016 following on from the academic year 2015/16:

✓ 66.2% of students have achieved 5 A\* - C grades which is in line with the national figures for Wales and England.

✓ 61% of pupils have achieved 5A\* - C including English/Welsh and Mathematics which continues a trend of improvement.

98.9% of Denbighshire students were successful in achieving their **A Levels**, which is an improvement on the previous year.

Most schools have shown an increase in the number of students gaining A\* and A grades.

Whilst all of our school leavers left with an approved qualification, there are indicators, despite improved and sustained performance which were 'red' because the overall performance across Wales has improved at a greater rate resulting in our performance being lower than the Welsh median and therefore 'red':

- The percentage of pupils achieving the Level 2 threshold including Welsh/English and Maths (56.1%). (The Level 2 threshold is a volume of qualifications equivalent to 5 GCSEs at grade A\*-C).
- The percentage of pupils who achieve the Core Subject Indicator at Key Stage 4 (51.89%)

Primary and Secondary school attendance is also 'red'. Primary attendance declined by 0.1% to 94.7% and secondary attendance declined slightly by 0.02% to 92.97%. As the data relates to the 2014/15 academic year it does not reflect the significant efforts of Education Services since September 2015. Through the monthly monitoring of pupil attendance at all schools improvements are being seen and it is anticipated that there will be a marked improvement in the 2015/16 data.

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New data for English Additional Language (EAL), Free School Meals (FSM) and gender breakdowns for the 2014/15 academic year are also a cause for concern, with EAL and FSM attainment at Foundation Phase and Key Stage 4 being below the Wales Median.

Whilst it is the Regional School Improvement Service (GwE) that has operational responsibility for improving attainment standards on behalf of the authority, the EAL Service works closely with schools and has increased its level of monitoring, starting in Year 9, to help identify issues for EAL learners. The service will be working even more closely with the early intervention teams to identify issues at the earliest opportunity and provide training to staff to identify areas for support. The EAL Service will also be working with the TRAC 11 - 24 Team to secure appropriate support for EAL learners facing other issues.

With regards to FSM performance, every school has been challenged by GwE regarding tracking and targeting of pupils and providing interventions to enable children to reach their full potential. Education and Children's Services will work together in partnership to identify children at risk (both educationally and socially) to enable all learners, and in particular FSM, to succeed. Schools which have a poor track record in FSM performance will be targeted and provided with bespoke training.

Good progress continues with the Modernising Education Programme funded by Denbighshire County Council and the Welsh Government through its 21<sup>st</sup> Century Schools and Education Programme.

Excellent progress is being made with the £16m extension and refurbishment of Glan Clwyd which is due for completion by September 2017. The project will deliver additional capacity at the school to meet the current and projected growth in demand for education at secondary level through the Welsh medium as well as an environment suitable for delivering a modern curriculum.

In addition to putting the finishing touches to Bodnant Community School, we have also received a positive response to the proposals for both Rhos Street School and Ysgol Penbarras (the final business case subsequently approved by full Council in May 2016). [Click here](#) to link to Modern.Gov for details.

## RHYL HIGH SCHOOL

A special milestone has been reached with the opening of the brand new high school in Rhyl at Easter 2016.

The £25 million School has been built on Rhyl High's School playing fields and will accommodate 1,200 pupils as well as providing a base for 45 pupils from the nearby community special school, Ysgol Tir Morfa.

As well as the usual academic facilities, the school also boasts a café bar, construction yard and hairdressing salon.

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The Council was awarded the 'Project of the Year' title at the annual Consortium of Local Authorities Wales (CLAW) Awards, for the £1.3 million extension of Ysgol Twm o'r Nant in Denbigh. The scheme impressed the judges with its creatively designed form and impressive value for money.

## OUTCOME 8

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

#### SUMMARY

Overall, this outcome is Orange: Acceptable.

In 2015/16, as well as having to make savings, we continued to prioritise the delivery of the Corporate Plan and we invested an additional £0.500m in improving our schools and roads. Throughout the year the Council has undertaken a programme of planned and remedial activities to improve the road network across Denbighshire, including resurfacing works and strengthening and

#### AWARD WINNERS

Denbighshire's Street Lighting Team won the 2015 Association for Public Service Excellence (APSE) Award for 2015 in recognition for the 'Best Council in Frontline Service Delivery' for this service area. This has built upon successes in previous years and contributes to our safe road network.

Speaking at the awards APSE chief executive Paul O'Brien said "*These awards are a timely way to recognise the huge contribution that local council frontline services make to local communities. They show a genuine commitment to deliver the very best in public services, reflecting hard evidence from councils that they take cost, quality and improving local services seriously*".

repair works (e.g. Elwy and Foryd Road bridges). As a result of work undertaken throughout the year and in the preceding years of the Corporate Plan, our performance has improved and is now above the average for Wales. In respect of our performance against the national indicator which measures the percentage of roads which are in overall poor condition. This has improved from 11.2% (2011/12) to 8.4% (2015/16).

The 2015 Residents Survey showed that 57% of residents were satisfied with the maintenance of main roads, 54% with streets in towns and villages and 39% with rural roads. Whilst it is a challenge to meet public expectations in relation to road conditions, particularly in rural areas which represent a large proportion of our road network, we are pleased that the majority of residents were satisfied with main roads and streets in towns and villages.

Across Wales, 96.5% of highways and relevant land inspected was of a high or acceptable quality in 2015/16. Denbighshire was the highest performing Council in Wales with 100%.

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The percentage of damaged roads and pavements made safe within target timescales reduced to 78.2%, compared with 96.2% in 2014/15 and is recognised as an area for improvement. Daily reports are now undertaken to identify outstanding works, and this will help to improve performance in future.



## OUTCOME 9

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

#### SUMMARY

The overall status for this Outcome is Yellow: Good.

#### FEEDBACK FROM PEOPLE WHO USE SERVICES

- 98% (432 out of 442) confirmed they were treated with dignity and respect.
- 95% (355 out of 372) said they had the opportunity to explain their problems and views on their situation during their assessment.
- 97% (437 out 452) said that the person who visited them listened to their concerns.
- 98% (356 out of 365) said that they were satisfied overall with the care and support services they received.
- 98% (2,227 out of 2,270) of current service users stated they are satisfied with the service they are receiving.
- 98% of adult service users (2,237 out of 2,277) said they were satisfied about how the services they received were meeting their needs.
- 80% of people said information about support or services was very or fairly easy to find.
- 76 people also providing feedback about the usefulness of information.

Our vision is that fewer people in Denbighshire will need to be placed in standard residential care in future and that vision requires the development of more extra care housing (plans for which we are progressing well) and other community-based services.

As part of our Corporate Plan 2012-17, we published an ambition to reduce the number of adults who needed residential care during the year by 200, from 815 in 2012 to 615 by 2017. We are on track reducing the figure by 137 over the past 4 years and demonstrating our success in supporting people to remain as independent as possible for as long as possible.

We have a well-established Single Point of Access (SPoA) for adult social care and community health services, which fulfils our duty to ensure that people have access to clear and understandable information, advice and assistance to support people to manage their wellbeing and make informed decisions. Our Social Services staff work alongside colleagues from health and the 3rd sector to provide a primarily phone-based service for people who have concerns about their wellbeing, or have concerns about a friend or family member. If necessary, the SPoA can refer people for a more detailed conversation

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with health or social care services.

Our aim is that fewer people will need to be referred for more intensive services because we are providing better information, advice and assistance at an earlier stage; removing or delaying their need for support from formal services. The proportion of people not being referred to formal Health and Social Care Services by the SPoA during 2015/16 was 35%. The proportion of total contacts to the SPoA which did not lead to a referral to formal Health and Social Care Services was similar, at 30.9%. Collecting this data commenced during 2015/16, so we are unable to compare the figures until next year.

We have also established 'Talking Points' in our larger towns and residential areas in Denbighshire to enable residents to drop-in and have a conversation with someone about their wellbeing.

We have a housing solutions team which works with people and families who are threatened with homelessness in order to prevent or relieve their situation. We are committed to improving the type and standard of emergency homelessness accommodation currently being used. People who present as being homeless have a range of different needs, and some are very vulnerable and present high risks. Often, there is involvement from Health and /or Social Services teams, and it is of vital importance that there are effective joint working arrangements in place.

The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months was 55.7%; 83 of 149 potentially homeless households. The reason for the significant drop on the previous year (98.4% for 2014/15) is that the previous figures only recorded people who were prevented through financial assistance and the current figure records all types of prevention. We were unable to report the full set of data in the past.

## TALKING POINTS

Talking Points (TP) is a joint venture with health and 3rd Sector colleagues with the focus on supporting people to manage their wellbeing and remain independent; thereby preventing or delaying their need for care and support.

A Talking Points (TP) Co-ordinator was appointed in January 2016 offering more capacity to organise and promote this venture. There are currently six TPs listed on Dewis Cymru ([click here for access](#)) for Denbigh Library, Rhyl Library, Cysgodfa Community Centre, Llangollen Health Centre, Prestatyn Library and Canolfan Ni, Corwen.

It is intended that Talking Points will be expanded to Ruthin, St Asaph and Rhuddlan.

## OUTCOME 10

### Vulnerable people are protected

#### SUMMARY

The overall position for this outcome is Yellow: Good.

#### POVA REFERRALS

Following concerns raised by CSSIW (Care and Social Services Inspectorate Wales) in their 2014/15 assessment regarding our Protection of Vulnerable Adults (POVA) processes and the need to ensure that cases are dealt with promptly and consistently, we have undertaken work to rectify this situation.

Our response included creation of a new Safeguarding Team, provision of additional safeguarding training and adoption of the national threshold tool used in other authorities.

As a result we are pleased to report our performance in managing risk increased to 100% in 2015/16 from 98.7% and this was with an increase in the number of POVA referrals completed, which rose from 74 in 2014/15 to 99 in 2015/16. We believe this is a reflection of the improvement in our POVA processes.

Our Internal Audit Team have evaluated our changes and whilst the impact of staff changes is not yet fully embedded, sample testing was generally positive indicating that actions implemented are addressing the issues raised by

The actions required to support adult protection and Deprivation of Liberty Safeguards have been implemented through the introduction of the SPoA (see Outcome 9 for details) and the appointment of a dedicated Safeguarding Team Manager. However, due to some concerns previously raised by CSSIW regarding the Protection of Vulnerable Adults (POVA) process, we are being cautious and evaluating Outcome 10 as 'good' overall instead of 'excellent', despite the excellent performance in relation to all the indicators and measures for this outcome.

It is also important that we enable people to feel safe, as the perception of safety is often as important as safety itself. As part of our current satisfaction surveys of adult service users, we ask "Has support set up by Social Services helped you to feel safe and secure in your home?" The proportion of adult service users responding positively to this question during 2015/16 was 95% (396 out of 416). This reduced slightly from 97% (240 out of 250) during 2014/15, although the sample size in 2015/16 was greater.

We have amalgamated our Education and Children's Services reviewing the management structure, with new roles established which have a remit across

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both parts of the service. The Safeguarding and Reviewing Manager is now working closely with school management to develop the understanding of how best to safeguard children and young people in education.

The Safeguarding Unit has improved and consolidated performance on holding child protection conferences within statutory timescales (100%). Safeguarding and Reviewing Officers have continued to extend the range of tools used to consult with children and young people and thereby increase the impact their views have on outcomes. Whilst the percentage of child referrals that are re-referrals within 12 months are increasing our performance remains excellent.

The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable during 2015/16 was 96.3% (893 out of 927). This represents a substantial improvement from 2014/15, (89.8% - 855 out of 952).

We have also achieved positive results in respect of the young people who we formerly looked after with whom we are still in contact at the age of 19 (100%). All are known to be in suitable accommodation and 80% are engaged in education, training or employment.

## OUTCOME 11

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

#### SUMMARY

The overall position for this outcome is Yellow: Good.

#### COUNCIL LEADS THE WAY.....

In February 2016 we learnt that the Council leads the way in clean, green, environmentally friendly efforts:

Denbighshire County Council continues to be a sector leader in Wales in terms of recycling and composting and its efforts to manage its carbon emission footprint. An independent study led by environmental consultants Ricardo shows that Denbighshire is the best county in Wales for recycling and composting and for its carbon emissions per tonne of waste it manages. The results also show Denbighshire to be the highest performing authority in North Wales, remaining in the top quartile for performance, and ranked fifth in the whole of Wales.

We aim to provide an attractive environment for residents and visitors alike, primarily through keeping our streets clean and tidy and tackling identified eyesore sites across the county. Overall our performance is good with residents reporting satisfaction with the levels of cleanliness of the streets within their local area and within their nearest town centre.

In Denbighshire the Local Environmental Audit and Management System (LEAMS) survey used to calculate the Keep Wales Tidy - cleanliness indicator was carried out over 2 days in July 2015, resulting in an overall cleanliness grade of 66.7 for 2015/16. Local authority scores across Wales ranged from 62.1 to 75.8. The LEAMS survey covers a 6% sample of streets, selected at random from a full list of adopted highways in each local authority. Denbighshire's Streetscene Team has gone through a period of leadership change and restructuring recently. Key leadership roles within the team have now been filled, and we expect this to have a positive impact on performance in future.

The rate of fly-tipping in Denbighshire has decreased during 2015/2016 with 1,699 incidents being recorded. Whilst this may remain high in the context of Wales overall, we believe this is because we report this indicator differently from other councils. We include incidents that we identify ourselves through our street cleaning activities, in addition to those incidents reported by the public. In addition, Denbighshire achieved top quartile performance for the percentage of

reported fly tipping incidents cleared within 5 days (97.88%).

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Collaborative activities between our Streetscene and Public Protection services alongside engagement with the general public in relation to dog fouling continue to progress well. When asked specifically about dog fouling 46% of residents surveyed were satisfied with their local area.

The majority of residents surveyed in 2015 were satisfied with the overall level of cleanliness of the streets in their local area (68%).

Concerns have been raised about the physical condition / appearance of buildings and shop fronts and of cigarette litter in town centre areas. The council has engaged a contractor to issue fixed penalty fines to people who drop litter (including cigarette butts). We are proposing to introduce control areas to extend the use of penalty fines to other forms of anti-social behaviour within specific areas.

Town and Area Plan (TAP) projects make a significant contribution to this outcome. Since implementation of the TAP funding, 71 projects have been financially assisted across Denbighshire with total funding of £1.94m. 2015/16 saw completion of the Nova Centre (as mentioned earlier in this document), which subsequently has been awarded Visitor Attraction Quality Assurance Scheme (VAQAS) accreditation by Visit Wales (December 2015). In addition, Rhyl High Street improvements were completed July 2015, Dee Valley Chain Bridge Restoration project was completed in May 2015 and Bodelwyddan Interpretation Panels were completed January 2016.

## ENVIRONMENTAL CRIMES

Denbighshire County Council's tough stance on littering in the county continued in February 2016.

The council took action through the courts against 41 individuals.

The court issued a total of £8,800 in fines and ordered individuals to pay £7,380 in costs (in total).

The cases against a further 19 individuals were withdrawn, mostly due to the fact that they had paid their fixed penalty notices prior to the court appearance.

## OUTCOME 12

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

### SUMMARY

The overall position for this outcome is Yellow: Good.

In providing access to good quality housing the Authority have completed or are on track to complete 80% (24) of the activities planned to support delivery of this priority. In addition, it has achieved excellent performance in a range of measures including:

- The additional supply of affordable housing, including social housing which increased by 13 homes in the final quarter of the year making a total of 55, provided across the county for the year.
- 95% of householder planning applications were determined within 8 weeks.
- The average number of days taken to deliver a Disabled Facilities Grant (DFG) adaptation averaged 133 days, (best in Wales for 2015/16).

#### DISABLED FACILITIES GRANTS

Significant improvement has been made in the speed of delivering Disabled Facilities Grants. The average number of calendar days reduced from 178 days in 2014/15 to 133 days in 2015/16. This places Denbighshire's performance as best in Wales for 2015/2016.

During the year Denbighshire was awarded an additional £846,000 of Social Housing Grant (SHG) from Welsh Government to be spent on affordable housing. This additional grant demonstrates the faith they have in our affordable housing delivery plan and will help accelerate the delivery of additional affordable houses during 2016/17. We have also extended the number of Registered Social Landlords who can operate in Denbighshire. Cartrefi Conwy, with the support of the Council's Strategic Housing Team, have been authorised by Welsh Government to be able to access funding opportunities within the county and their approach should assist us in increasing the number of affordable housing provided within Denbighshire in the future.

The upper Denbigh Energy Conservation Project has improved the energy efficiency of 105 houses, 59 of which are council houses. All houses have had external wall insulation, bringing all properties above an "E" on the EPC rating. Nine houses have also had old inefficient gas boilers replaced with new, highly

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efficient, condensing combination boilers. This will also help to reduce annual fuel bills by over £250 per year for all households in the project. The project has also provided building skills training opportunities to 19 unemployed individuals from the local area.

However, there are two measures where performance is being monitored:

- Number of additional affordable housing units granted planning permission as a percentage of all housing units granted planning permission.
- Number of calendar days taken to let empty properties (council stock only).

The number of additional affordable housing units granted planning permission as a percentage of all housing units granted planning permission was 6% for the year. The provision of affordable housing units is governed by a number of factors, particularly the adopted Local Development Plan (LDP) Policy. The policies in the Plan mean that only residential development schemes of ten or more units require new affordable dwellings be provided. Many residential development schemes are for nine or less dwellings. The size of residential schemes and the types of applications received are beyond our control making it very difficult to influence performance for this indicator.

We are working towards significantly improving the standard of properties we let; to above that required by the Welsh Housing Quality Standard (WHQS). However, this has impacted on the number of calendar days taken to let empty properties (council stock only). Performance for 2015/16 was an average of 46 calendar days. In the medium term we are aiming to increase standards whilst also increasing our resources to manage the additional work, alongside developing efficient processes to improve the turnaround time.



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## OUTCOME 13

### Services will continue to develop and improve

#### SUMMARY

The overall position for this outcome is Yellow: Good.

A range of activities are being undertaken to modernise the Council and in so doing, improve efficiency and services for customers. 90% of activities have either been completed or show an 'excellent' status for progress. A prime example is the Outlook Migration project which is now complete. This was one of the major ICT transformation projects within the Modernisation Programme, ensuring all staff are fully equipped with up to date e-mail and mobile phone technology. We successfully migrated over 2,000 Lotus Notes mail boxes to Outlook and installed nearly 600 new smartphones across the authority. The migration ran to time and budget and took only 6 months in total to complete.

A further example is the Electronic Document and Record Management System (EDRMS) project which is progressing well; we now have in excess of 700 users on the system having recently completed Flying Start and Foundation Teams implementation for Education and Children's Services. The timesheet element of work at Kinmel Depot has also been completed, reducing paper stored and speeding up access to documents for Catering, Cleaning, Refuse and Street Scene Teams.

The Council takes its responsibilities toward its staff very seriously, recognising them as a key asset and essential to delivering good quality services. The percentage of staff receiving a performance appraisal has increased to 95% for year. This now meets the threshold at an 'acceptable' level. The Senior Leadership Team are committed to ensuring accurate data capture and that 100% is achieved.

However, there are areas in which the Council recognises performance can be improved, such as timeliness of complaints handling. An average of 89.5% of all external stage 1 complaints received by the council were responded to within corporate timescales for 2015/16. Performance against this indicator is automatically reported to and monitored by Scrutiny on a quarterly basis.

The Residents Survey 2015 identified that people's preferred method of contacting the council was shifting. The survey found 30% preferred to contact the council by telephone and almost as many (29%) preferred to contact the council by email. Many other methods, including in person, by letter, through

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local councillors, by text message and through the website are used by smaller numbers of people.

Recognising we needed to improve the way in which the council communicates with the public, we established a Customers, Communication and Marketing service, which brings together Customers Service and Communication under a new single Head of Service. This will improve the customer experience and modernise access to council services by:

- introducing a new telephony system to reduce delays and speed up customer interaction;
- developing a new customer feedback tool including gathering feedback via the website;
- increasing the range of information that can be accessed via the website;
- revising our approach to reviewing customer feedback to ensure it informs decisions about changes to services; and
- expanding our use of social media for engagement with residents.

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## OUTCOME 14

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

#### SUMMARY

The overall status for this Outcome is Orange: Acceptable.

Corporate sickness absence levels continue to be a priority for improvement at 8.59 days as at the end of the year. Our targets for the reduction in sickness absence are challenging. It should also be noted that the Council has lower sickness absence levels overall than most other local authorities in Wales. Comparative data for 2015/16 confirms that we retained third position in Wales, the best in Wales being 6.6 days and the worst being 12.0 days. New activities have been included in the Legal, HR and Democratic service plan 2016-17 to address sickness absence and promote staff well-being across the authority.

Carbon emissions data for 2014/15 in respect of Denbighshire County Council's office space is 'good' (yellow). However, data for both primary and secondary schools throughout the year showed an increase, particularly in secondary schools. Work is being undertaken to try and reduce consumption, such as replacing lighting systems, where it is cost effective to do so, with LED lighting. In addition, the new school in Rhyl and the developments at Ysgol Glan Clwyd should make a good impact on reducing the figures next year. There is also the amalgamation of a number of primary schools and new builds in the near future which will also contribute to reduced carbon emissions. It is anticipated that the 2015/16 carbon emissions data will be available for reporting in quarter 3 of the 2016/17 financial year.

The most effective internal modernisation that we have implemented over the past few years is undoubtedly flexible working. We have reduced the number of office buildings from ten to four, saving over £850k and our expenditure on travelling costs has reduced by over £1m. We have introduced electronic invoicing, filing and storage and made a number of similar efficiencies that have saved the council millions over the past few years to help maintain front line services in the face of austerity. Such efficiency also improves service delivery to the public and assists staff to improve the quality of their working life.

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## PROJECT REGISTER

### CORPORATE PROJECT REGISTER SUMMARY AS AT 19 SEPTEMBER 2016

Every six weeks the Corporate Executive's Team (CET) receives an update on the corporate projects that are underway in Denbighshire. A Project Register, produced through our Verto Performance Management System, provides the most recent status information extracted from Project Highlight Reports approved by each Project Executive.

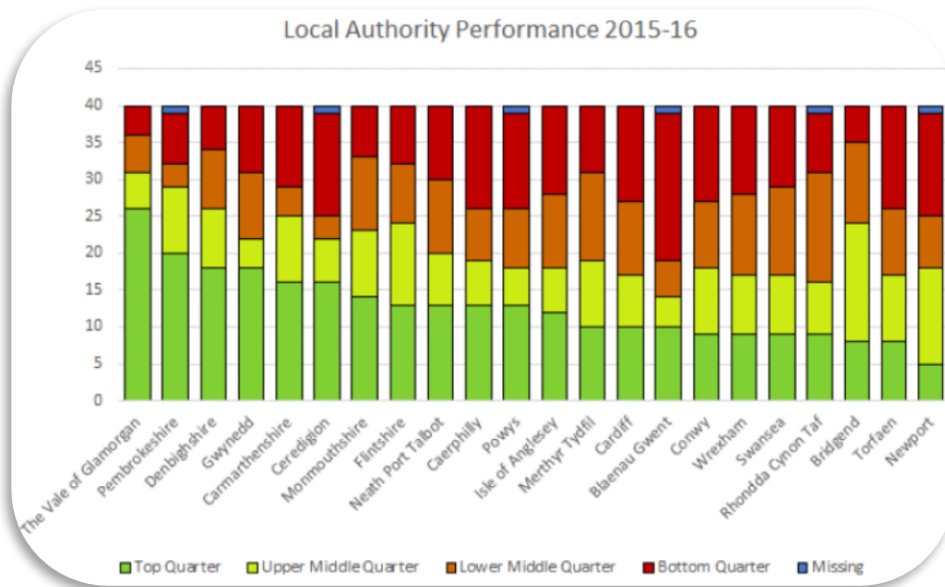
There were 33 projects reported upon as at 19 September 2016. One was reported with grey status (project has been postponed), with five projects (15%) having an Orange: "Acceptable" status, 30% assessed as Yellow: "Good" and the remaining 52% having a "Green" status: Excellent.

Please see **Appendix 1** for a summary of the Corporate Projects.

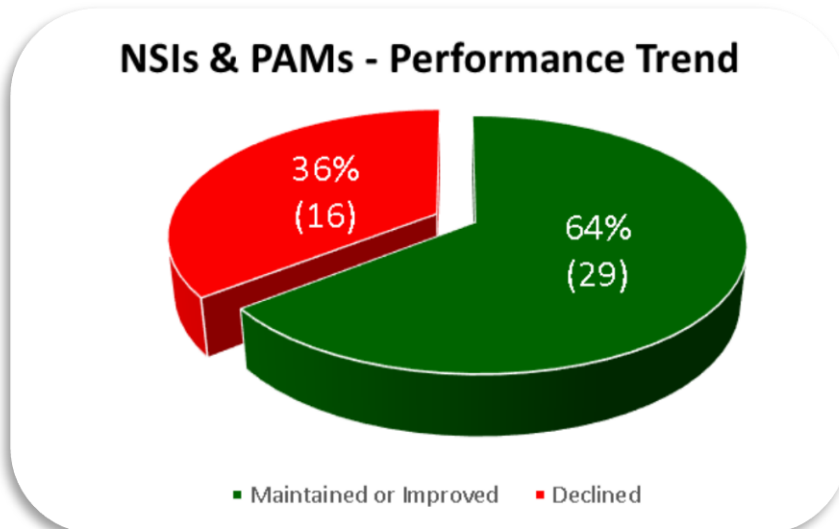
## COMPARATIVE PERFORMANCE

The Welsh Government and Local Government Data Unit released all authorities 2015/16 performance data; National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) on 7<sup>th</sup> September 2016. As in previous years this was accompanied by an overview of national trends; the [National Performance Bulletin](#) is a supporting document to this report.

Appendix 3A is a single outturn performance indicator table which shows Denbighshire County Council's performance in the national statutory indicators and measures (NSIs and PAMs). It also contains comparative information including Denbighshire's quartile position and ranking. Overall Denbighshire ranked 3<sup>rd</sup> in Wales, moving up from 4<sup>th</sup> in 2014/15.



Analysis has also been undertaken which examines the number of indicators and measures for which performance had improved / maintained or downturned. Appendix 3B summarises the declining indicators with commentary for each.



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## EXTERNAL REGULATION AND INSPECTION

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

Additionally Welsh Government has adopted a policy of requiring local authorities to work through regional education consortia to improve the efficiency and effectiveness of school improvement arrangements. This is a key element of its response to tackling what it regards as the under-performance of the education system in Wales. GwE (North Wales School Effectiveness Service / Gwasanaeth Effeitholrwydd Ysgolion Gogledd Cymru), is the regional school improvement service that has operational responsibility for improving attainment standards on behalf of Denbighshire. [Click here](#) to read the WAO report on GwE, published June 2015.

A summary of the main conclusions from recent external audit and assessment work is provided below.

### WALES AUDIT OFFICE

In accordance the Local Government (Wales) Measure 2009, the WAO annually reviews the Council's progress towards meeting its objectives and its prospects for continuing to improve in the year ahead. For 2015/16, the WAO confirmed that overall *"The Council, with sound financial management and scrutiny arrangements, continues to make progress in delivering improvements in most of its priority areas"*.

In particular, progress was noted in delivering the following:

- Denbighshire has addressed the shortcomings identified last year in the provision of affordable housing, developing a Housing Strategy and a comprehensive supporting action plan.
- The Council's Social Services are largely performing well.
- The arrangements for managing performance and for delivering savings are robust and effective.
- Relationships between Members and Officers continue to be constructive.
- The Council is actively exploring new types of service delivery, including with commercial partners.

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If the WAO has significant concerns about the progress made by a Council or the direction it is taking, it will make formal recommendations for change. Denbighshire's [Annual Improvement Report](#) did not contain any formal recommendations, reflecting the WAO's positive view of the Council.

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

The Care and Social Services Inspectorate for Wales (CSSIW) undertakes an annual review of Council Social Services performance each year, publishing their findings each October for the previous financial year. Whilst concerns were raised by CSSIW based on their annual assessment for 2014 / 15, various changes to our processes have been implemented to respond to those concerns and are highlighted below.

Despite being extremely positive overall, the CSSIW report also contained a number of **specific areas for improvement**. These challenges and areas for improvement are addressed in the Director's Annual Report 2015/16.

[Click here](#) to link to the CSSIW performance Evaluation Report 2014/15 for Denbighshire County Council Social Services.

As referred to above, the Statutory Director of Social Services for Denbighshire published an annual report outlining how well we delivered social services during 2015/16 and what our priorities for improvement are for 2016/17. This report included a response to the CSSIW findings, as well as details of the progress being made toward the implementation of the new Social Services and Wellbeing (Wales) Act 2014, which came in to force April 2016.

[Click here](#) to link to the Director of Social Services for Denbighshire Annual Report 2015/16.

#### **Specific Areas of progress highlighted include:**

- Strategies for enabling older people to retain their independence through the introduction of locally-based sources of information and assessment.
- Uptake in assessment and services provided to Carers.
- Delivery of Deprivation of Liberty Safeguard authorisations.
- Seven days per week intensive early intervention support introduced for families at their point of greatest need.
- Introduction of a learning culture through strategic positioning of key staff with considerable experience and knowledge to mentor less experienced staff.
- Good progress toward qualifications through personal education planning.

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- Major structural changes to the management of adult social care and planning for transformation for the management of children's services.

#### WELSH LANGUAGE COMMISSIONER

The strategic responsibility for the Welsh Language in Denbighshire County Council lies with the Council's Corporate Executive Team.

The Council's main focus during 2015/16 was in preparing for and implementation of the Welsh Language Standards. A series of communication messages were disseminated to staff; a briefing session was presented to all councillors about the Standards and the officers championing the Standards presented to many management team meetings, meetings of the Senior Leadership Team, Cabinet Briefing and the Staff Council.

In September 2015, the Welsh Language Commissioner issued a Compliance Notice under Section 44 of the Welsh Language (Wales) Measure 2011 for Denbighshire County Council. [Click here](#) to link to the Compliance Notice. Work is progressing well to address the issues raised.

As well as the new Welsh Language Standards, the Council has continued to enhance its collaboration with the Welsh in Education Strategy Group and also continues to respond positively to the Mwy Na Geiriau Framework ("Mwy Na Geiriau / More Than Just Words"). This strategic Framework is for promoting the Welsh Language in Health, Social Services and Social Care and was published in 2012 by the Welsh Government Deputy Minister for Social Services. Its aim is to ensure that organisations recognise that language is an intrinsic part of care and that people who need services in Welsh get offered them. There was excellent progress made during the year illustrated by strategic leadership, 'championing', bi-lingual access for people and workforce training.



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## DIVERSITY AND EQUALITY

Denbighshire County Council is committed to celebrating diversity and promoting equality in everything we do, to improve the quality of life for everyone living, working and visiting Denbighshire.

The Council is a member of the North Wales Public Sector Equality Network. We have worked with other public bodies across North Wales to develop our Strategic Equality Plan (SEP) and identify our equality objectives.

The Equality Act sets out three main principles that public bodies like Denbighshire County Council must follow. This is known as the General Duty. Public bodies must:

- eliminate discrimination, harassment and victimisation;
- advance equality of opportunity; and
- foster good relations between people of different protected characteristics.

As well as the General Duty, public authorities in Wales have some additional specific duties, which are set out in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011.

Denbighshire is committed to embedding the equality principles throughout the Council's functions and services. Our SEP adopts an approach which we believe will equip the council to deliver significant progress for all, by reducing current inequalities. In order to strengthen the value of our SEP and to underpin the goal within the Wellbeing of Future Generations (Wales) Act we have decided that we will publish a fully integrated Plan in the autumn of 2017. In the meantime, an **interim plan** sets out the proposed focus for our activity, and will begin to align our activities to the Wellbeing goals. There are four objectives for this interim plan:

- Enhance involvement of service users and better use evidence.
- A Fairer and Healthier Denbighshire.
- A Fairer More Prosperous Denbighshire.
- A Denbighshire of Safe Cohesive Communities.

Please [click here](#) to view the Strategic Equality Plan 2016/18 for Denbighshire County Council.

Please [click here](#) to view the most recent report on our Strategic Equality Plan (please note each report works upon activities a year in arrears, therefore our most recent report covers the 2014/15 financial year).

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## SUSTAINABLE DEVELOPMENT

Denbighshire County Council is embedding the Well-being of Future Generations (Wales) Act's Sustainable Development Principles through a project which began in January 2016. This is overseen by a Sustainable Principles Development Implementation Board, and which is scheduled to be complete by March 2017.

The Act is about improving the social, economic, environmental and cultural well-being of Wales and recognises that Wales faces a number of challenges now and in the future, such as climate change, poverty, health inequalities, jobs and growth. It recognises the need to work together and think about the long term impacts of decisions in order to tackle these issues.

The Project has 12 work streams, covering key corporate support functions: Member Training, Workforce Planning, Procurement, Land, Buildings and Assets, Wellbeing Impact Assessment, Engagement, Terms of Reference, Constitution and Report Templates, Internal Audit, Performance Management Framework, Risk Management, Medium and Long Term Financial Planning, as well as Learning and Development.

For each work stream, key supporting documentation is being reviewed and revised if deemed necessary. Updates and any revisions along with associated training are being delivered. Currently, three work streams are complete: the Performance Management Framework, Internal Audit and Procurement.

With all of the above work streams the Board is satisfied that the policies and/or frameworks have been sufficiently altered to meet the Act's requirements, that the relevant communication and/or training has been delivered, and that the new processes will contribute effectively to the process of embedding the Sustainable Development principles through the organisation.

Significant progress has also been made with the development of a holistic Wellbeing Impact Assessment tool, which will replace the need for multiple assessments to be completed. This powerful tool will help us to consider our approach and the impacts of our proposals on a wider set of issues at an earlier stage. It will support a new working culture throughout the Council. This tool will also assist Councillors in their role as scrutiny committee members, decision makers and local representatives, by providing a broader evidence base for consideration when making decisions.

## RISK MANAGEMENT

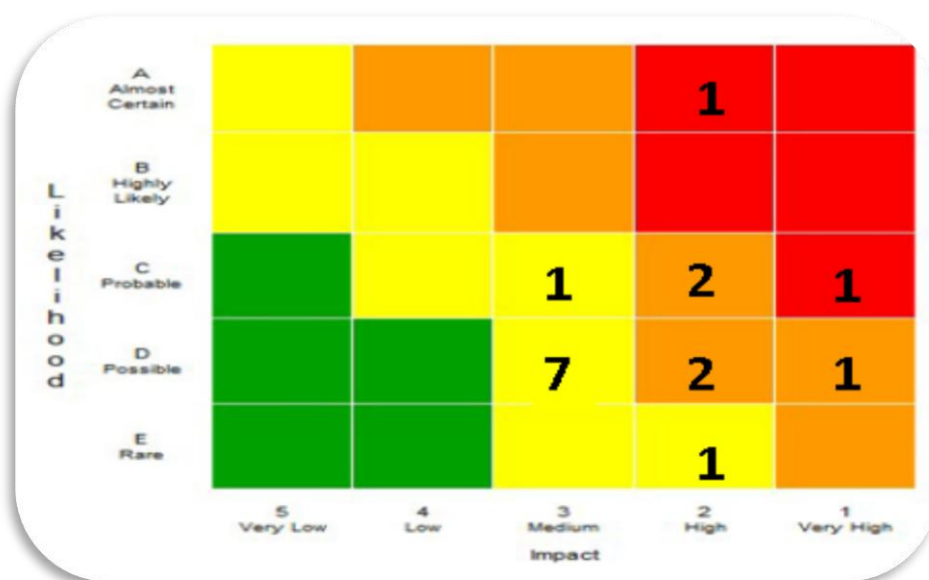
The Corporate Risk Register has been developed by, and is owned by, the Corporate Executive Team (CET).

There is a clear process for review which entails all service risk registers being reviewed by services (according to the Corporate Risk Management methodology) prior to each corporate review. The Strategic Planning Team analyse service risk registers to identify risks of corporate significance or any themes emerging across services. Updates on current corporate risks are collected from risk owners, and updates on mitigation actions are collected from action owners.

Individual meetings are held with the Chief Executive and each Corporate Director, to discuss the risks for which they are lead. Consideration is given to whether the risk remains, whether the scores are accurate, and whether any new risks under their jurisdiction need to be included.

A risk workshop is held at Cabinet Briefing to review existing risks; discuss progress on agreed mitigation actions; discuss and agree new corporate risks; review and update residual risk scores; update existing controls (in light of completed actions); and agree any new actions to mitigate risks.

The Corporate Risk Register is reported on every six months. Please see **Appendix 2** for the most summary (dated June 2016). Overall our corporate risk profile can be summarised as follows:



There are two risks which currently have a 'red' rating:

- C1 - The economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income
- A2 - The risk that effective partnerships and interfaces between BCUHB and DCC do not develop, leading to significant misalignment between the strategic and operational direction of BCUHB and DCC

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## PARTNERSHIP AND COLLABORATIVE ACTIVITY

Denbighshire's Strategic Partnership Board (SPB), made up of senior leaders from a number of public and voluntary organisations, is responsible for developing and driving forward delivery of the Single Integrated Plan (SIP) for Denbighshire. This Plan is called "Supporting Independence and Resilience: Denbighshire Wellbeing Plan 2014 - 2016" and highlights the collaborative activities in place for organisations within Denbighshire.

This strategic plan was developed after significant needs assessment, engagement and consultation, and preceded the new statutory duty for public sector bodies to produce Wellbeing plans (under the Wellbeing of Future Generations (Wales) Act 2015) and has come to be regarded as good practice.

The Denbighshire Wellbeing Plan uses the Five Ways to Wellbeing as a framework for delivering its vision. The Five Ways to Wellbeing are:

- Be Active
- Connect
- Give
- Keep Learning
- Take Notice

The priorities of the projects within the Plan are to address the challenges faced by rural areas; to support the most disadvantaged to build their resilience; and to build the capacity of communities to develop and thrive. Implementation of the Plan is at the half way stage and partners have piloted some innovative and experimental approaches. While the outcomes of these projects have not always been as desired, the shared learning has been important.

Please [click here](#) to link to the website for Supporting Independence and Resilience: Denbighshire Wellbeing Plan 2014 - 2016, and the report framework in place, which covers 2015/16. To see the latest annual report detailing progress against plan please [click here](#).

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Thank you for reading our Annual Performance Report for 2015/16. Your views and suggestions about how we might improve the content and layout of the Annual Performance Report for future years are welcome.

There are a number of related documents which support this Annual Performance Report. Further documentation may be obtained through the following links and website addresses:

- Local Government Data Unit – Wales (Local Government Performance Bulletin 2015/16)
- Supporting Independence and Resilience: Denbighshire Wellbeing Plan website
- Wales Audit Office Annual Improvement Report for Denbighshire County Council 2015
- Denbighshire County Council Director of Social Services Annual Performance Report 2015/16
- CSSIW Performance Evaluation Report 2014/15 (Denbighshire County Council Social Services)
- Denbighshire County Council Strategic Equality Plan 2016 - 2018
- A Fairer Denbighshire: Denbighshire’s Strategic Equality Plan Summary Report 2014/15
- Denbighshire County Council - Welsh Language Scheme/ Welsh Language Standards Annual Monitoring Report 2015-2016
- Auditor General for Wales: Achieving Improvement in Support to Schools through Regional Education Consortia – An Early View June 2015

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## APPENDICES

Appendix 1	Denbighshire Corporate Project Register
Appendix 2	Denbighshire Corporate Risk Register
Appendix 3A	Comparative performance – NSIs and PAMs
Appendix 3B	Declining Performance – NSIs and PAMs
Appendix 4	Denbighshire Annual Performance Review 2015/16 Technical Document ( <b>separate document</b> )

## APPENDIX 1 – DENBIGHSHIRE CORPORATE PROJECT REGISTER (SEPTEMBER 2016)

### CORPORATE PROGRAMME: ECONOMIC & COMMUNITY AMBITION

Digital Denbighshire	GREEN
Strategic Employment Sites	GREEN
Business Advice and Support	YELLOW
Better Business for All (BFC Phase 1) - Planning & Public Protection)	GREEN
New Growth Sectors	GREEN
Pathways +	GREEN
Locate in Denbighshire - Inward Investment Marketing Campaign	ORANGE
Enquiry Handling for Sites & Premises	GREEN
Procurement: Local Supplier Development	YELLOW

### CORPORATE PROGRAMME: IMPLEMENTING THE SOCIAL SERVICES AND WELLBEING ACT

Service Inclusion Review	YELLOW
Information Advice and Assistance Function for Children and Families	GREEN

### CORPORATE PROGRAMME: MODERNISATION

Brighton Road Office Closure	ORANGE
Electronic Document and Record Management System (EDRMS)	GREEN
Centralised Mailroom Project	GREEN
Digital Choice - Getting the Council Ready	POSTPONED

### CORPORATE PROGRAMME: MODERNISING EDUCATION

Bodnant Community School Extension and Refurbishment	GREEN
Extending Secondary Welsh Medium Provision - Ysgol Glan Clwyd Extension and Refurbishment	YELLOW

Ruthin Town: Glasdir Development – Relocation of Ysgol Pen Barras and Rhos Street School	ORANGE
Ruthin Area Review: New Area School for Ysgol Carreg Emlyn	ORANGE
Ruthin Area Review: New Area School for Llanfair DC and Pentrecelyn	ORANGE
Rhyl New School	GREEN

#### RHYL REGENERATION

Rhyl Waterfront Development	YELLOW
Rhyl Town Centre Loan Fund	GREEN

#### SERVICE: BUSINESS IMPROVEMENT AND MODERNISATION

Denbighshire Caravan Site Strategy for Managing Residential Occupancy	GREEN
Business Intelligence	YELLOW
Embedding the Future Generations Act’s Sustainable Development principles	GREEN

#### SERVICE: CHILDREN AND FAMILY SERVICES

Capturing the voice of children, young people and families	GREEN
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#### SERVICE: COMMUNITY SUPPORT SERVICES

Extra Care – Independent living in a safe and supported environment	YELLOW
Cefndy Capital Investment	YELLOW
Consultation on future of in-house services	GREEN
Cefndy ICT Investment Project	GREEN

#### SERVICE: CUSTOMERS AND EDUCATION SUPPORT

School Workplace Transport	YELLOW
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SERVICE: FACILITIES, ASSETS AND HOUSING

Procurement: Strategy and revised CPR's	GREEN
North Wales Construction Framework	GREEN

SERVICE: FINANCE

Capita Regional MIS	YELLOW
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SERVICE: HIGHWAYS AND ENVIRONMENTAL SERVICES

Residual Waste (North Wales Collaboration)	YELLOW
West Rhyl Coastal Defence Scheme (Phase 3)	GREEN
Rhyl Golf Club Flood Defence	GREEN

SERVICE: PLANNING AND PUBLIC PROTECTION

Former North Wales Hospital	YELLOW
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**APPENDIX 2 – CORPORATE RISK REGISTER (JUNE 2016)**

<b>Risk Description</b>	<b>Inherent Risk</b>	<b>Residual Risk</b>
The risk of a serious safeguarding error where the council has responsibility, resulting in serious harm or death.	<b>B2</b>	<b>C2</b>
The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income.	<b>A1</b>	<b>C1</b>
The risk that critical or confidential information is lost or disclosed.	<b>B3</b>	<b>D3</b>
The risk of an ineffective response to a severe weather, contamination, or public health event.	<b>D2</b>	<b>D2</b>
The risk of a significantly negative report (s) from external regulators.	<b>C2</b>	<b>D3</b>
The risk of significant liabilities resulting from alternative models of service delivery.	<b>B2</b>	<b>D3</b>
The risk of a health and safety incident resulting in serious injury or the loss of life.	<b>C2</b>	<b>E2</b>
The risk that the impact of welfare reforms is more significant than anticipated by the Council.	<b>B2</b>	<b>D3</b>
The risk that the ICT framework does not meet the organisation's needs.	<b>B2</b>	<b>D2</b>
The risk that programme and project benefits are not fully realised.	<b>B2</b>	<b>D3</b>

The risk that the availability of the Welsh Government's match funding contribution towards Band A of the 21 <sup>st</sup> Century Schools programme is not in line with the timescales for Denbighshire's work programme.	<b>B2</b>	<b>C2</b>
The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCU and DCC.	<b>A1</b>	<b>A2</b>
The risk that the decisions that are necessary to enable the delivery of a balanced budget are not taken or implemented quickly enough.	<b>B1</b>	<b>D1</b>
The risk that the services that we scale back have a greater positive or negative impact than we anticipated.	<b>B2</b>	<b>C3</b>
The risk of successful challenge that we are illegally depriving people of their liberty.	<b>D2</b>	<b>D3</b>
The risk that appropriate capacity and skills to sustain service and corporate performance is not available	<b>C3</b>	<b>D3</b>

When assessing the risk impact and likelihood we do so on an inherent and residual basis. The residual risk is the risk as it currently stands with existing controls in place. The inherent risk is the risk evaluation based on the assumption that there is a major control failing (whether those controls are in place or not). Therefore while the residual risk may be low, the inherent could be high because of the importance of the controls in place to manage the risk.

APPENDIX 3A - NATIONAL STRATEGIC INDICATORS & PUBLIC ACCOUNTABILITY MEASURES

Indicator	2014/15	2015/16	Quartile	Improvement	Rank
CAM/037 - % change in Display Energy Certificate Score	6.4	-8.23	4	↓	20
CHR/002 - Average working days/shifts lost across the authority	8.30	8.47	1	↓	3
EDU/002i - School leavers with no qualifications (%)	0.00	0.00	1	↔	1
EDU/002ii - Looked after school leavers with no qualifications (%)	0.00	0.00	1	↔	1
EDU/003 - Pupils achieving the KS2 CSI (%)	86.61	87.87	3	↑	12
EDU/004 - Pupils achieving the KS3 CSI (%)	83.18	84.25	3	↑	12
EDU/006ii - Pupils receiving a Welsh teacher assessment in Welsh at KS3 (%)	20.23	21.27	1	↑	5
EDU/011 - Average qualification points score	562.77	543.67	2	↓	10
EDU/015a - SEN statements issued in 26 weeks (including exceptions) (%)	100.00	39.29	4	↓	18
EDU/015b - SEN statements issued in 26 weeks (excluding exceptions) (%)	100.00	100.00	1	↔	1

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EDU/016a - Pupil attendance - primary schools (%)	94.84	94.73	3	↓	16
EDU/016b - Pupil attendance - secondary schools (%)	92.99	92.97	4	↓	21
EDU/017 - Pupils achieving Level 2 threshold including a GCSE grade A*-C in English or Welsh (1st language) and maths (%)	55.64	56.07	3	↑	14
LCL/001(b) - Library use, per 1,000 population	5798.86	4976.30	2	↓	9
LCS/002(b) - Visits to sports facilities per 1,000 population	8044.83	8571.47	2	↑	9
PLA/006(b) - Additional affordable housing units provided (%)	23.19	58.27	1	↑	3
PPF/009 - Broadly compliant food premises (%)	97.36	94.78	2	↓	11
PSR/002 - Delivering Disabled Facility Grants (average days)	178.22	133.38	1	↑	1
PSR/004 - Vacant private dwellings returned to occupation (%)	22.15	24.61	1	↑	4
SCA/001 - Delayed transfers of care, per 1,000 population 75+	1.27	2.61	2	↓	7
SCA/002a - Older people helped to live at home, per 1,000 population 65+	43.84	29.57	N/A	↓	N/A
SCA/002b - Older people in care homes, per 1,000 population 65+	19.30	17.55	2	↑	9

SCA/007 - Care plan reviews completed in time (%)	88.30	90.78	1	↑	6
SCA/018a - Carers offered an assessment in their own right (%)	93.66	90.35	3	↓	14
SCA/019 - Adult Protection Referrals - risk managed (%)	100.00	100.00	1	↔	1
SCC/002 - Looked after children changing school (%)	21.78	18.63	4	↑	21
SCC/004 - Looked after children with 3 or more placements (%)	9.88	8.00	1	↑	4
SCC/011b - Children seen alone by a social worker at initial assessment (%)	54.87	55.35	2	↑	8
SCC/025 - Appropriate statutory visits (%)	88.30	89.60	2	↑	10
SCC/033(d) - Former looked after children in contact with the authority at 19 (%)	100.00	100.00	1	↔	1
SCC/033(e) - Former looked after children in suitable accommodation at 19 (%)	88.89	100.00	1	↑	1
SCC/033(f) - Former looked after children in education, training or employment at 19 (%)	55.56	80.00	1	↑	4
SCC/037 - Average qualification points score for looked after children	438.50	184.11	4	↓	21
SCC/041a - Eligible, relevant and former relevant children with pathway plans (%)	83.33	91.67	4	↑	19

SCC/045 - Reviews carried out within timescales (%)	89.81	96.33	1	↑	5
STS/005b - Cleanliness of highways (%)	95.48	100.00	1	↑	1
STS/006 - Fly tipping incidents cleared within 5 working days (%)	97.48	97.88	1	↑	6
THS/007 - Concessionary bus pass holders aged 60+ (%)	82.46	80.99	3	↓	14
THS/012a - A roads in poor condition (%)	3.51	3.03	2	↑	10
THS/012b - B roads in poor condition (%)	7.71	6.45	4	↑	19
THS/012c - C roads in poor condition (%)	12.95	13.32	3	↓	15
THS/012 - Roads in poor condition (%)	8.72	8.40	3	↑	12
WMT/004(b) - Waste sent to landfill (%)	14.32	17.07	3	↓	14
WMT/009(b) - Local Authority collected municipal waste prepared for reuse, recycling and composting (%)	65.87	62.42	1	↓	5

APPENDIX 3B – NSIS AND PAMS THAT DENBIGHSHIRE COUNTY COUNCIL’S PERFORMANCE DECLINED IN FOR 2015/16

Indicator	2014-15	2015-16	Reason for Decline
CAM/037 – The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	6.4	-8.2	Please note that this data is reported retrospectively (2014-15 reported in 2015-16). According to the definition of the indicator, properties must be controlled by the council, in regular public use, and be lodged by our Display Energy Certificate provider in any given year. The negative change (an increase from a rating of 3793 to 4296) has been brought about by a score increase in 24 sites, and the lodging of 3 properties not lodged in 2014-15 (2 of which have a large carbon output). 7 properties remained the same, while the DEC rating improved in 11.
CHR/002 – The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	8.3	8.5	There has been a slight increase in the number of days lost during 2015/16, however our performance remains in the top quartile and we ranked third when compared with the other Local Authorities in Wales. Work is being undertaken to identify the areas that have increased and to analyse the figures in order to better understand the underlying reasons for this.
EDU/011 – The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	562.8	543.7	The regional school improvement service, GwE, has operational responsibility for improving attainment standards on behalf of the authority, and it is an area of concern that the rate of improvement has been slow. It is an area that we are continuing to monitor rigorously and push for improvement. No data is currently available for 2015-16 academic year, however, the Level 2 and Level 2+ thresholds have improved. This makes it highly likely the average point score will have also improved.



EDU/015(a) - The percentage of final statements of special education need issued within 26 weeks, including exceptions	100	39.3	Every child's statementing progress can be evidenced. Exceptions, have been noted, and vary from each individual case. The decline in this indicator is as a result of a systems change. The council is confident that it has fulfilled its duties at every stage.
EDU/016a - Percentage of pupil attendance in primary schools	94.84	94.73	Primary attendance has declined 0.1% to 94.7% in 2014-15 academic year, with an increase in authorised absences. Continued improvement elsewhere means the median increased from 94.8% to 94.85%. This improvement, together with our decline, means that this indicator is now a priority for improvement. However, this data is a year late and does not reflect the efforts of Education Services over the last year to improve. It is anticipated that there will be a marked improvement in 2015-16 data.
EDU/016b - Percentage of pupil attendance in secondary schools	92.99	92.97	Secondary attendance has declined slightly by 0.02% to 92.97% in 2014-15 academic year. Continued improvement elsewhere means the median increased from 93.6% to 93.8%. This improvement, together with our slight decline, means that this indicator remains a priority for improvement. However, this data is a year late and does not reflect the efforts of Education Services over the last year to improve. It is anticipated that there will be a marked improvement in 2015-16 data.
LCL/001(b) - The number of visits to Public Libraries during the year, per 1,000 population	5,799	4,976	There was a 7% reduction in opening hours during Nov 2015. Additionally, errors with the people counters at two of our libraries (St Asaph and Rhyl) has meant that data was unavailable for a number of months.
PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	97.36	94.78	The number of food related premises in Denbighshire (denominator) increased by 34 in 2015/16 (from 1097 in 2014/15 to 1131 in 2015/16). However, the number of food related premises that were 'broadly compliant' (numerator) also increased by 4 in 2015/16 (from 1068 in 2014/15 to 1072 in 2015/16). Therefore, the actual number of complaint

			premises is higher in 2015/16, but because the denominator figure increased, due to an increase in new food businesses opening during the year, this has caused a decrease in percentage / performance.
SCA/001 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.27	2.61	The rate of delayed transfers of care has increased as a result of increases in admissions to hospital creating pressures for the provision of domiciliary care at discharge. Work is continuing with Betsi Cadwaladr University Health Board to ensure discharge arrangements are improved.
SCA/002a - The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	43.84	29.57	Performance remains in the bottom quartile. NB. This indicator does not take into account Denbighshire's ambition to meet people's need through reablement and community services rather than managed care. Good performance should be low in this indicator. Denbighshire's performance has therefore improved in relation to both our, and Wales', ambition to reduce formal support to individuals and should therefore be seen as being in the top quartile.
SCA/018a - The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	93.7	90.4	As a result of the decrease in the number of citizens receiving services, fewer carers of those citizens were formally offered an assessment. We also set an aspiration of being 'Good' based against national performance on this indicator, and the threshold was set at 90.4%, which we achieved.
SCC/037 - The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting	439	184	This indicator is concerned with a reasonably small cohort of children - 13 in total, 9 with special educational need. One young person sat no exams as they were subject to the Mental Health Act.
THS/007 - The percentage of adults aged 60 or over who hold a concessionary bus	82.5	81	The decline of 1.5% from 82.5% (2014-15) to 81% (2015-16) is within our "normal" range for this indicator, the percentage figure for 2013-14 being 80.8%. We are not particularly concerned about this indicator because it is

pass			not a measure of our “performance”, it is merely an indicator of demand for bus passes. There are many factors that contribute to someone not taking up their option to obtain a bus pass. One likely reason is that those who still drive, and feel fit enough to continue to do so, see no merit in getting a pass. This position may change with age, but they may be well into their 70s before they apply, hence they remain in the 20% who don’t own a pass until they really need one. Another reason is the rural nature of Denbighshire. If you live in a rural area, and can still drive, then the bus is a far less flexible and convenient option. Overall, Denbighshire’s performance in this area is on a par with comparable Welsh Local Authorities, and we are satisfied with the current position.
THS/012c – The percentage of non-principal/classified (C) roads that are in overall poor condition  Page 85	12.9	13.3	Although the % of the C roads in poor condition increased slightly in 2015/16 to 13.3%, the overall trend since the start of the current Corporate Plan is one of improvement. The position in 2011/12 for this indicator was 14.9%, and the proportion of C roads in poor condition has reduced year on year since then (with the exception of this slight decline in 2015/16). This also needs to be viewed within the context of the overall road network. The combined indicator (which included A, B & C roads) did improve in 2015/16, with 8.4% of our roads being in poor condition, compared to 8.7% in 2014/15. The Wales average for the combined indicator in 2015/16 was 11.2%, which is significantly higher than our performance at 8.4%.
WMT/004b – The percentage of municipal waste collected by local authorities sent to landfill	14.32	17.07	The total amount of waste we collect has increased in 2015/16 (for the first time in 10 years). This is common to what other authorities have experienced, however, the reasons behind the increase are complex (the state of the economy, cross border waste entering Household Waste Recycling centres and collection systems are all factors). A new disposal contract was awarded in April 2016, which is a ‘treatment’ rather than ‘landfill’ option and therefore we expect that the figure against this indicator will fall dramatically for 2016/17. Measures have also been implemented at Denbighshire's Household Waste Recycling Centres to

			control waste from outside Denbighshire's borders coming into the sites, and this will also help.
WMT/009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	65.87	62.42	Charging for green waste collections was introduced in April 2015. It was predicted that the impact of introducing the scheme would reduce the overall recycling rate by 3 to 4% (and this has proved to be the case i.e. 3.45% reduction). The dilemma for Members when debating this scheme was either to accept the introduction of green waste charging, realising significant budget savings but accepting a fall in recycling rate; or not accepting the introduction of green waste charging, maintaining a higher recycling rate but not realising budget savings. Denbighshire has been the best performing County in Wales for this indicator for the last 5 years, and despite the introduction of green waste charging remains in the top quartile for performance (5th in Wales). We met the 2015/16 statutory recycling target for municipal waste (58%). This target rises to 64% by 2019-20, and we remain confident of achieving that.

## APPENDIX 4 – DENBIGHSHIRE COUNTY COUNCIL PERFORMANCE TECHNICAL DOCUMENT

Please see separate document entitled Appendix 4: Denbighshire County Council Performance Technical Document.

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Corporate Plan Review Period 2015/16

General Information

Description	Denbighshire County Council Corporate Plan 2012-17
Rationale	<p>The purpose of our Corporate Plan is to describe the main priorities for the council during the next five years, and to explain what that will mean in terms of benefits to our communities. It is important to note that our Corporate Plan does not cover everything that the council will do. We provide a wide range of services for our communities, and each of our eleven council services has a separate plan that says what it aims to deliver, and how it will be done. The Corporate Plan identifies the main priorities for the council as a whole during the next five years. This means that these areas will receive additional focus and resources in order to ensure they are delivered successfully. They have been identified as priorities for the council because our research and engagement work tells us that they are important to our communities, and that we need to do more in these areas to meet the needs and expectations of those communities.</p>
Contributing Services	<p>Business Improvement &amp; Modernisation                  Community Support Services                  Customers, Communications &amp; Marketing                  Education &amp; Children’s Services                  Facilities, Assets &amp; Housing                  Finance                  Highways &amp; Environmental Services                  Legal, HR &amp; Democratic Services                  Planning &amp; Public Protection</p>

Context

Areas of Responsibility	<p>Denbighshire's Corporate Priorities for 2012-17 are:</p> <ul style="list-style-type: none"> <li>• Developing the local economy                         <ul style="list-style-type: none"> <li>- Headline indicators</li> <li>- Infrastructure for growth</li> <li>- Supported and connected business</li> <li>- Opportunities for growth</li> <li>- High quality, skilled workforce</li> <li>- Vibrant Towns &amp; Communities</li> <li>- Well-promoted Denbighshire</li> </ul> </li> <li>• Improving performance in education and the quality of our school buildings</li> <li>• Improving our roads</li> <li>• Vulnerable People                         <ul style="list-style-type: none"> <li>- Vulnerable people are able to live as independently as possible</li> <li>- Vulnerable people are protected</li> </ul> </li> <li>• Clean and tidy streets</li> <li>• Ensuring access to good quality housing</li> <li>• Modernising the Council                         <ul style="list-style-type: none"> <li>- Services continue to improve and develop</li> <li>- Flexible and cost-effective workforce, cost-effective infrastructure</li> </ul> </li> </ul>
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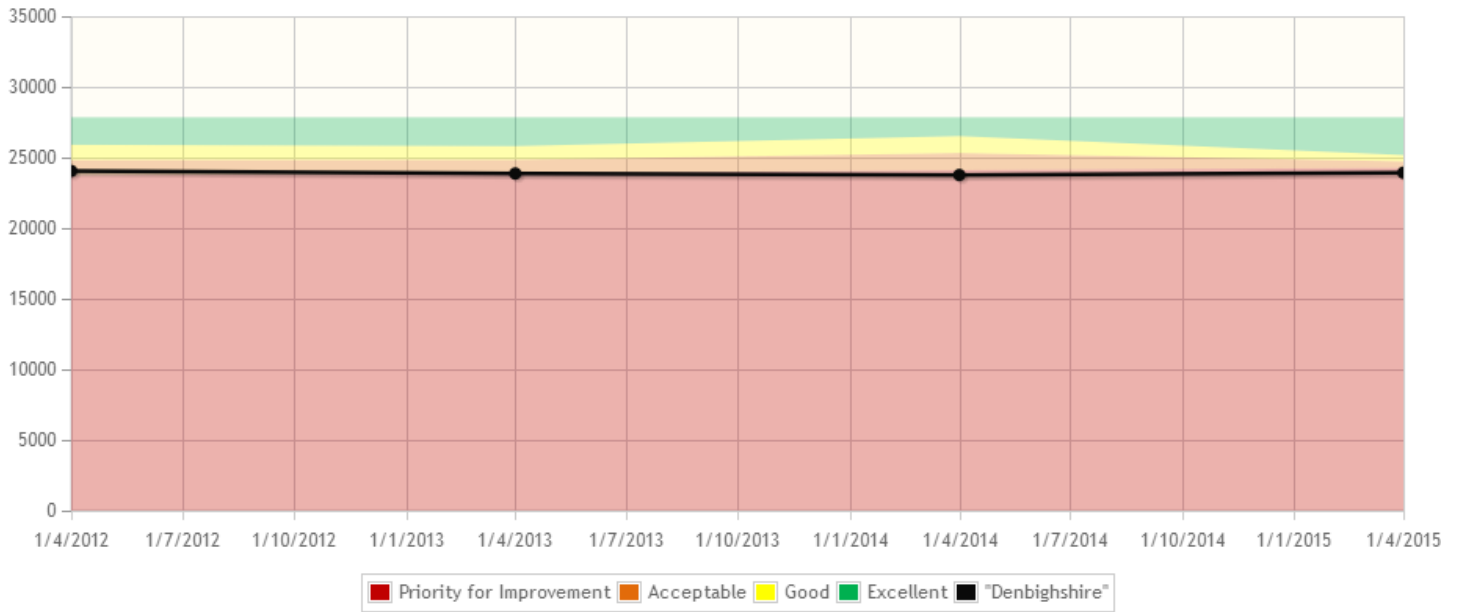
# Economy Headline Indicators

## General Information

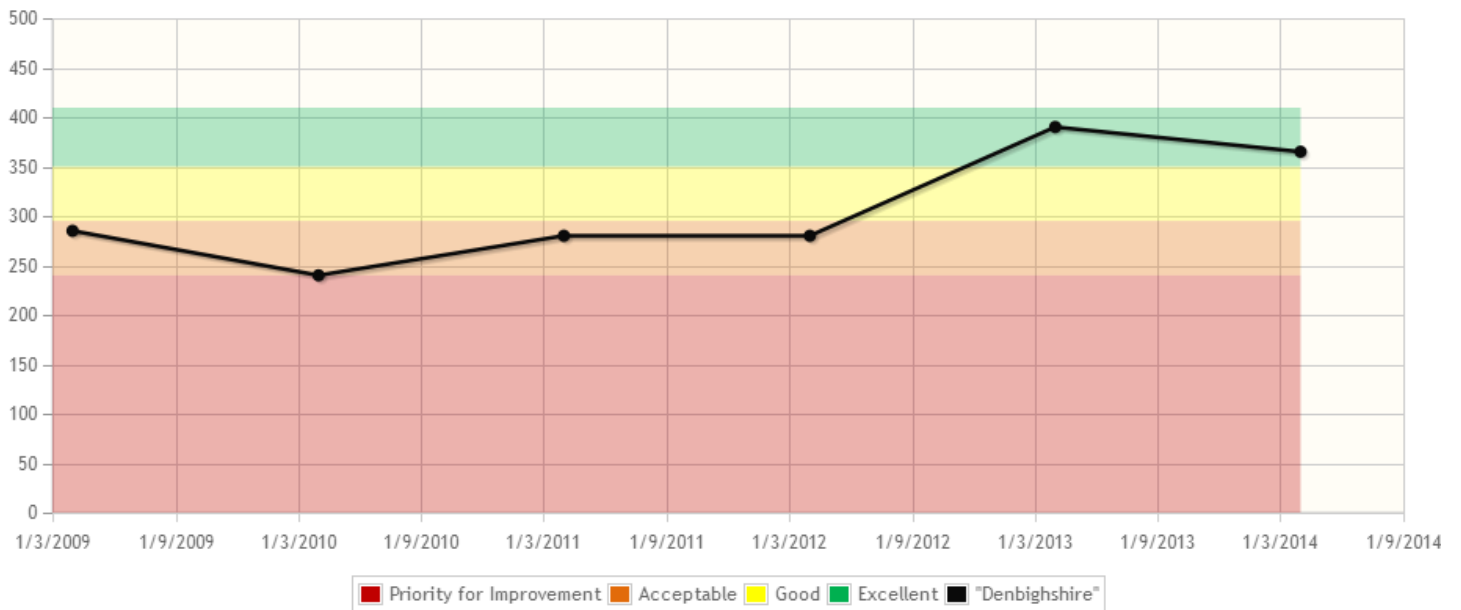
Status **Acceptable**

## Indicators

**ECAheadline2** Median Household Income

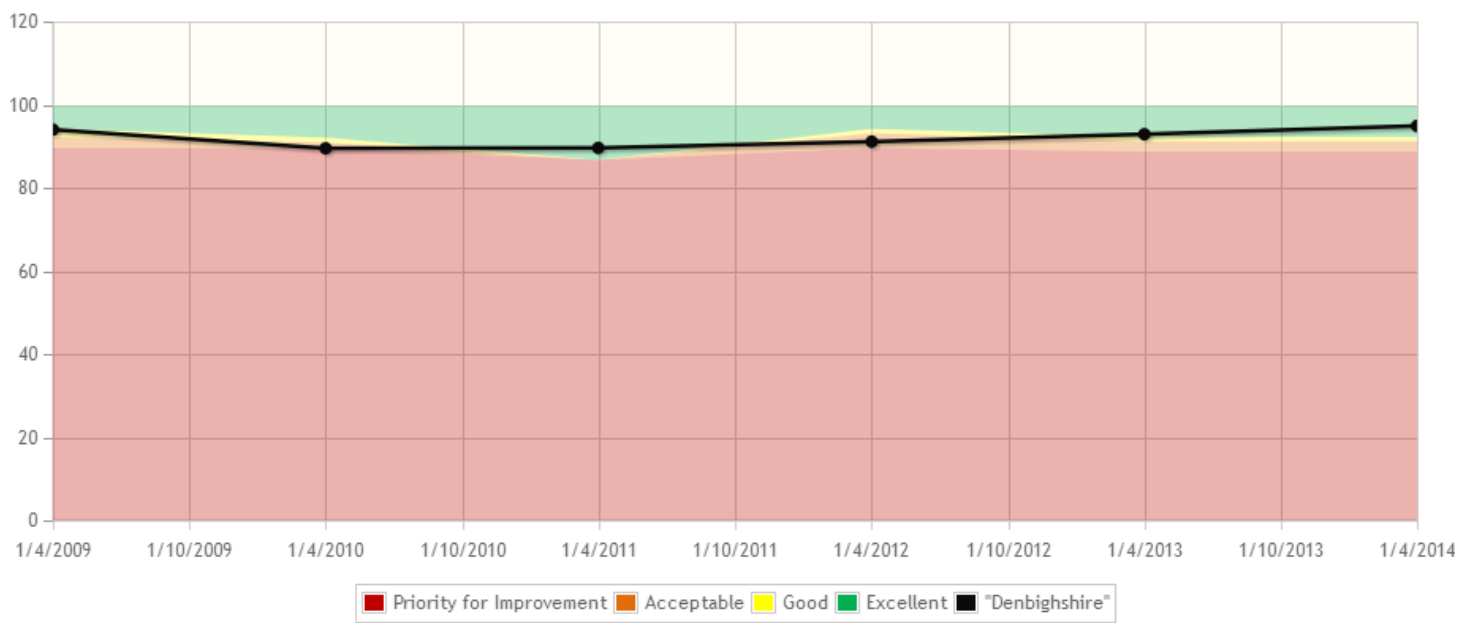


**ECAheadline3** The count of births of new enterprises

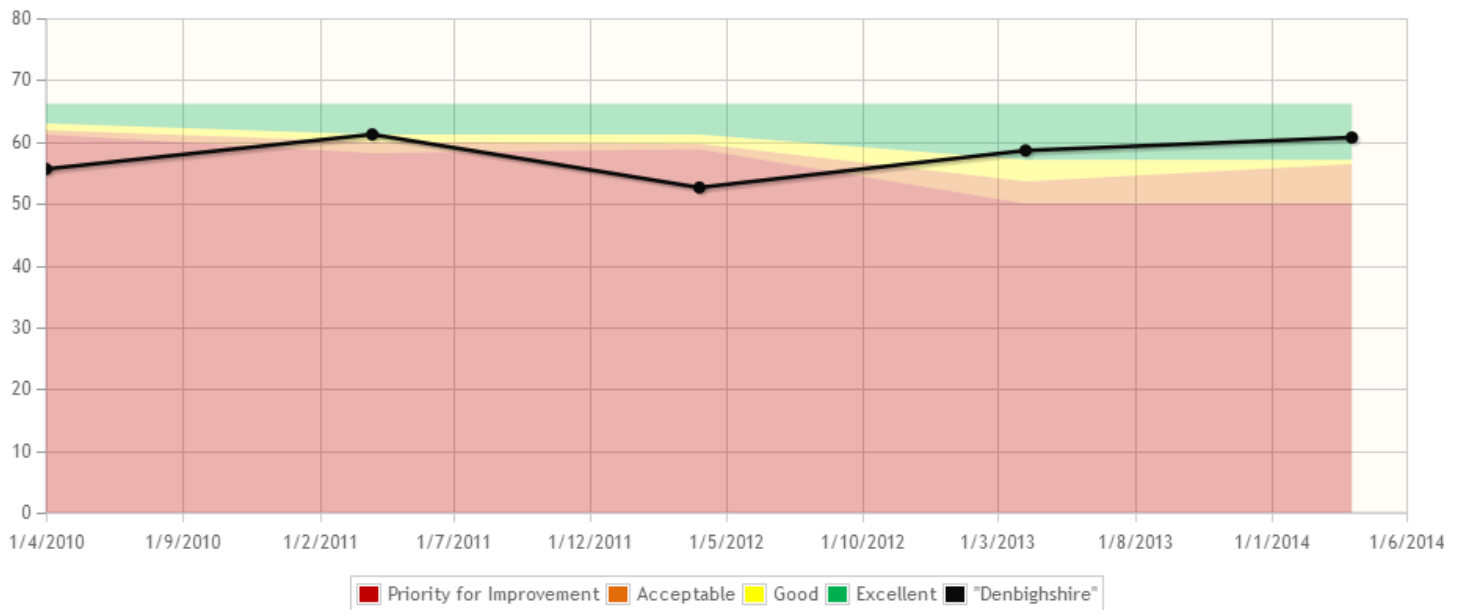


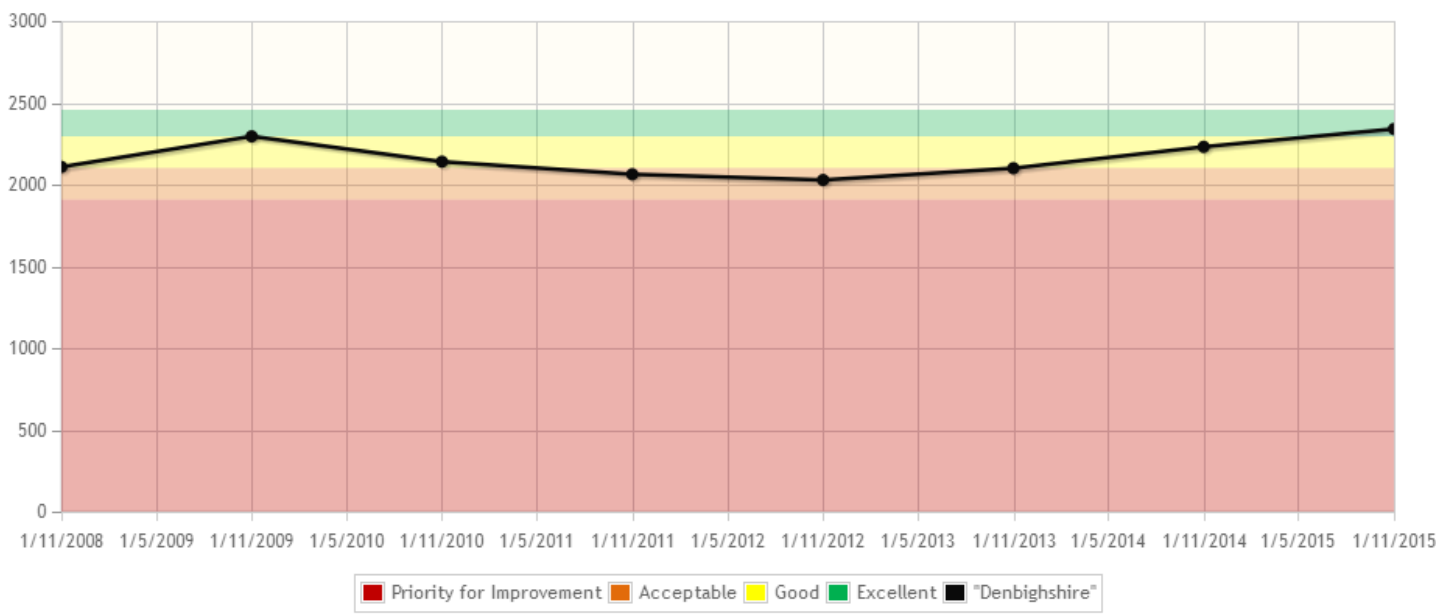
**ECAheadline4** 1 year survival rate of new enterprises (%)



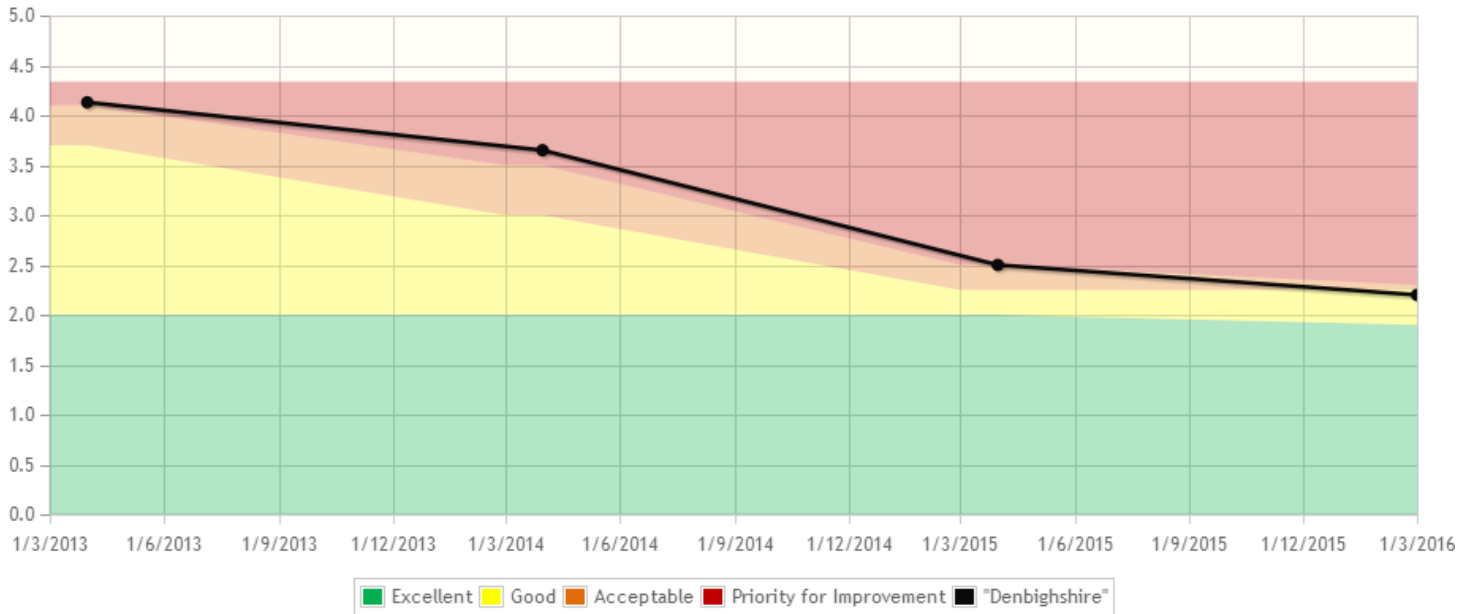


**ECAheadline5** 3 year survival rate of new enterprises (%)





**AECAHeadline1**      % Job Seekers Allowance claimant count



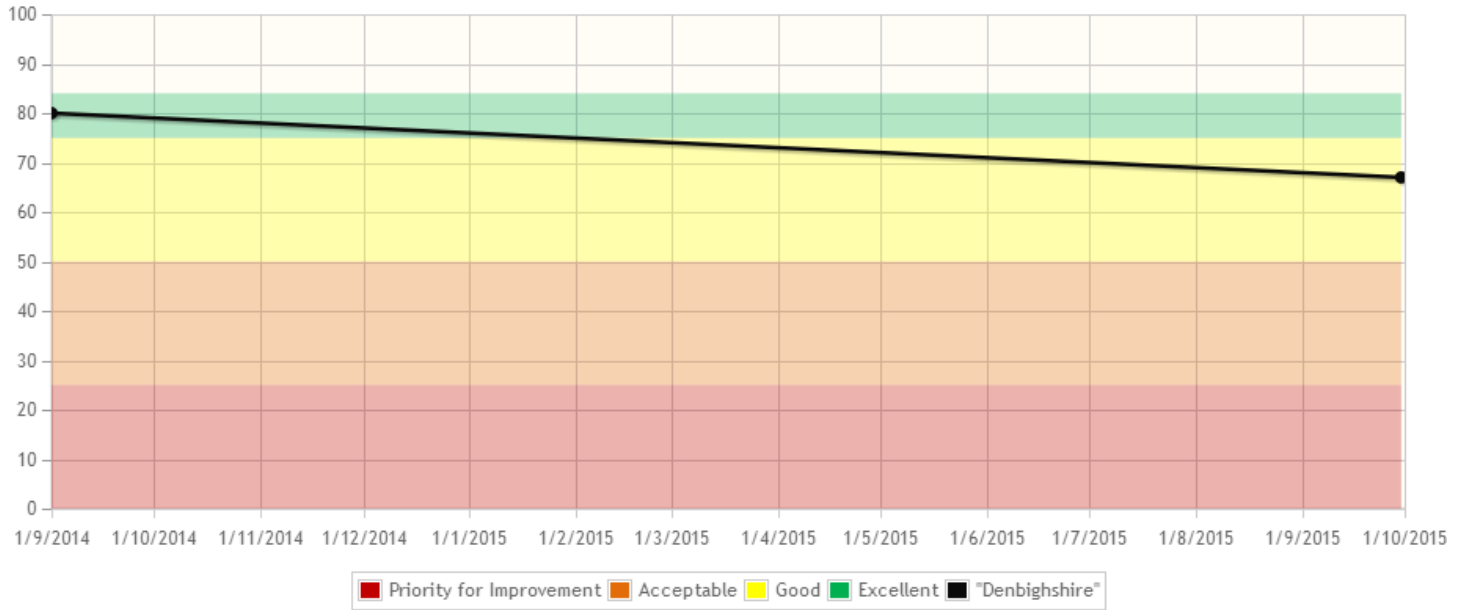
# Outcome 01 - Infrastructure for growth

## General Information

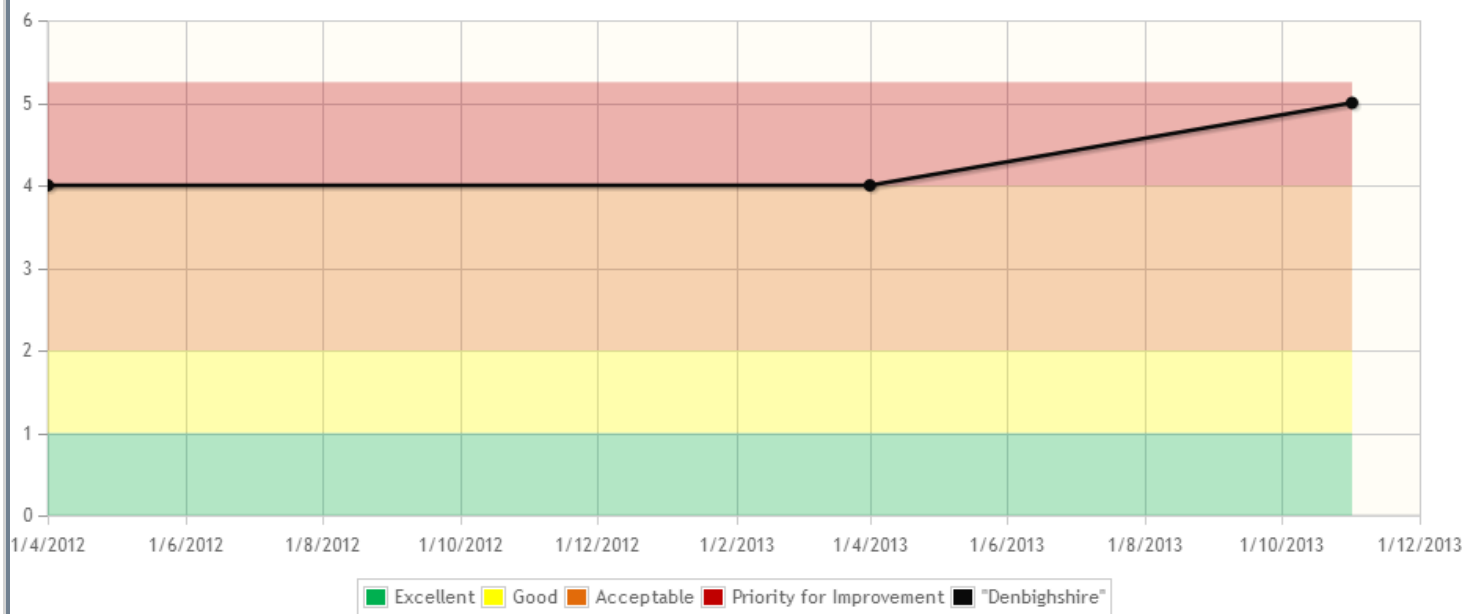
Status **Acceptable**

## Indicators

**BusSurv1.9** The percentage of businesses selling or sourcing goods or services online

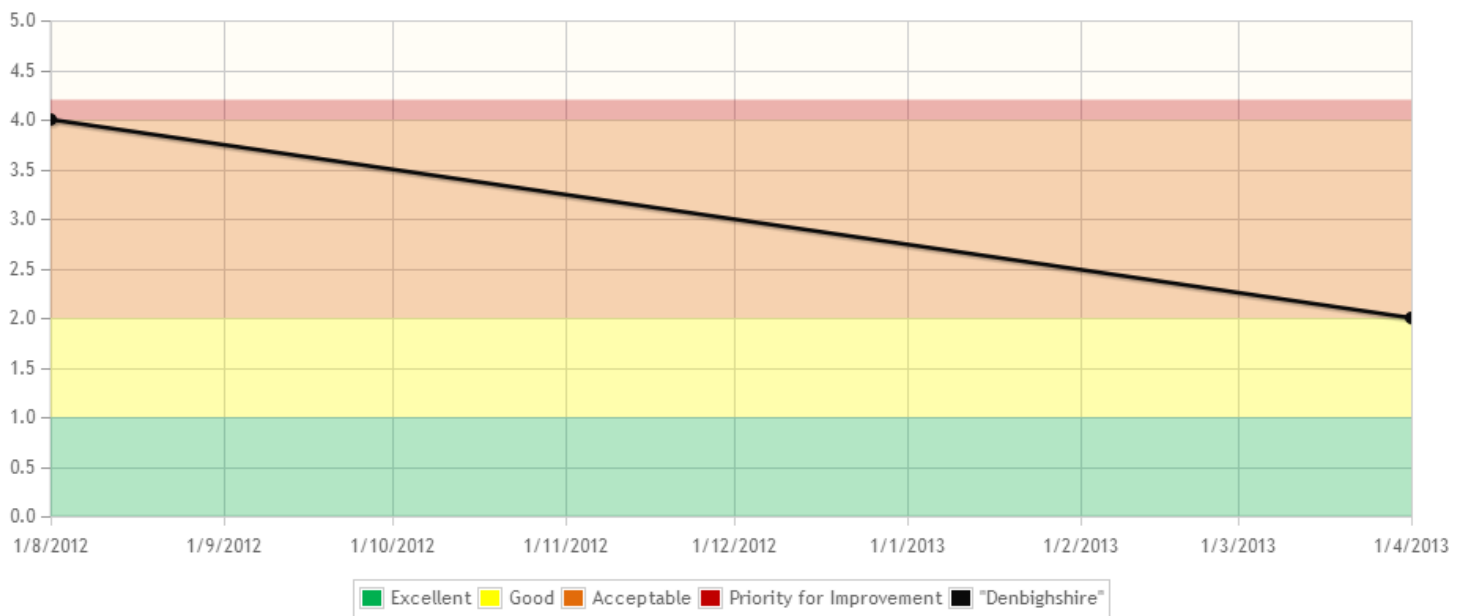


**OFCOMsuperfast** Denbighshire's OFCOM five-point ranking for superfast broadband availability



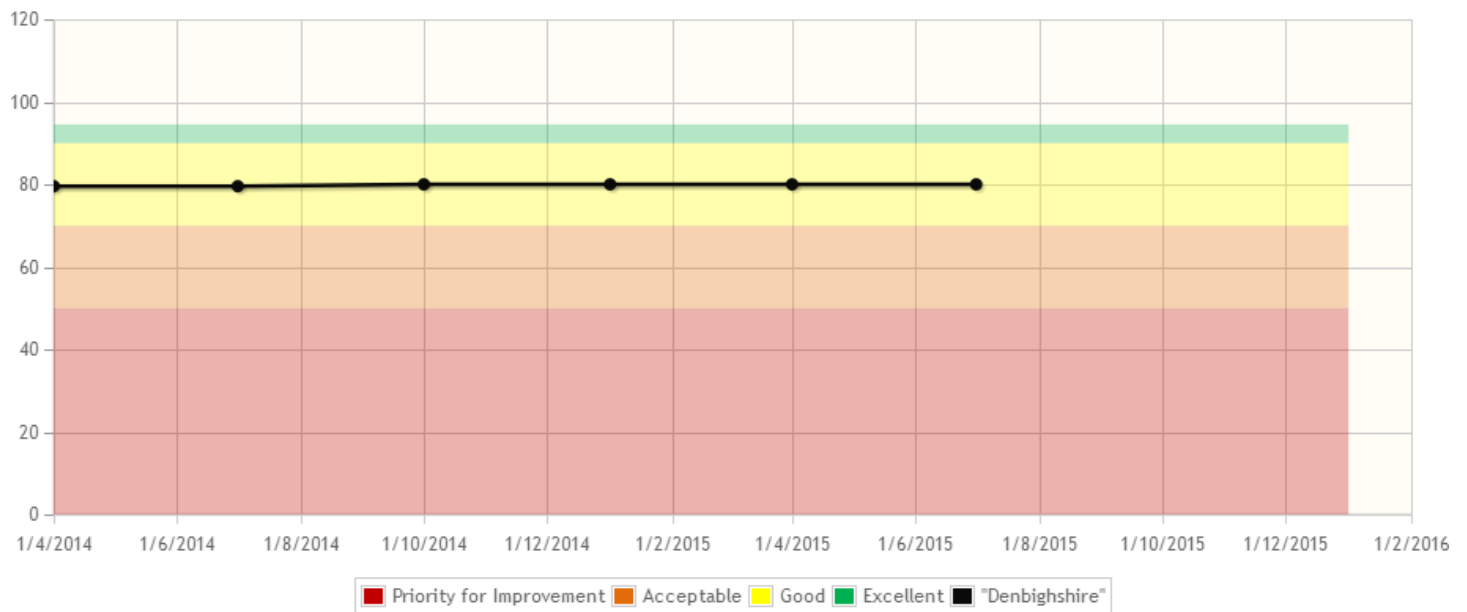
OFCOMtake up

Denbighshire's OFCOM five-point ranking for broadband take-up

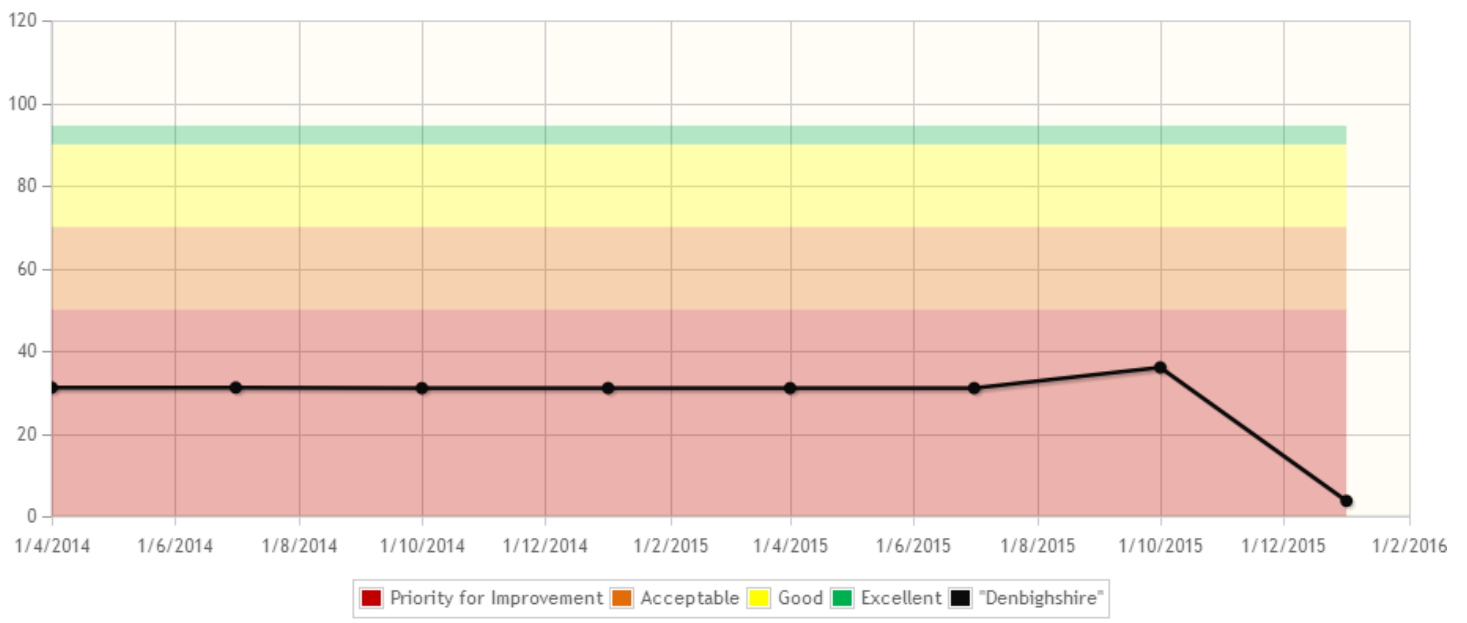


ECA1.1i

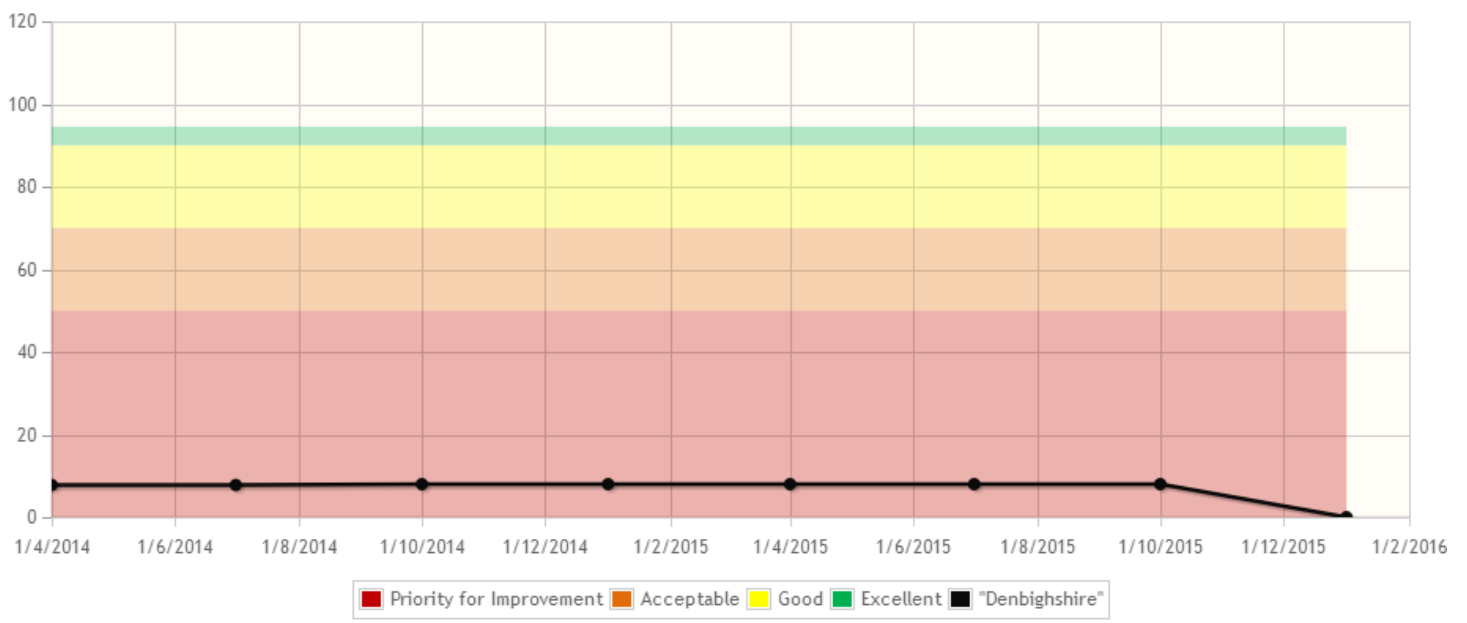
The percentage of available land on Priority Strategic Employment Sites where restrictions/hindrances to development are removed from the legal title (as a % of all available land)



**ECA1.2i** The percentage of available employment land (PSE2) with planning consent



**ECA1.3i** The percentage of available employment land (PSE2) developed



**Activities**

ECA 1.2a	Digital Denbighshire		15/07/13	30/06/17
ECA 1.3b	Strategic Employment Sites		06/05/14	31/03/18

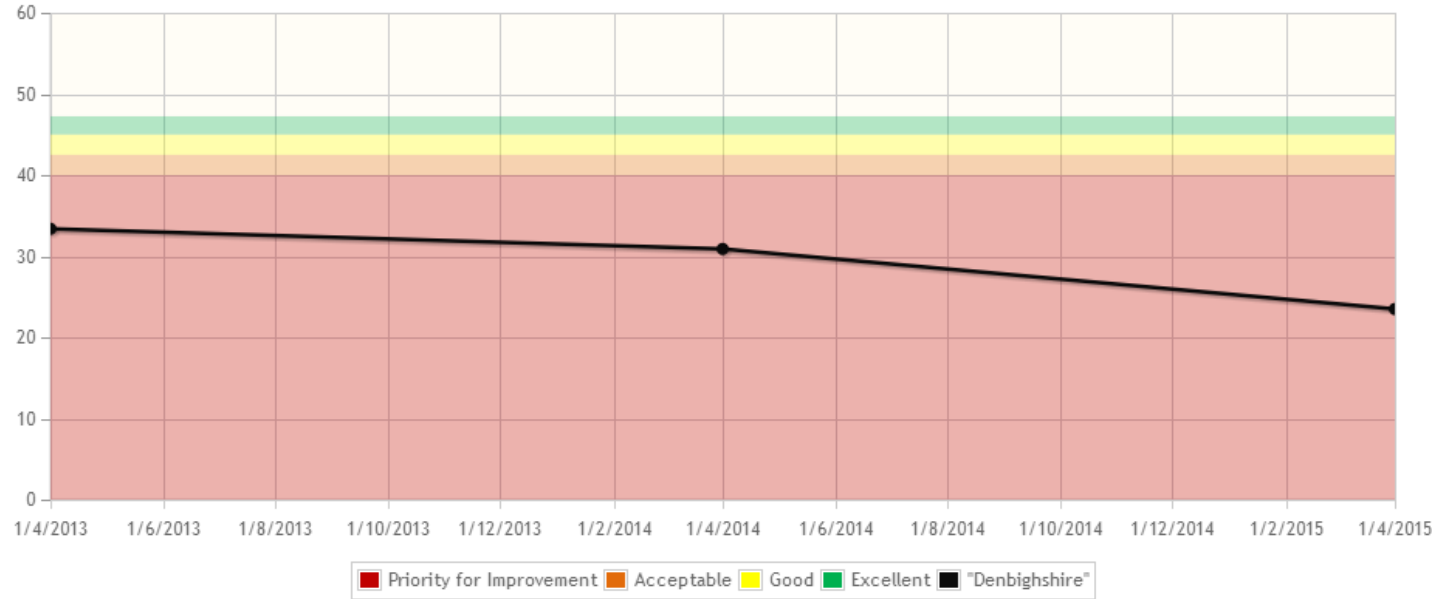
# Outcome 02 - Supported and connected businesses

## General Information

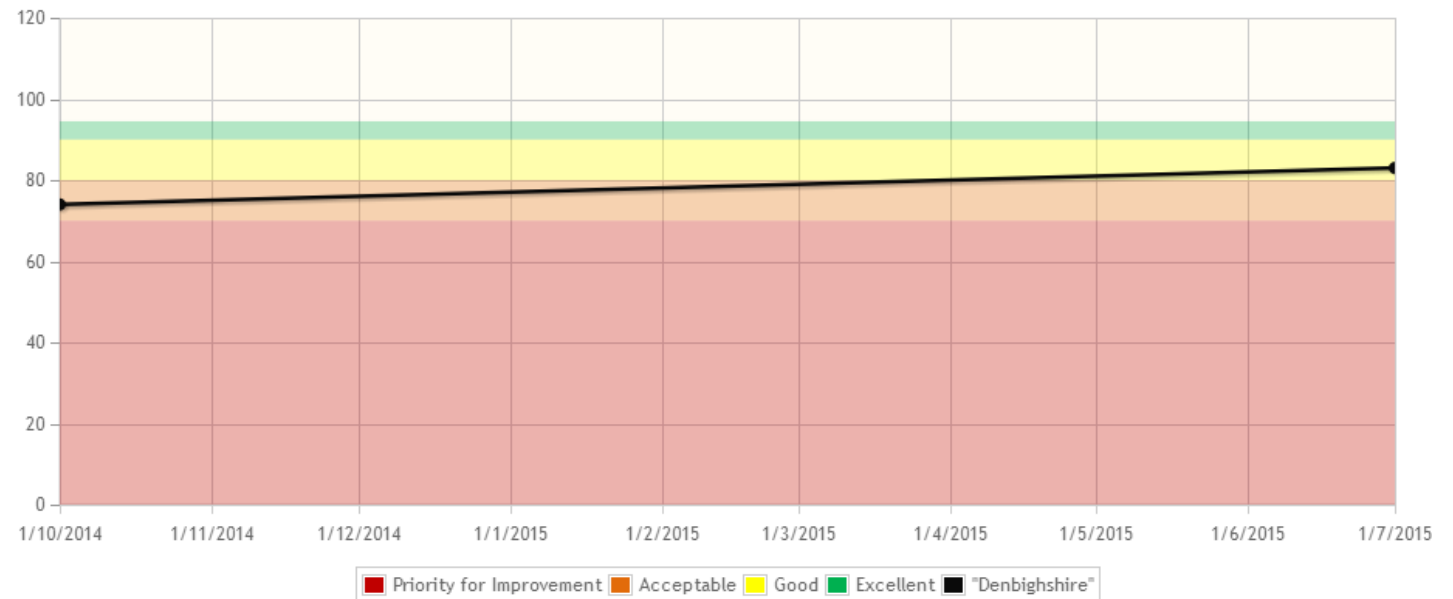
Status **Acceptable**

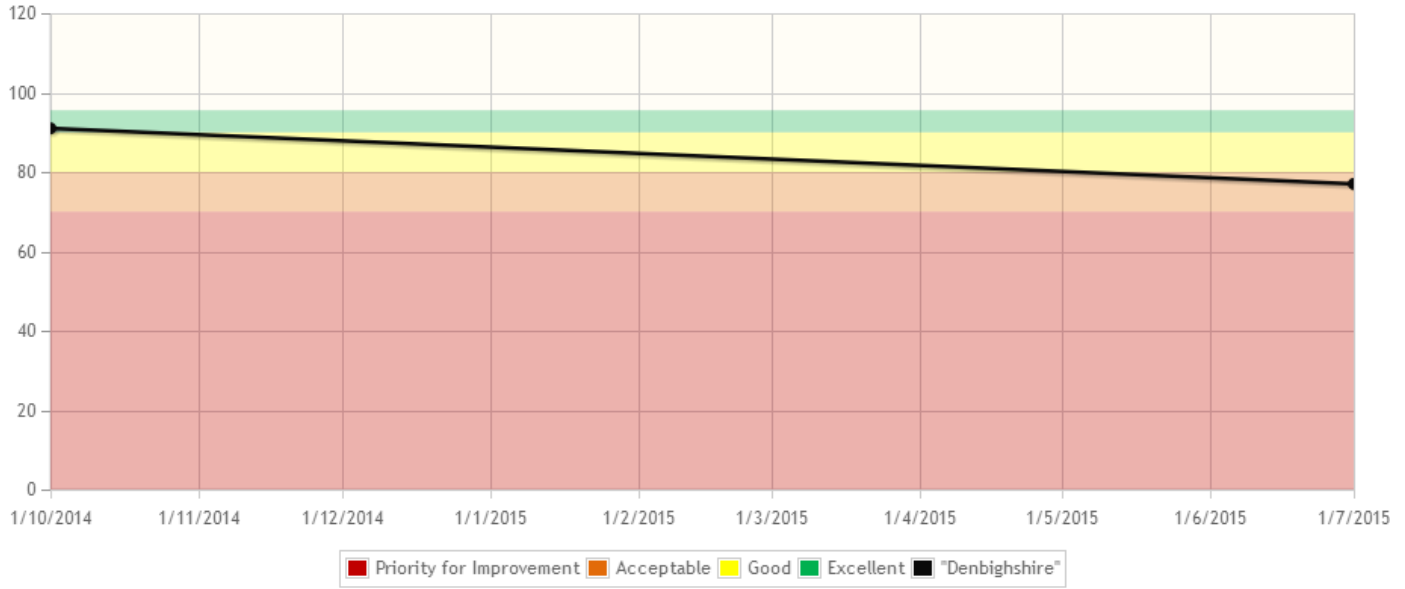
## Indicators

**FAA406m** Local procurement spend as a % of total procurement spend



**BusSurv4.2** % of businesses satisfied with quality of advice/support





Activities

BIM314a	Conduct, collate, analyse and publish results from the Business Survey	01/04/14	31/10/15
ECA 2.1a/2.2a/2.2c	Business Advice & Support	12/09/13	22/07/16
ECA 2.1b	Better Business for All (BFC Phase 1 - Planning & Public Protection)	06/05/14	31/12/16

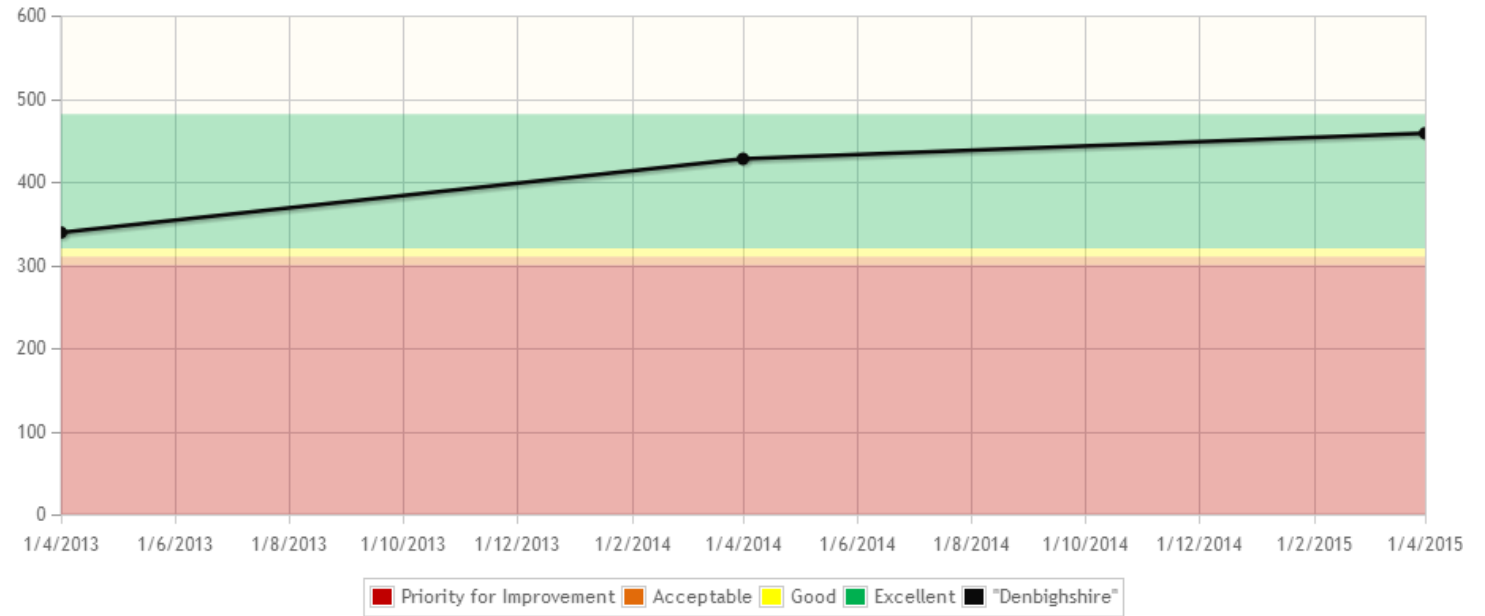
# Outcome 03 - Opportunities for growth

## General Information

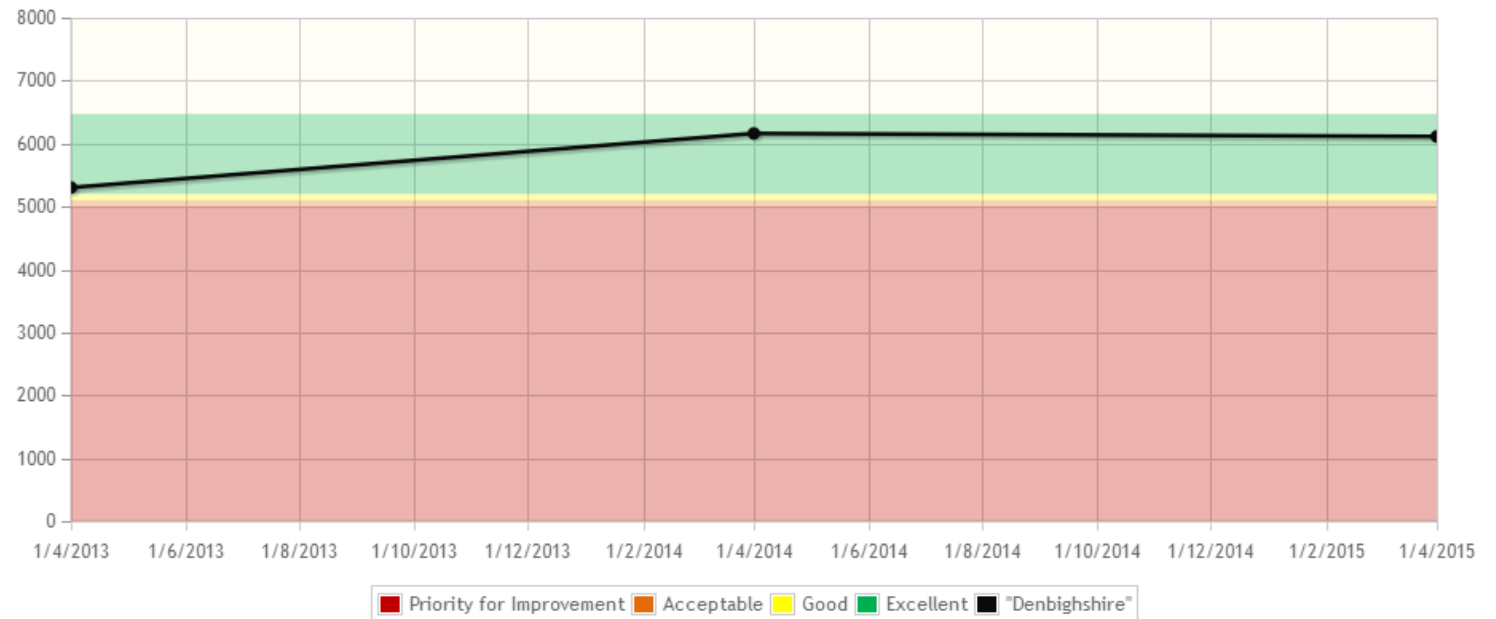
Status **Excellent**

## Indicators

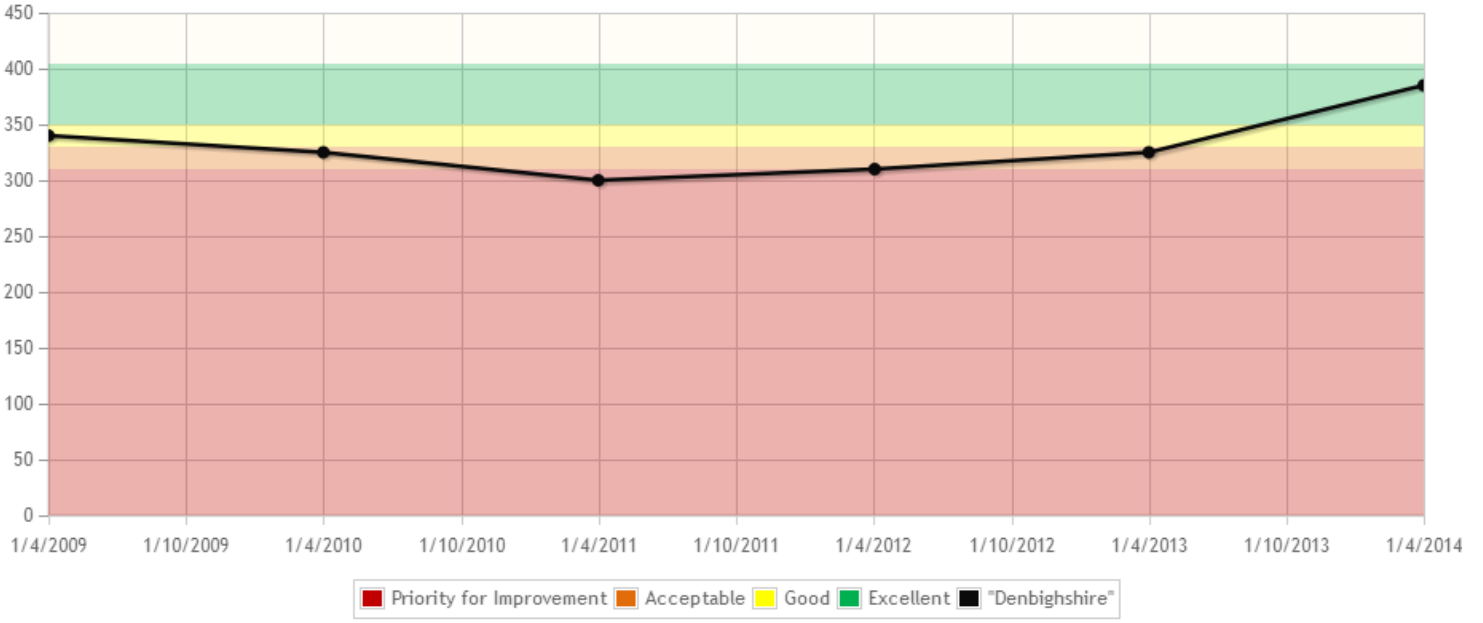
**CMLi10** STEAM - Total Economic Impact of Tourism (£ million)



**CMLi11** STEAM - Number of Full Time Jobs Supported by Tourism







## Activities

ECA 3.1Aa-C	Tourism Growth Plan	05/06/14	31/07/15
ECA 3.2a	New Growth Sectors / St. Asaph Business Park Development	01/01/15	31/03/18
ECA 3.2b/d	Regional Growth Opportunities	11/06/14	30/04/18
PPP311a	Take a pro-active approach to encourage the private sector to develop economic development, by producing master plans, planning briefs and SPGs	01/04/15	31/03/16

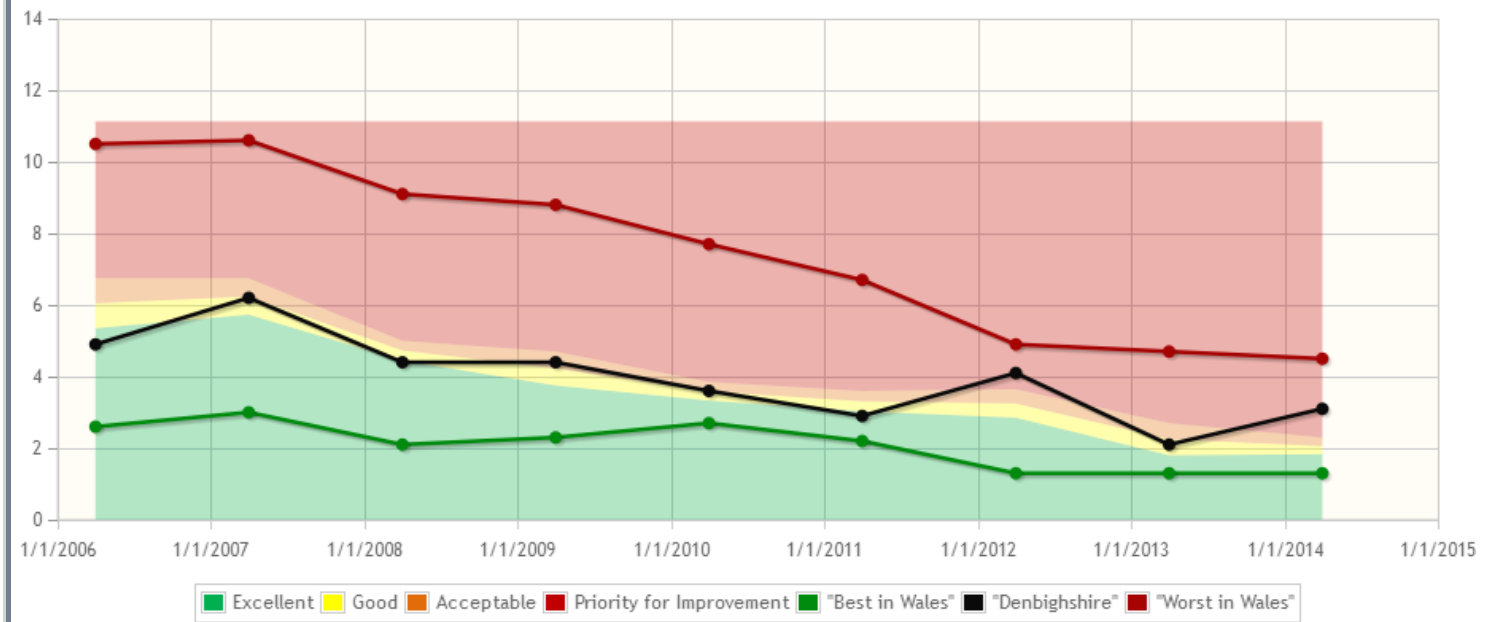
# Outcome 04 - High quality skilled workforce

## General Information

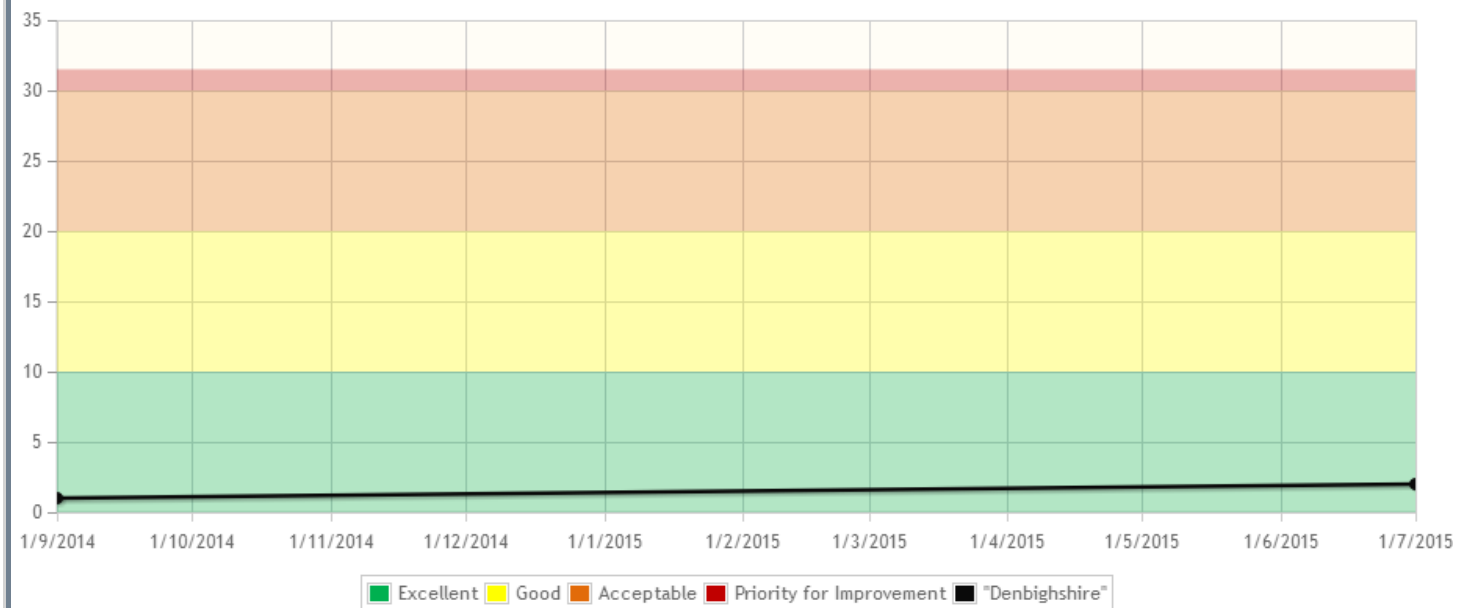
Status **Good**

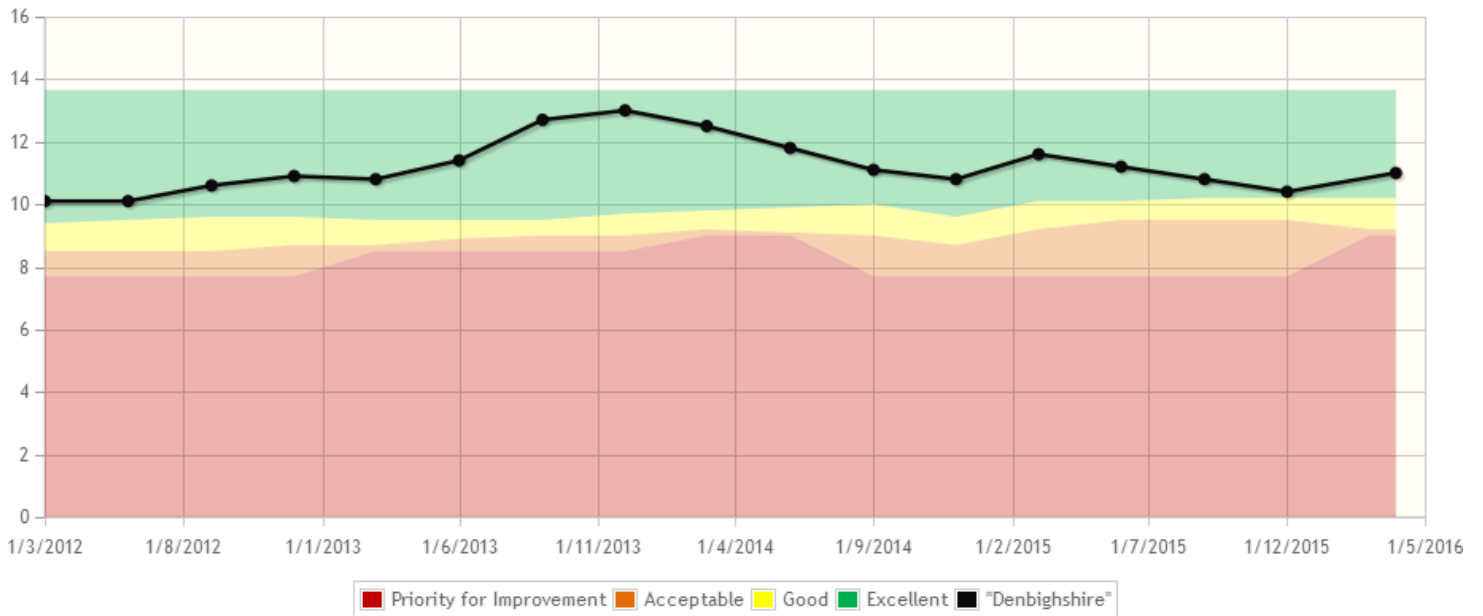
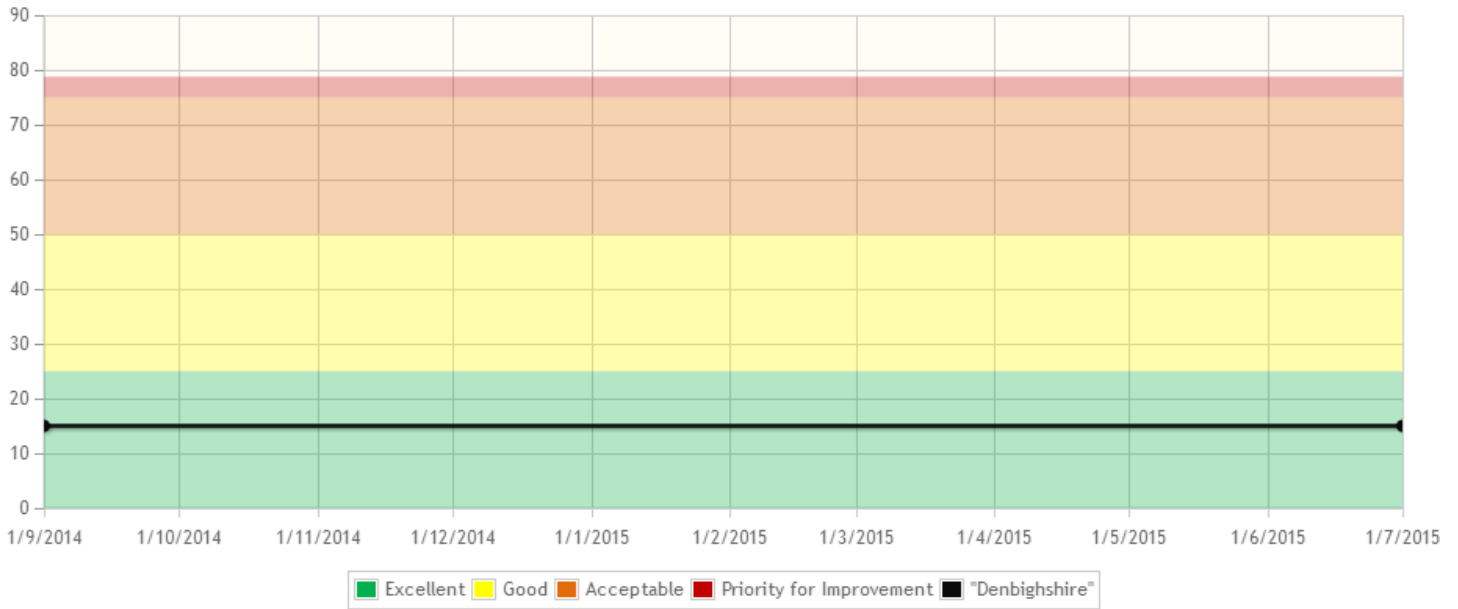
## Indicators

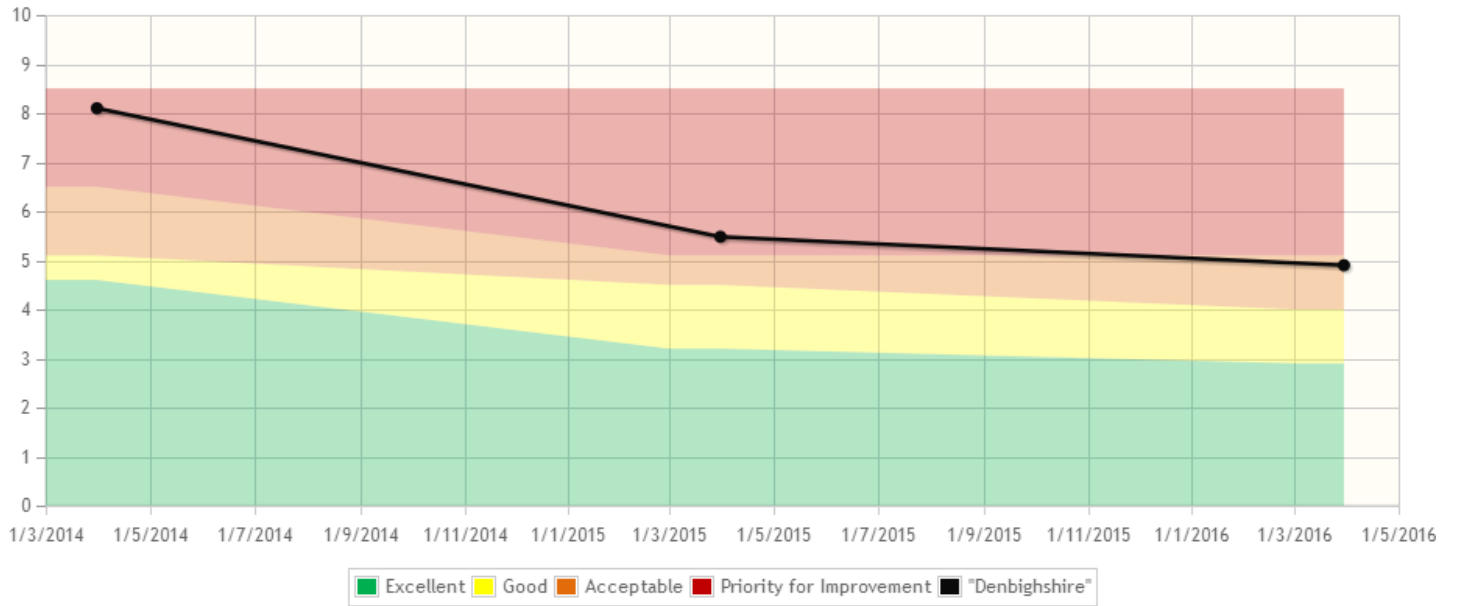
**Ed004i** The percentage of children aged 16 - 18 Not in Education, Employment or Training, at the preceding 31 August in Denbighshire



**BusSurv3.3a** % of businesses reporting unfilled vacancies due to unsuitable applicants







Activities

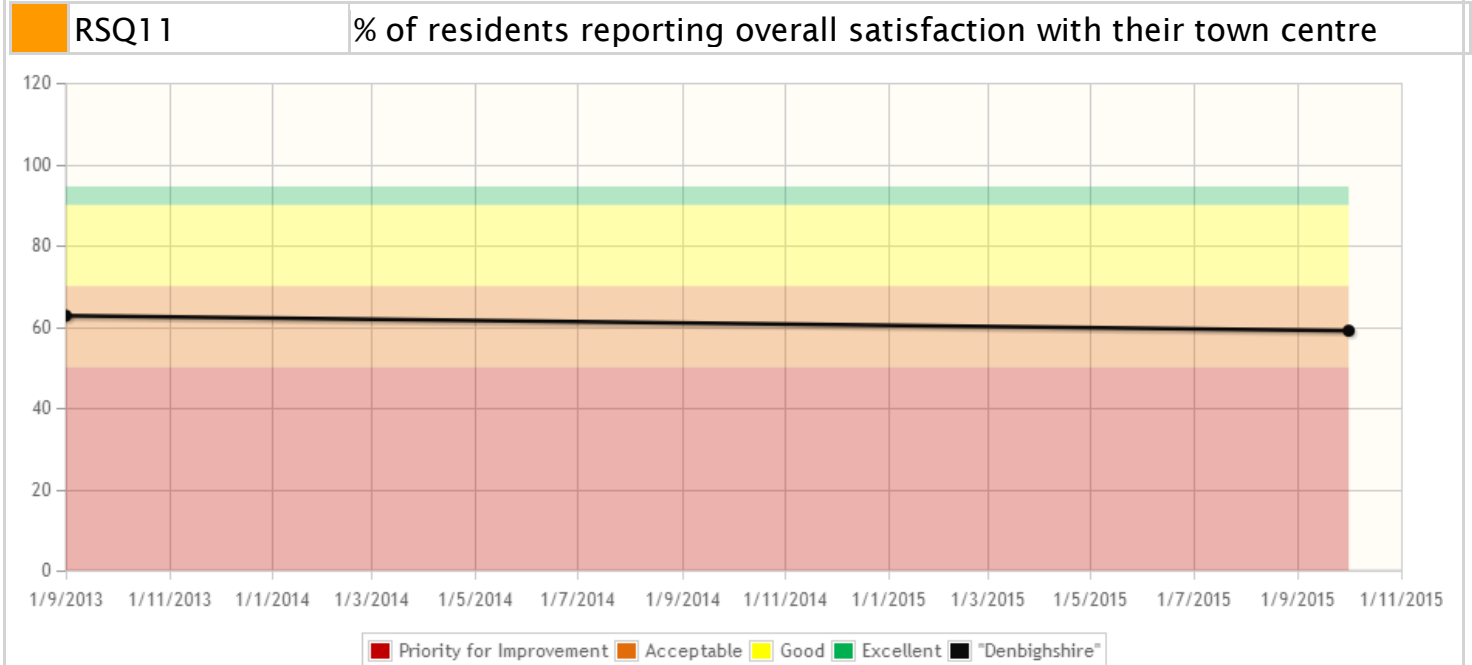
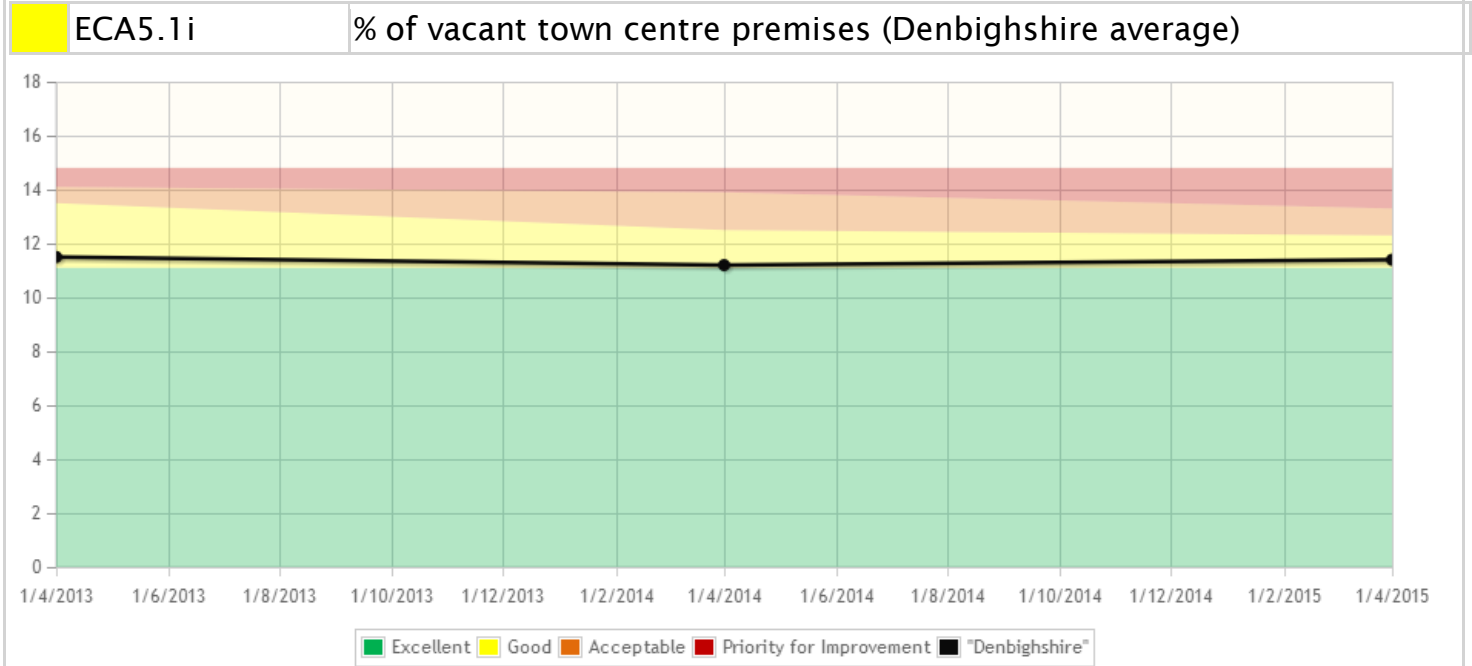
	ECA 4.1b,4.2a- c,4.3a	Pathways +	01/04/15	31/07/16
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# Outcome 5: Vibrant Towns and Communities

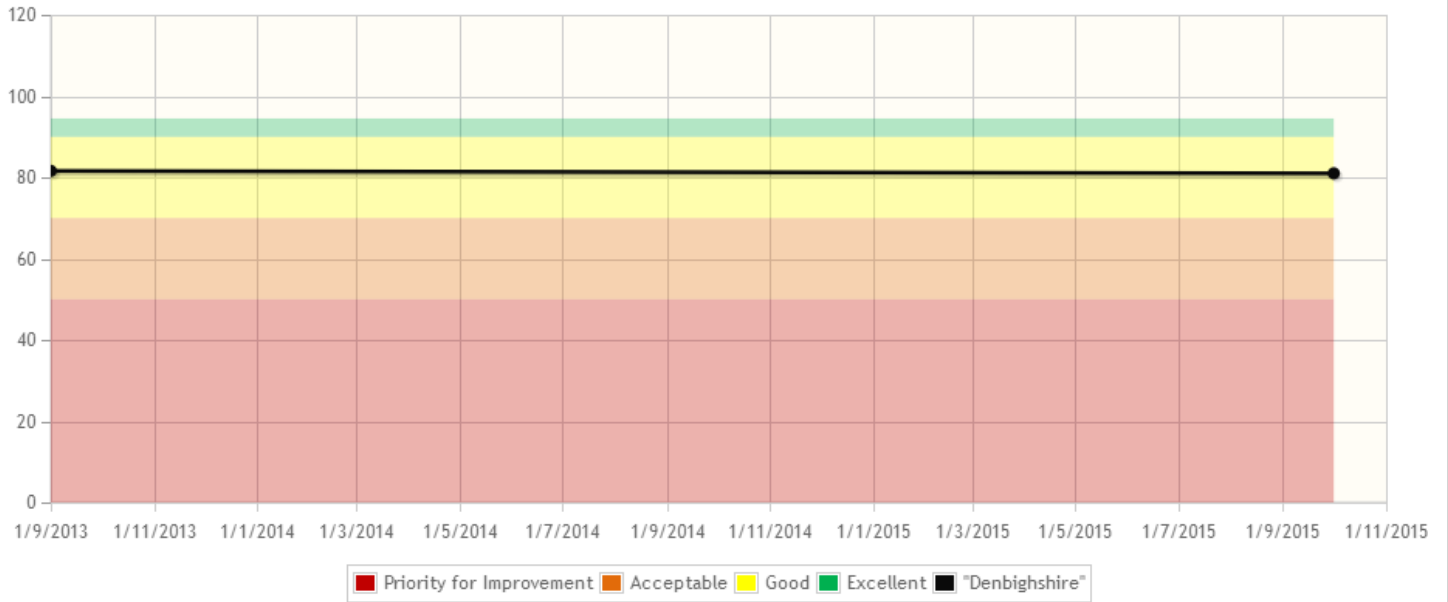
## General Information

Status **Acceptable**

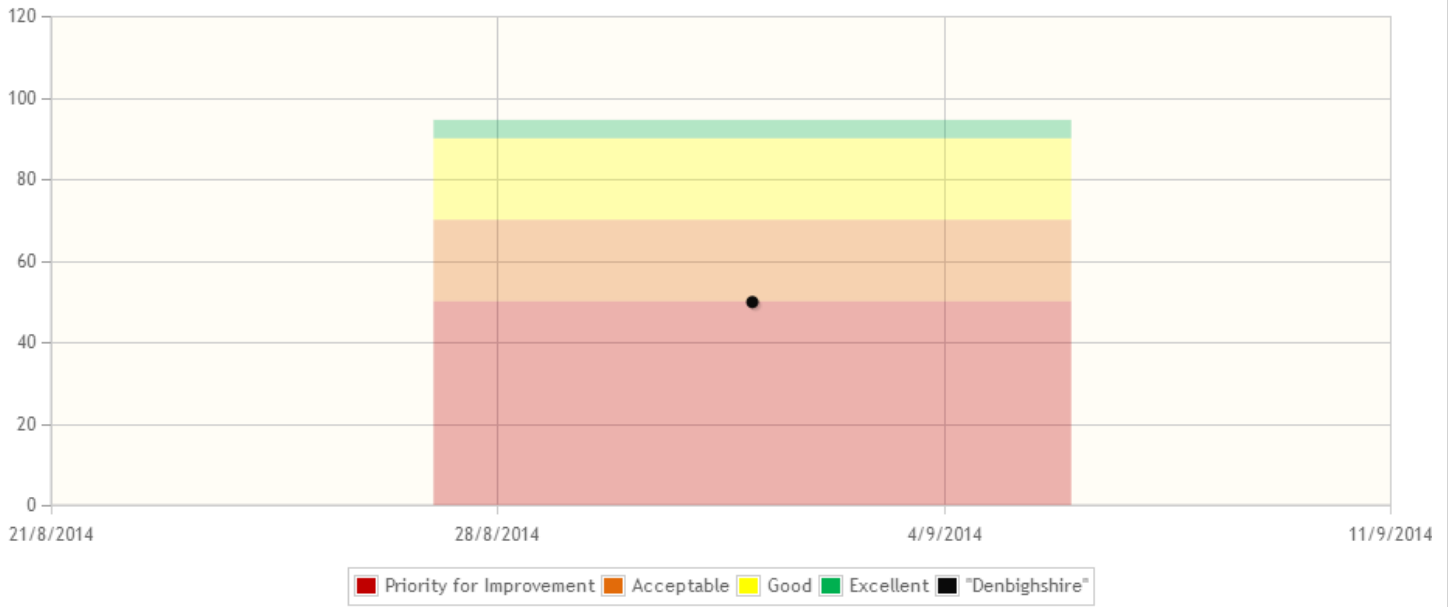
## Indicators



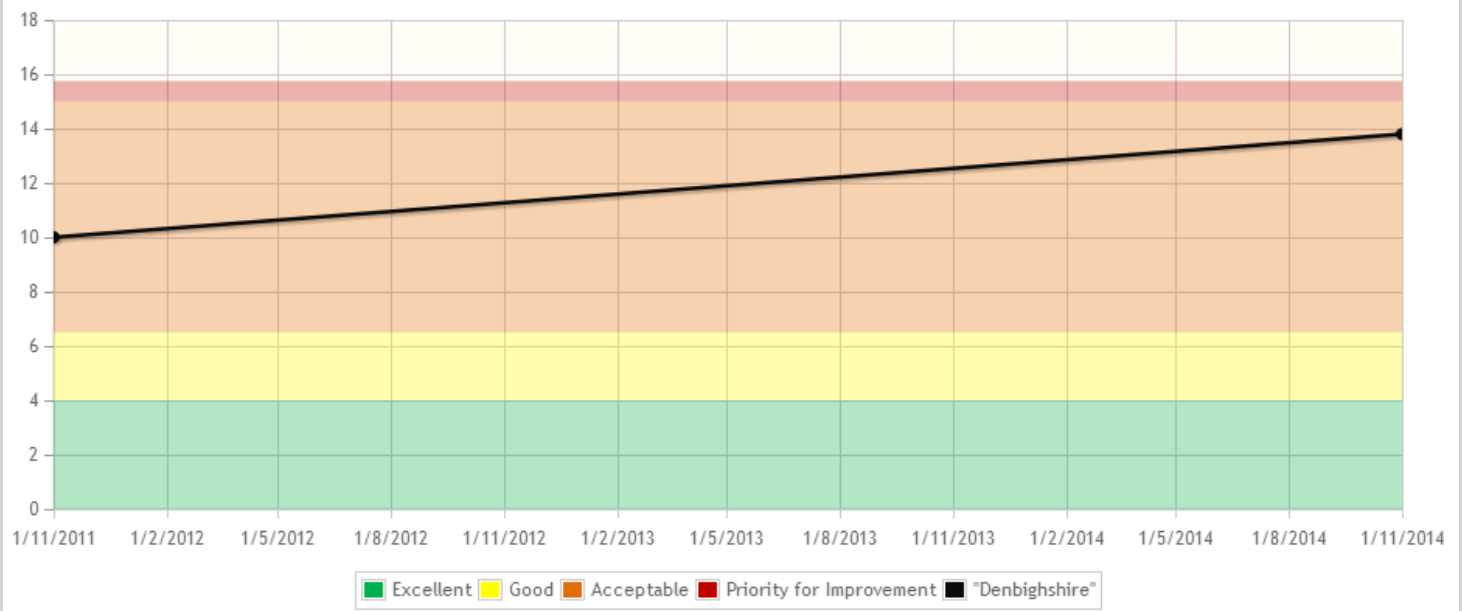
**RSQ2** % of town residents reporting overall satisfaction with their local area



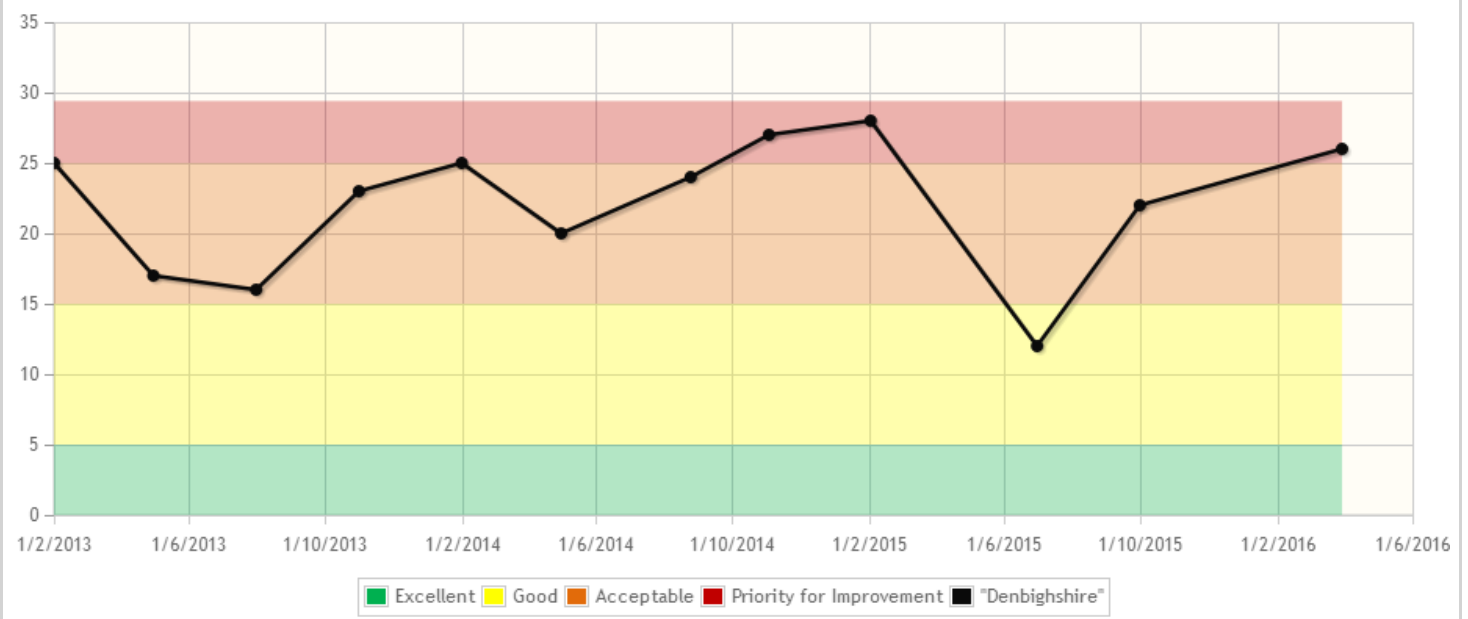
**BusSurv2.1** % of town centre businesses reporting confidence in future prospects



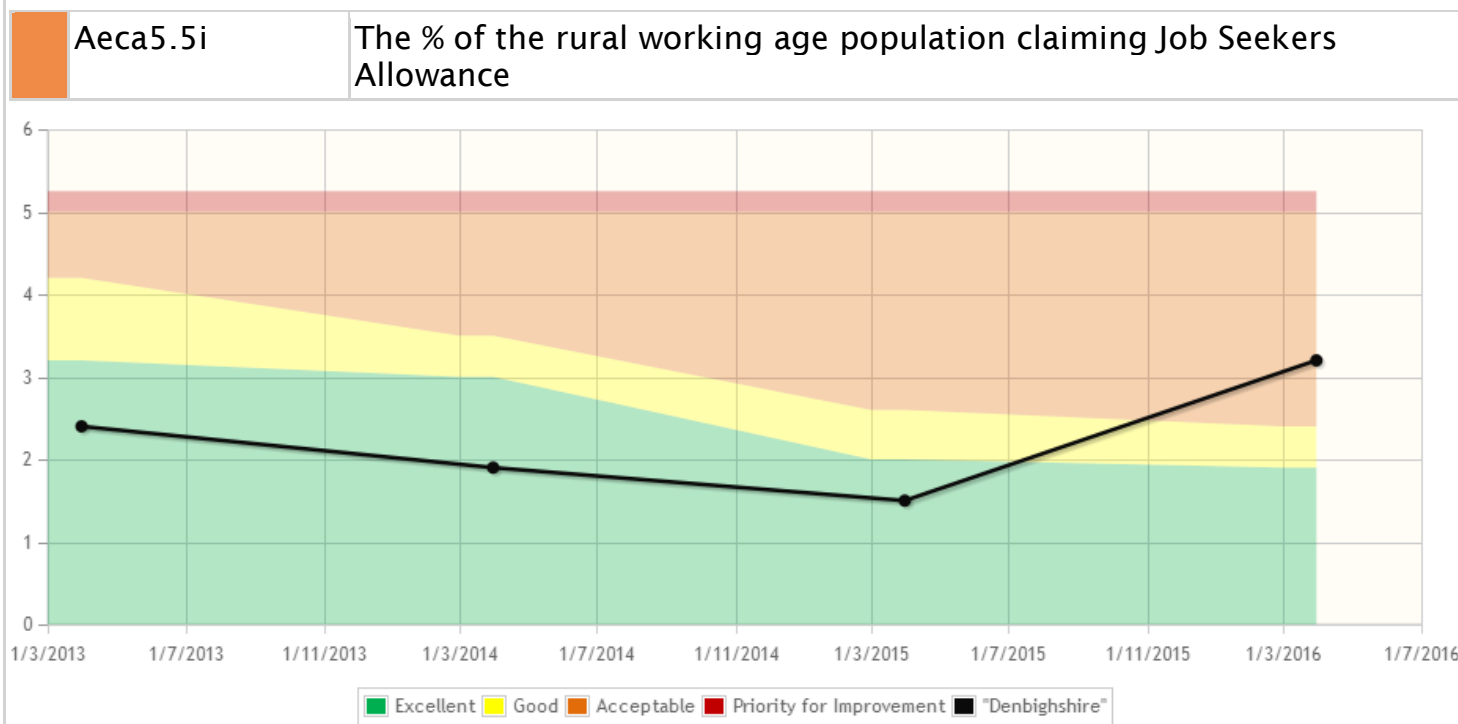
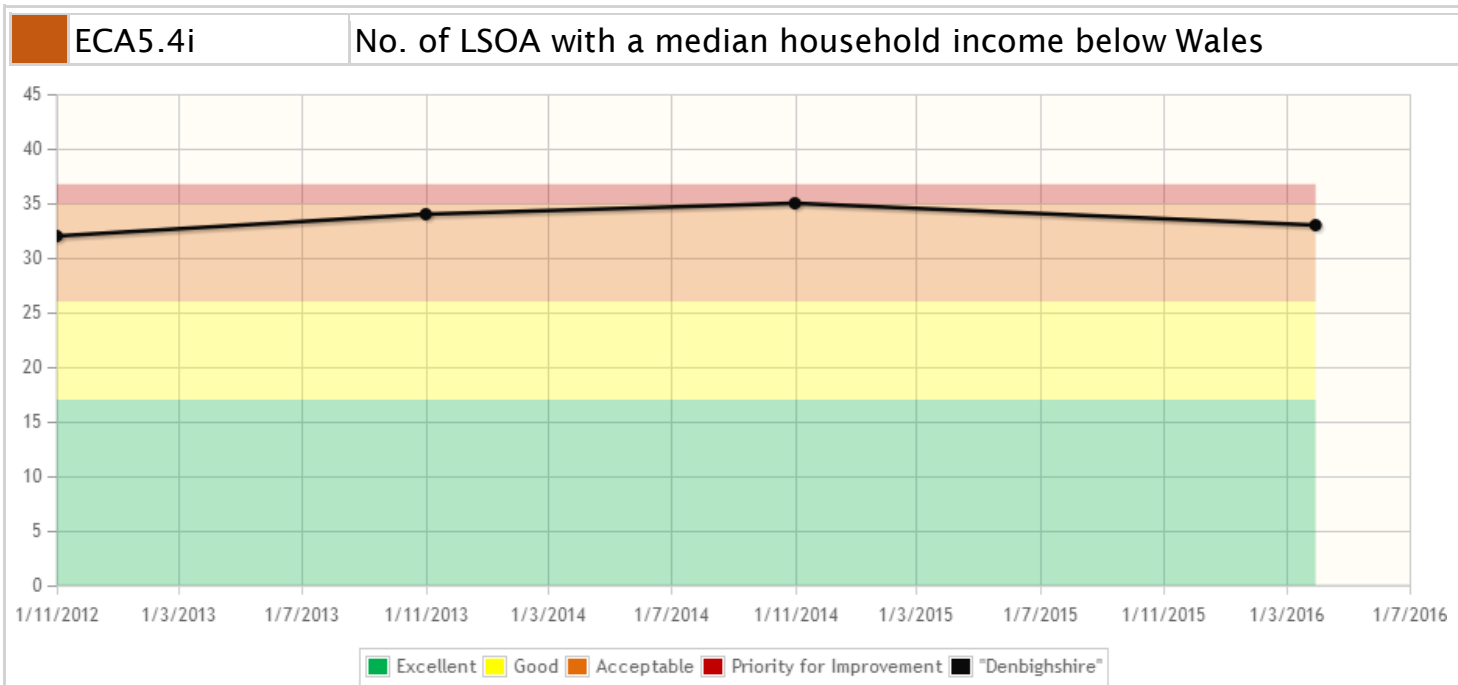
**ECA5.2i** % of LSOA that fall into the 10% most deprived in Wales



**ECA5.3i** No. of LSOA with a claimant count (%) greater than Great Britain







ECA 5.1	Vibrant & Viable High Streets	05/05/15	31/03/17
ECA 5.3a RGF	Rhyl Regeneration		
ECA 5.3a RGF	Rhyl Harbour: Pedestrian and cycle bridge, public square, quayside building and extended quay wall	02/03/09	31/03/15
ECA 5.3a RGF	Rhyl Harbour: Harbour Empowerment Order	02/05/12	30/06/16
ECA 5.3a RGF	West Rhyl Housing Improvement Project		
ECA 5.3a RGF	The Honey Club, Rhyl		

## Outcome 06 - Well-promoted Denbighshire

### General Information

Status **Excellent**

### Activities

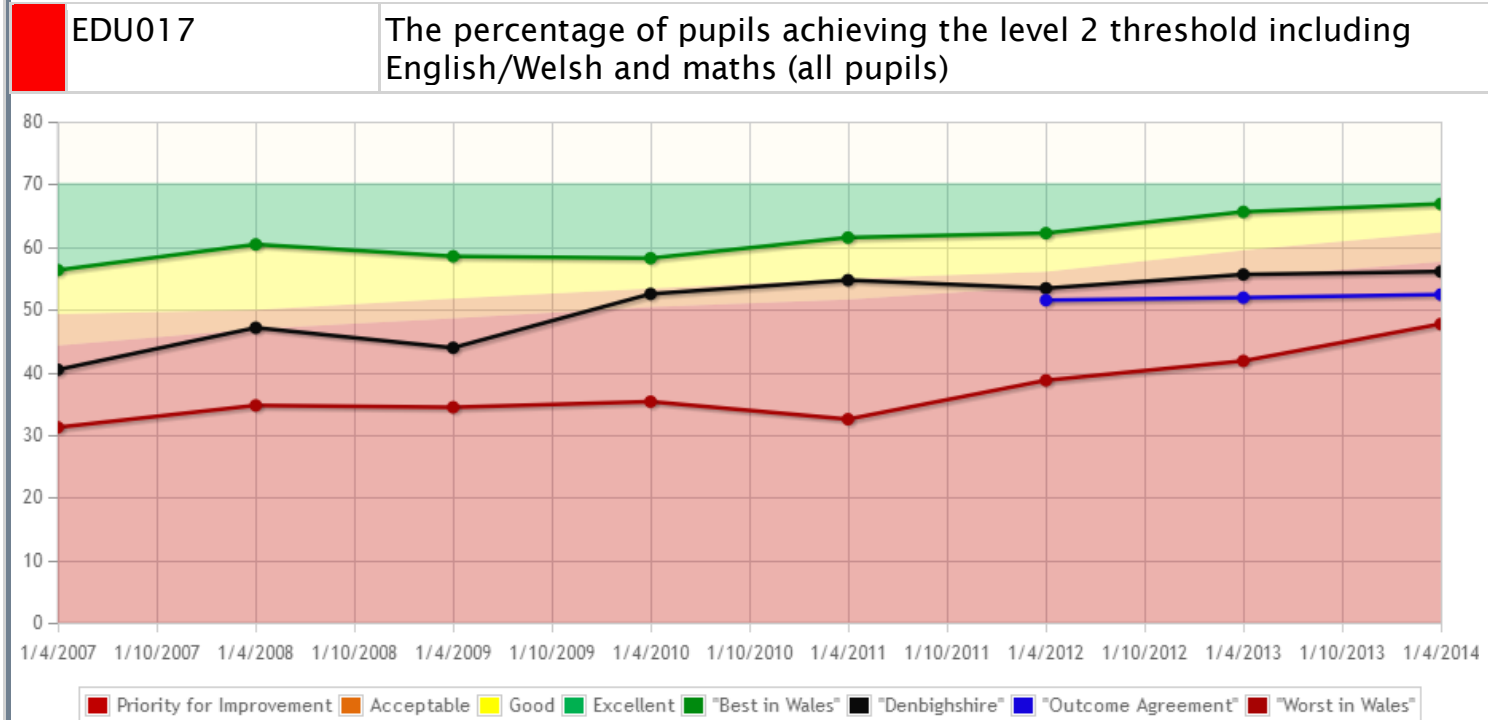
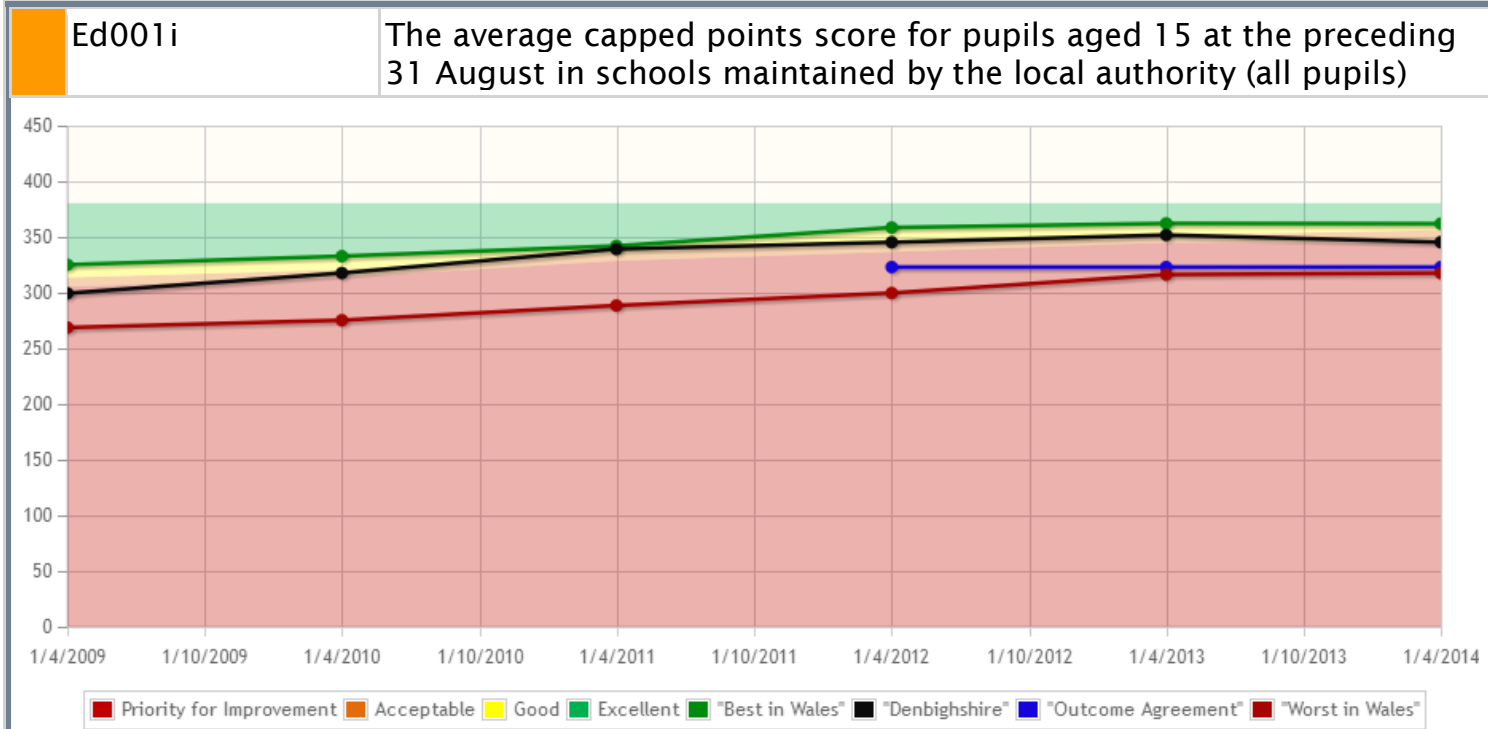
ECA 6.1a-c	Locate in Denbighshire- Inward Investment Marketing Campaign	17/04/14	30/09/16
ECA 6.2a	Develop a Destination Management Plan for Denbighshire	01/04/14	30/06/14
ECA 6.2b / 1.3a	Enquiry Handling for Sites & Premises	24/11/14	30/06/15

# Outcome 07 - Students achieve their potential

## General Information

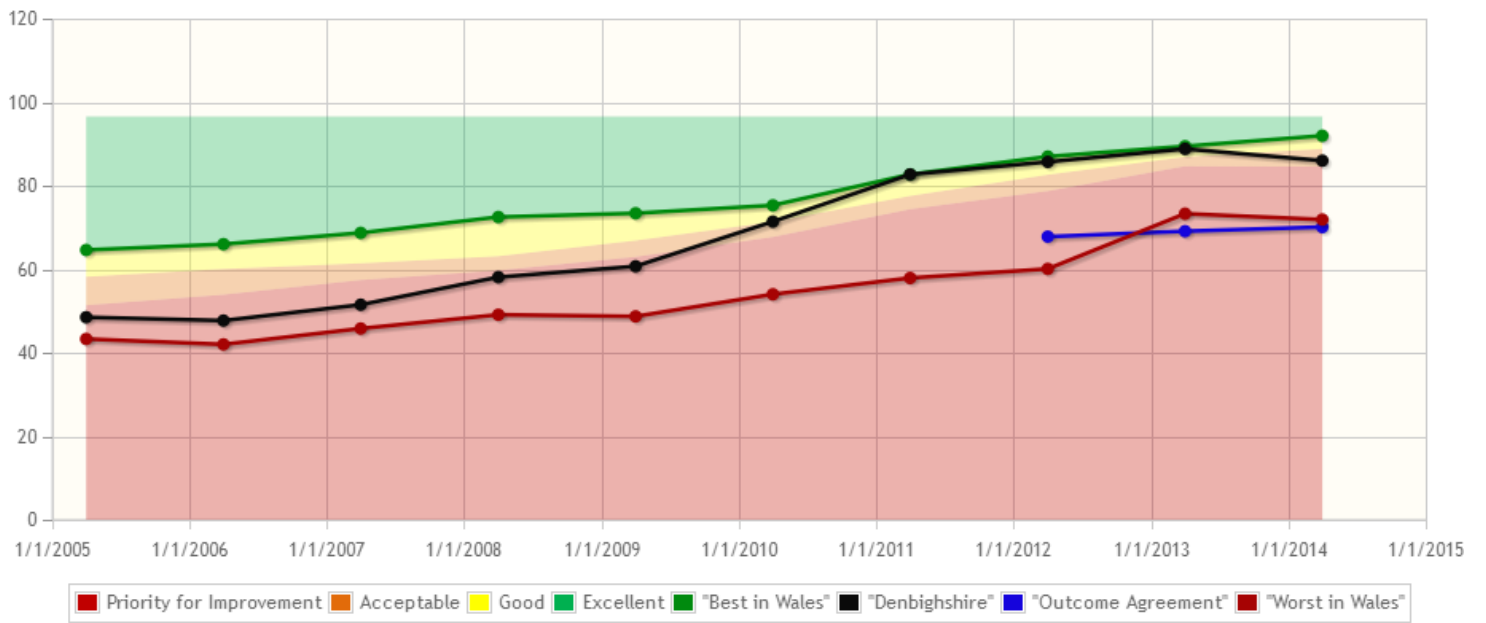
Status **Priority for Improvement**

## Indicators



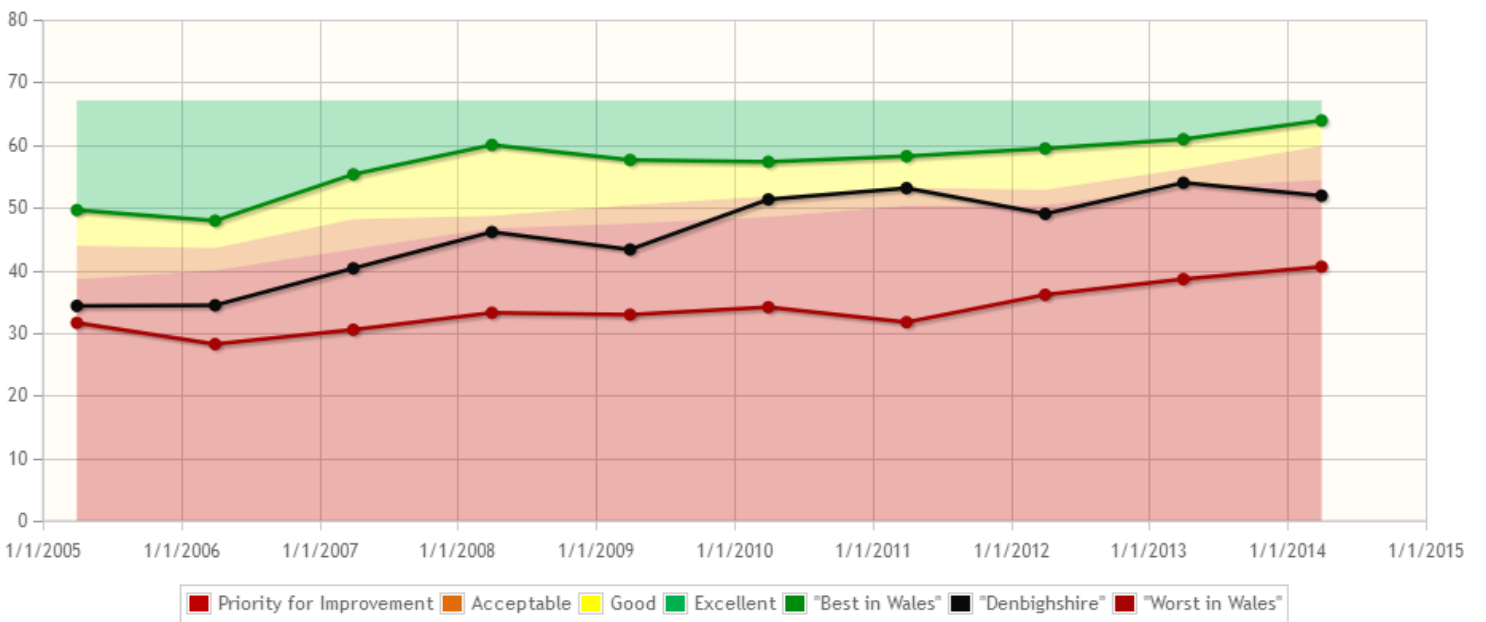
Ed006i

The percentage of pupils achieving the level 2 threshold or vocational equivalents (all pupils)



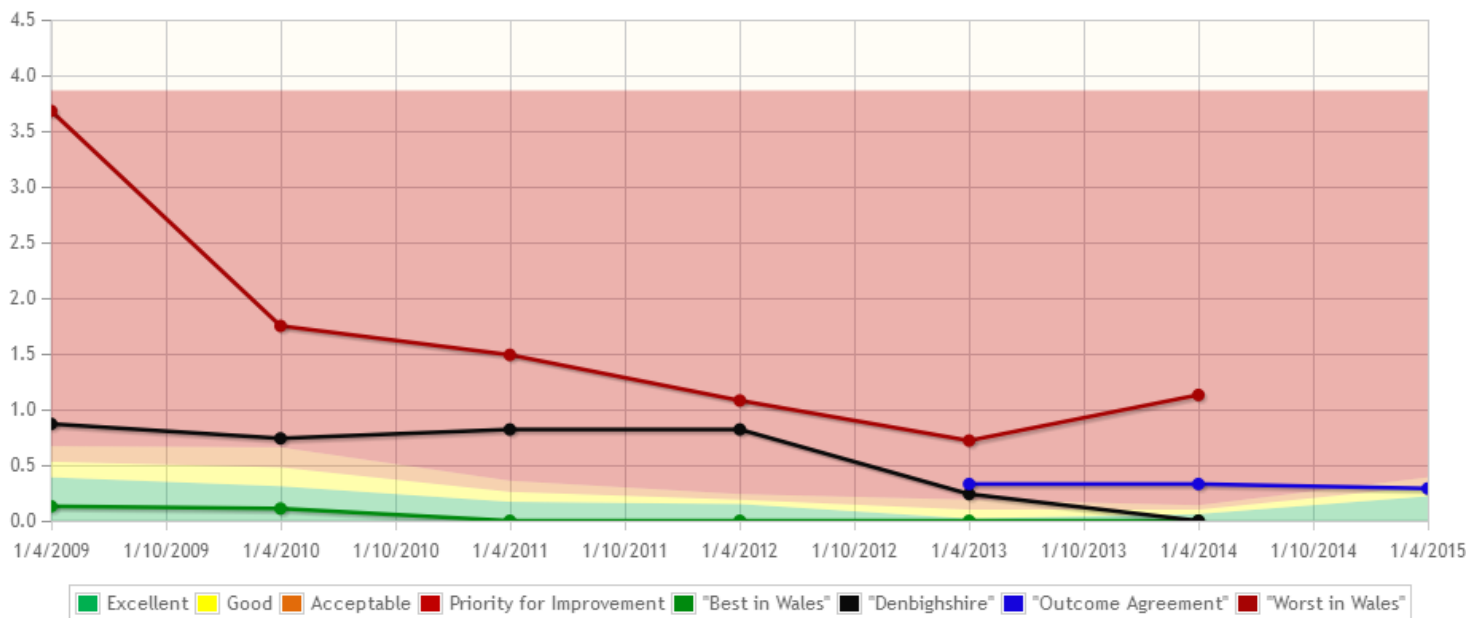
Ed009i

The percentage of pupils who achieve the Core Subject Indicator at Key Stage 4 (all pupils)



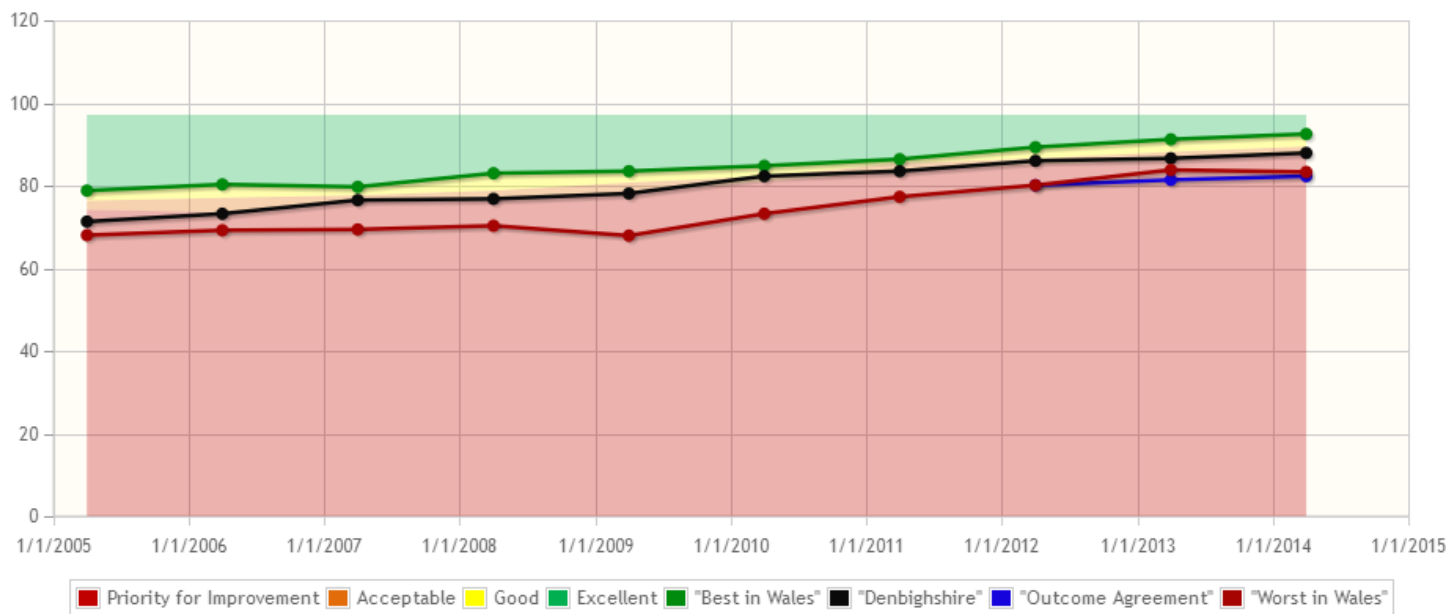
EDU002i

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.



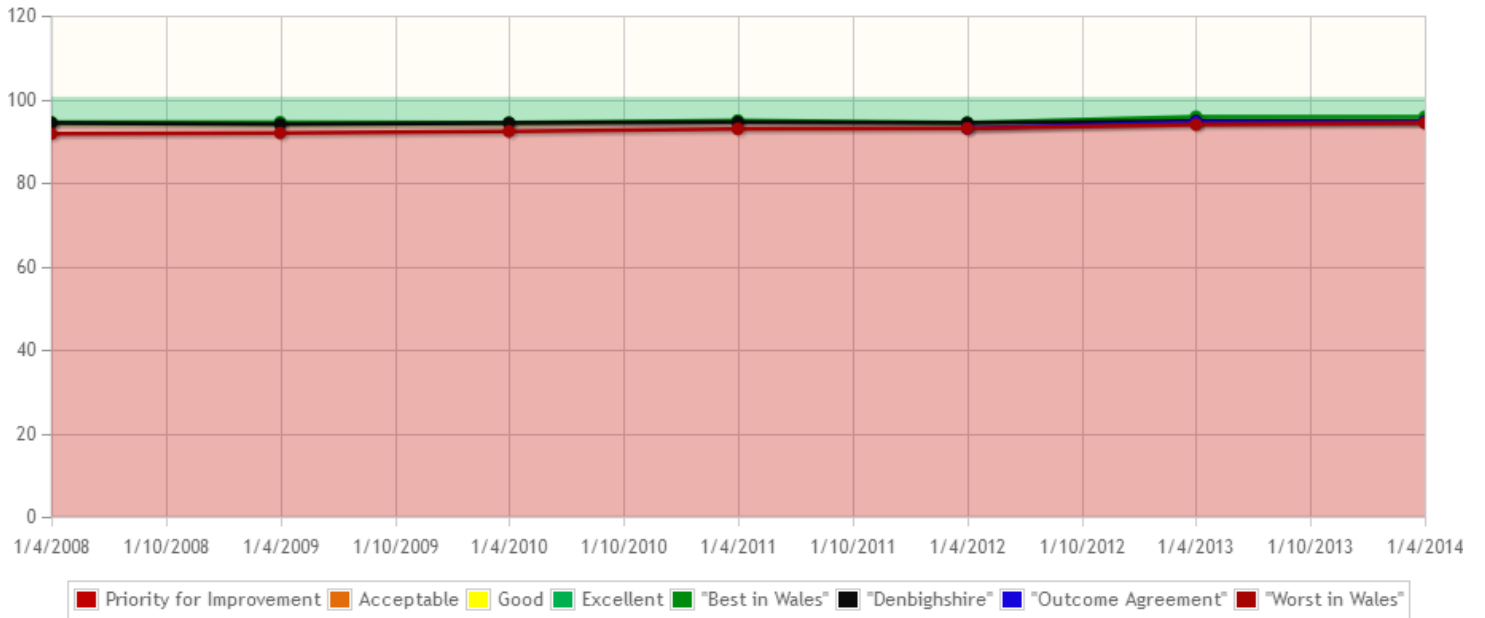
EDU003all

The percentage of pupils who achieve the Core Subject Indicator at Key Stage 2 (all pupils)



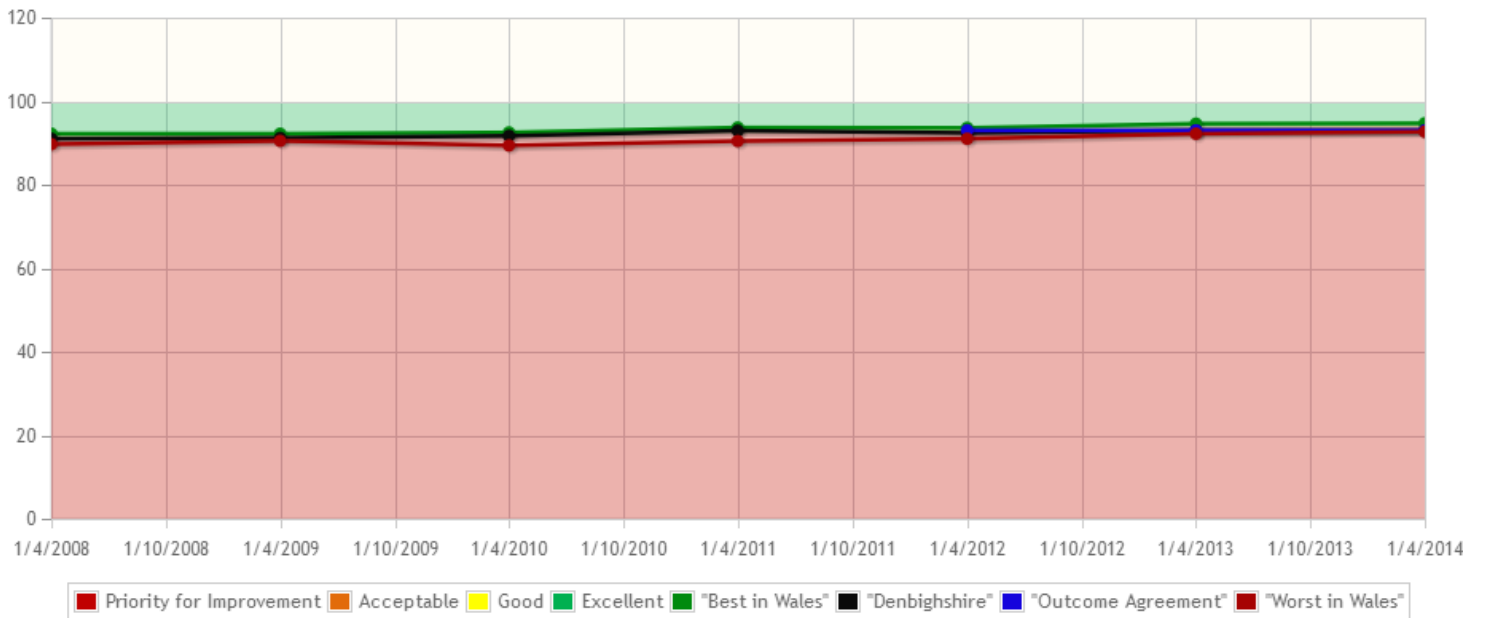
EDU016a

Percentage of pupil attendance in primary schools



EDU016b

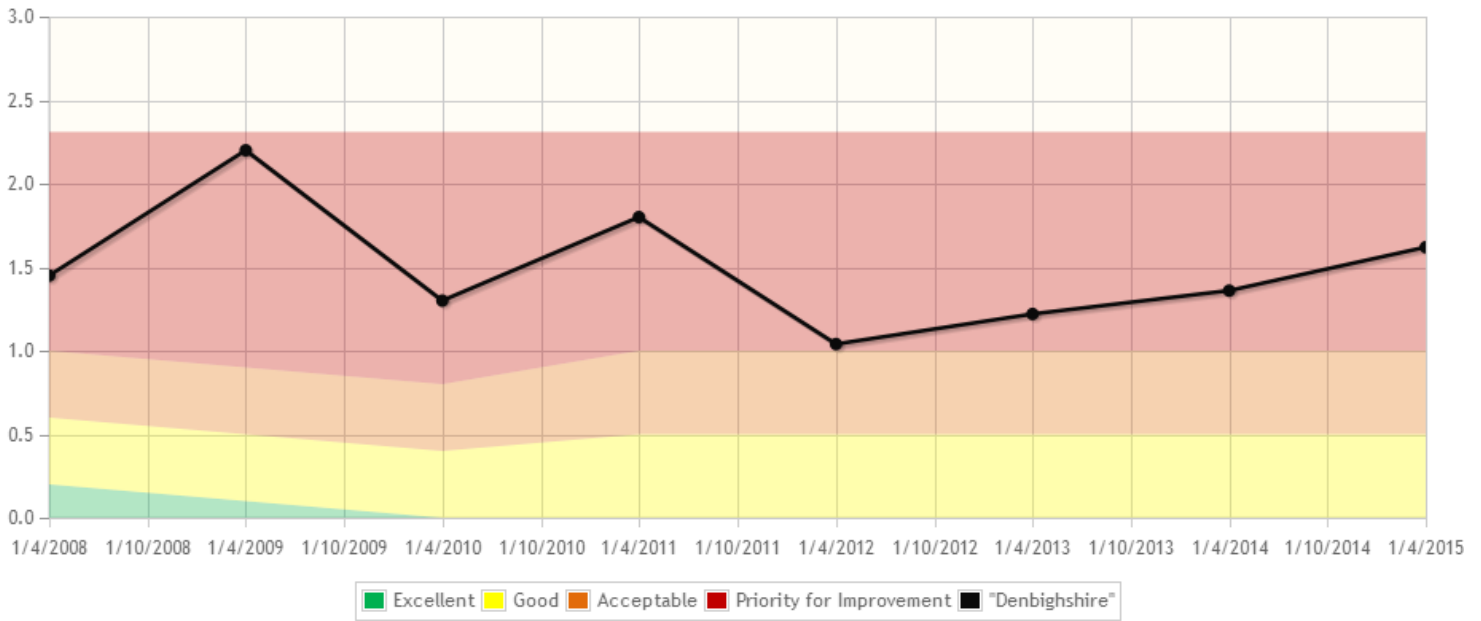
Percentage of pupil attendance in secondary schools



Measures

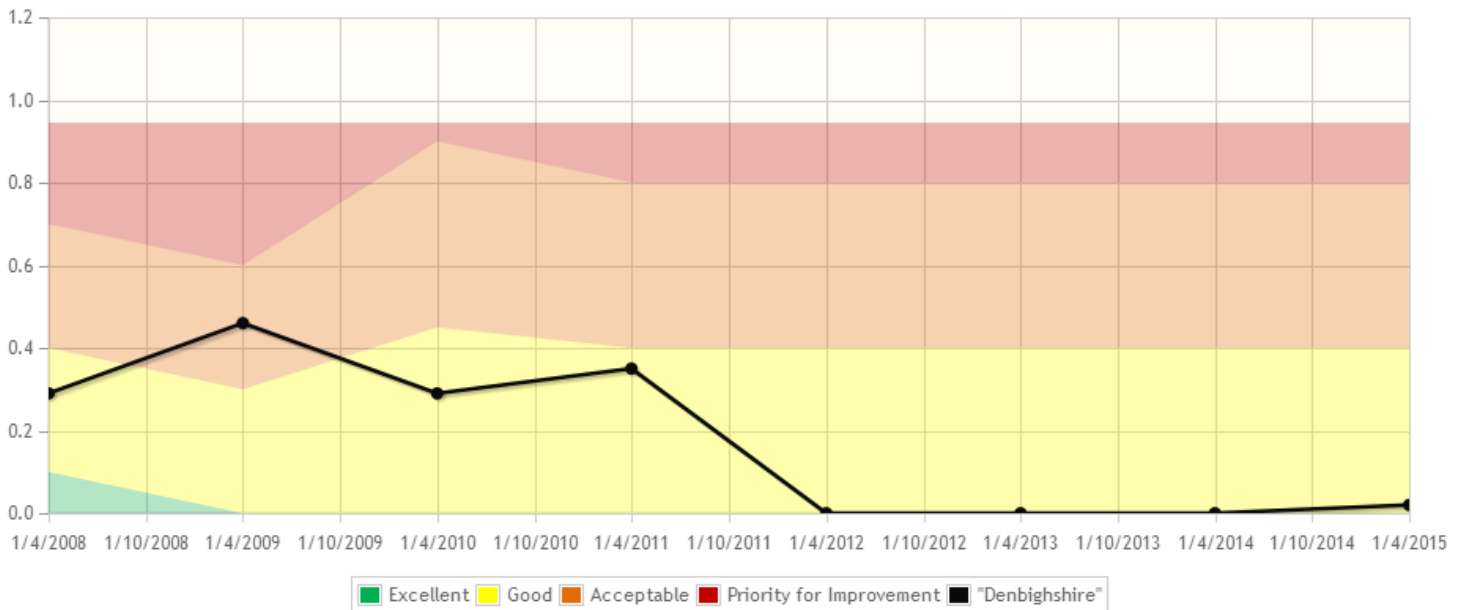
**LMEd20a**

The number of deficit places as a percentage of the total school places in Denbighshire (Primary)



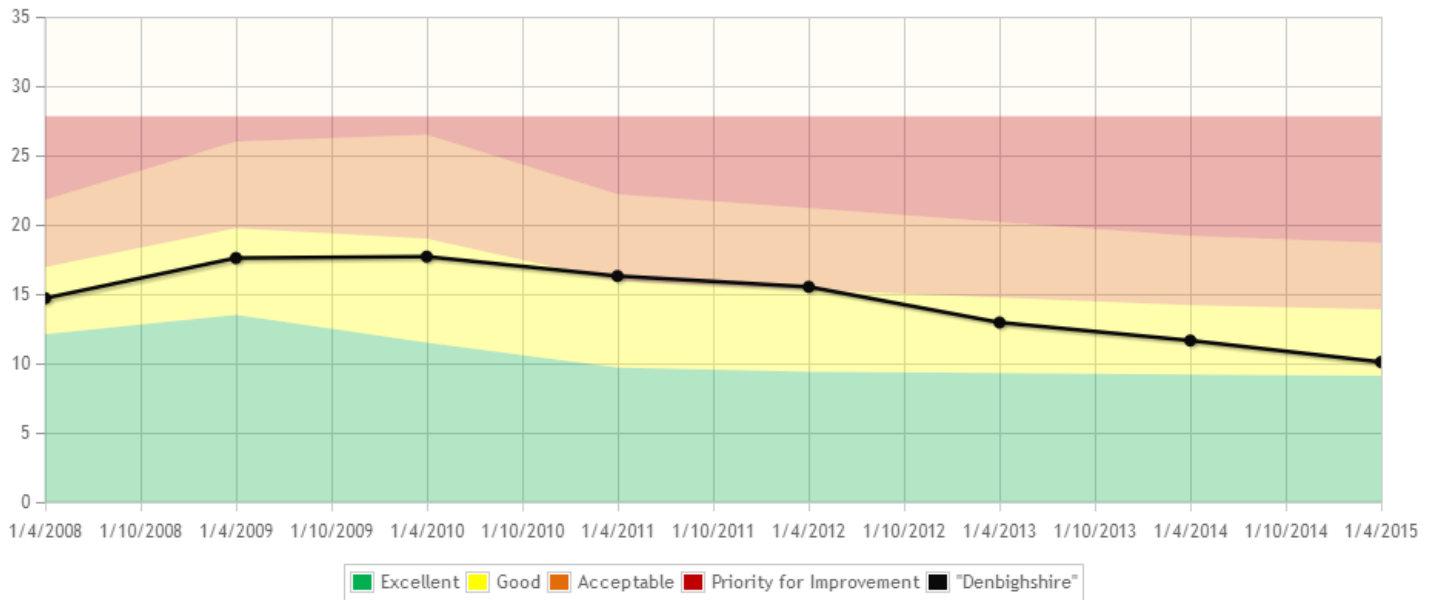
**LMEd20b**

The number of deficit places as a percentage of the total school places in Denbighshire (Secondary)



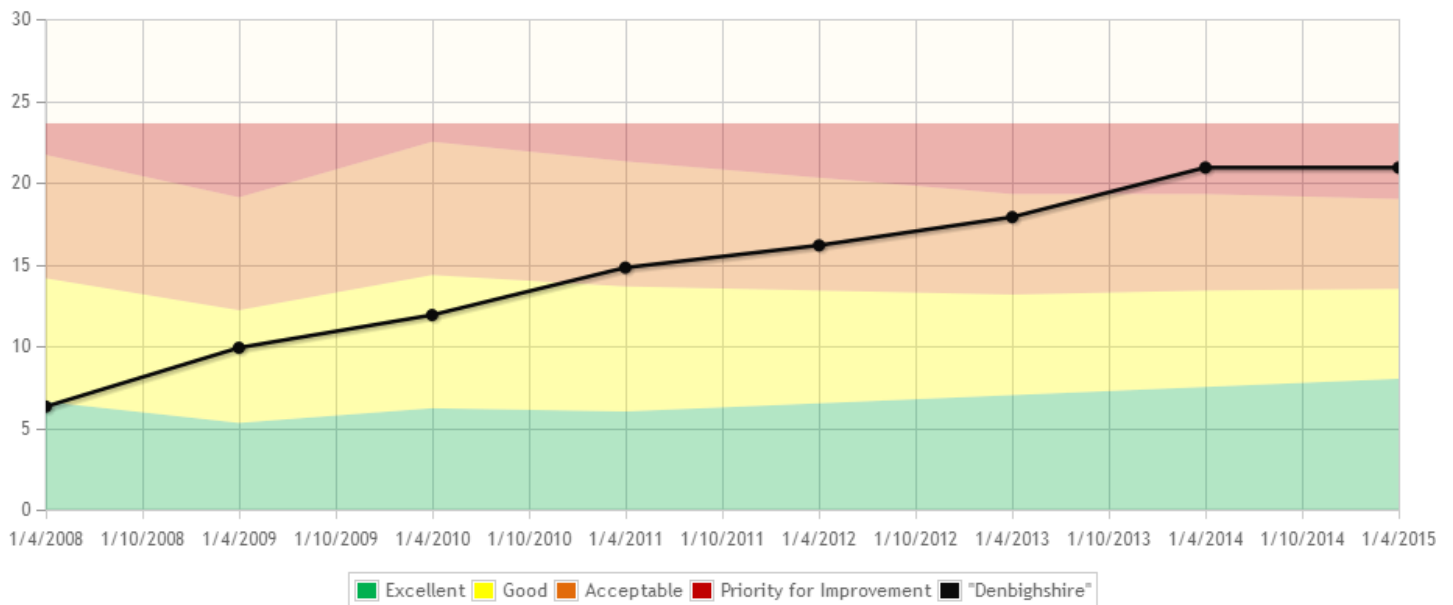
**LMEd21a**

The number of surplus places as a percentage of the total school places in Denbighshire (Primary)



**LMEd21b**

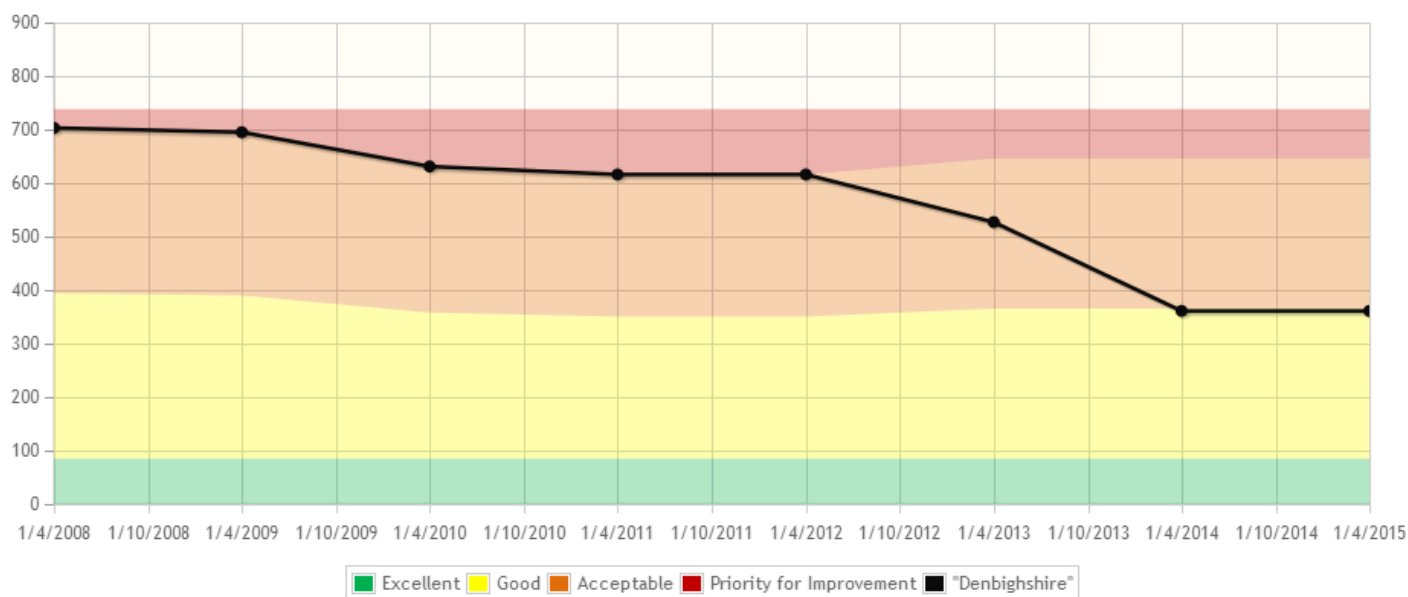
The number of surplus places as a percentage of the total school places in Denbighshire (Secondary)





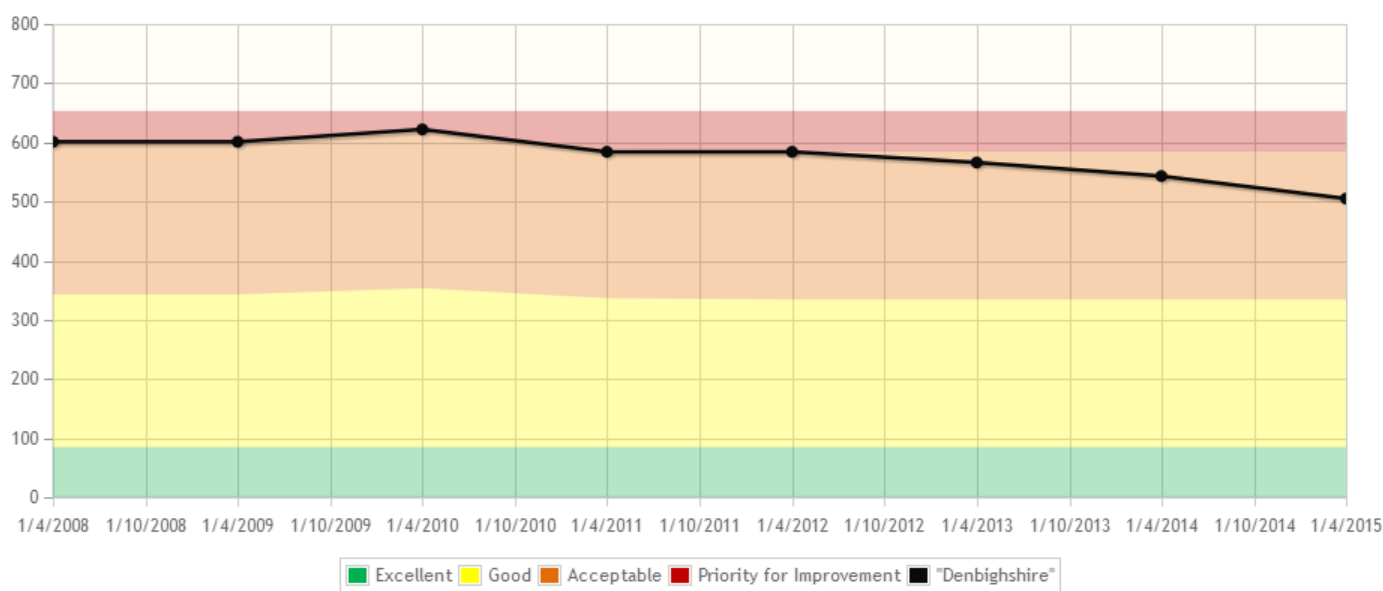
LMEd22a

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
CES111a	To reduce the reliance on mobile accommodation	01/04/14	31/03/16
CES112a	To progress business cases for further investment in the school estate	01/04/14	31/03/19
ECA 4.1b,4.2a-	Pathways +	01/04/15	31/07/16

c,4.3a			
ECA 4.2a-c	TRAC 11 - 24 Project	07/04/14	31/08/20
EDU117a	Health and Wellbeing Outcomes for Schools	01/04/15	29/07/16
EDU118a	Review of Athrawon Bro Service for schools	01/04/15	31/03/16
EDUa003	Review current provision for students who access the Behaviour support Service and remodel as appropriate	01/04/13	31/03/17
EDUa005	Revisit Service Level Agreement with GwE	01/04/14	31/03/17
EDUa006	Celebrating teacher achievements / good practice through an award scheme (Excellence Denbighshire for teachers)	01/04/14	31/03/16
EDUa008	Literacy, Numeracy & ICT Skills development in schools	01/04/14	31/03/17
EDUa009	Soft skills / skills for employment	01/04/14	31/03/17
EDUa011	Careers advice and support	01/04/14	31/03/17
EDUa012	Work experience opportunities	01/04/14	31/03/17
EDUa013	Apprenticeships	01/04/14	31/03/17
EDUa014	Links between schools, colleges and employers	01/04/14	31/03/17
EDUa015	Advanced skills for growth sectors	01/04/14	31/03/17
EDUa018	Challenge Action: Further develop the role of the School Standards Monitoring Group (SSMG), to include focus on Headteacher performance and school attendance	22/04/15	31/05/16
EDUa019	Challenge Action: Continue to develop Denbighshire's own leadership of GwE	22/04/15	31/03/16
EDUa020	Challenge Action: Service to progress its strategy on improving secondary school attendance, and to circulate a paper to Scrutiny for information	22/04/15	30/06/15
EDUa021	Challenge Action: Analysis of Yr13 2015 destination data using a sample from our sixth-form schools	01/07/15	31/10/15
EDUa022	Curriculum Enrichment Programme	01/04/15	31/03/17
PR000055	Bodnant Community School Extension and Refurbishment	20/12/12	31/12/16
PR000247	Extending Secondary Welsh Medium Provision - Ysgol Glan Clwyd Extension & Refurbishment	06/01/14	31/08/18
PR000319	Ruthin Town: Glasdir Development- Relocation of Ysgol Pen Barras and Rhos Street School	21/04/14	01/09/18
PR000330	Ruthin Area Review: New Area School for Ysgol Carreg Emllyn	01/01/14	30/10/17
PR000332	Ruthin Review -New Area School for Llanfair DC and Pentrecelyn	01/08/14	03/09/18
PR000359	Rhyl New School	30/01/14	17/10/16

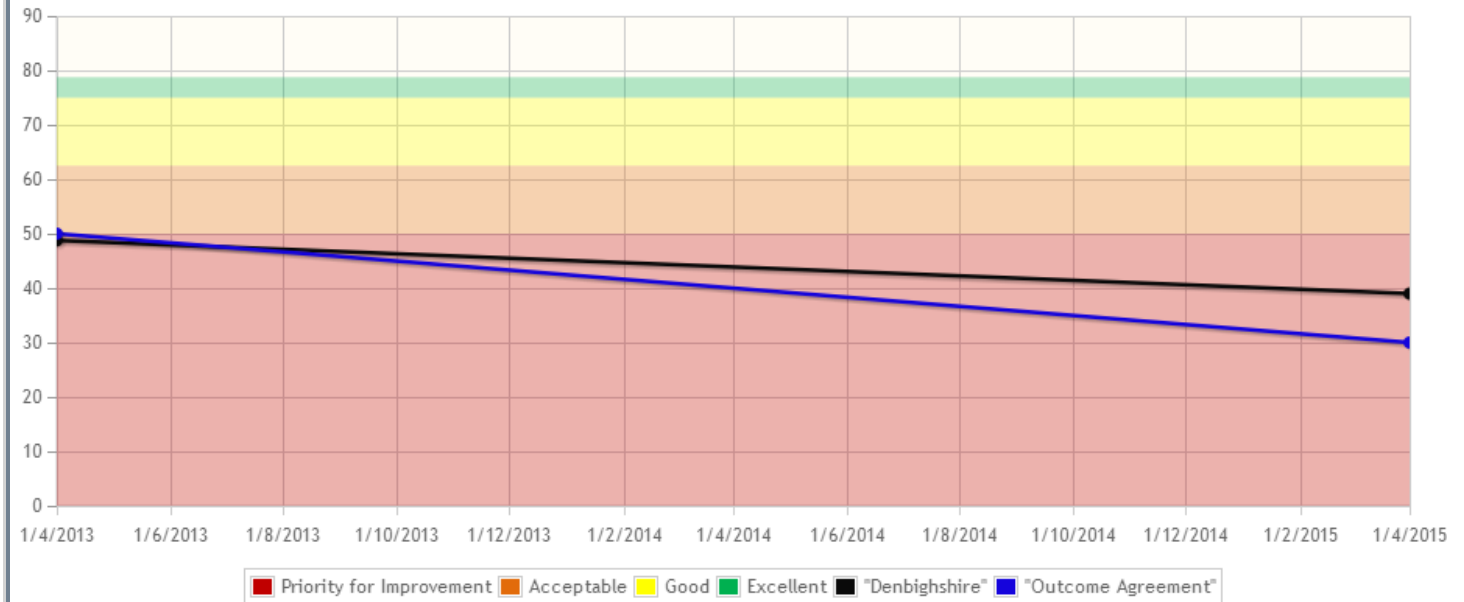
# Outcome 08 - Residents and visitors to Denbighshire have access to a safe and well-managed road network

## General Information

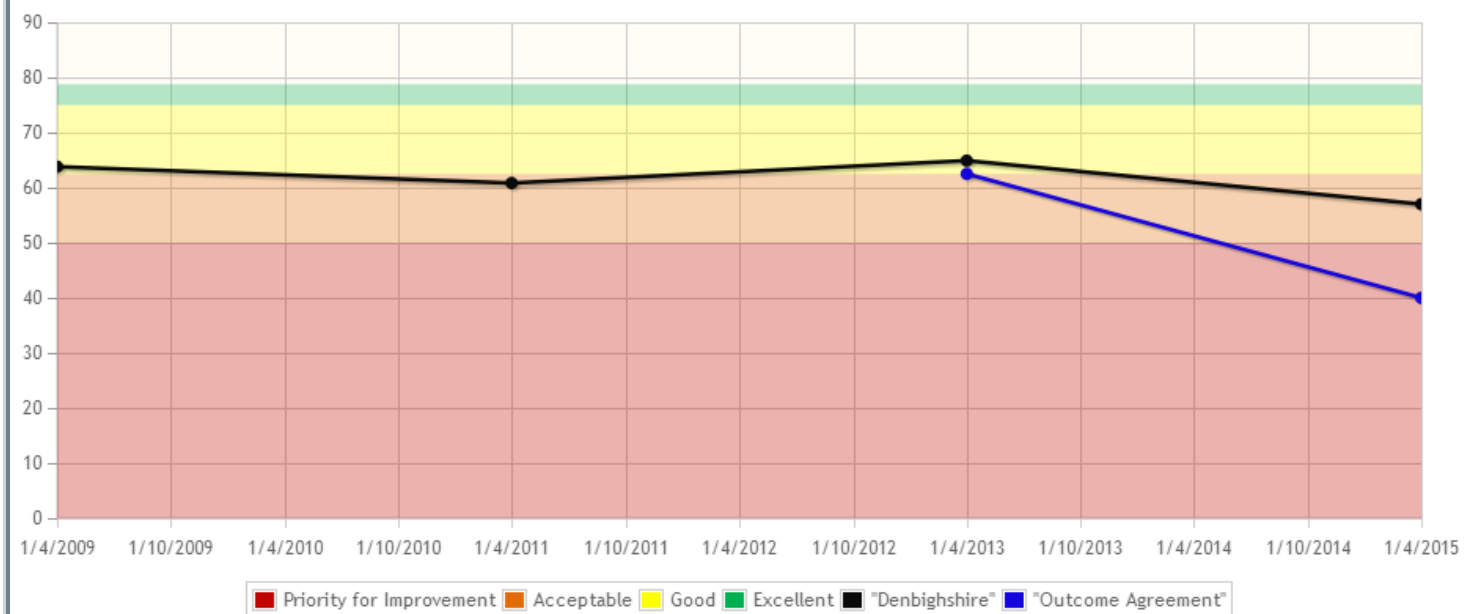
Status: **Acceptable**

## Indicators

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

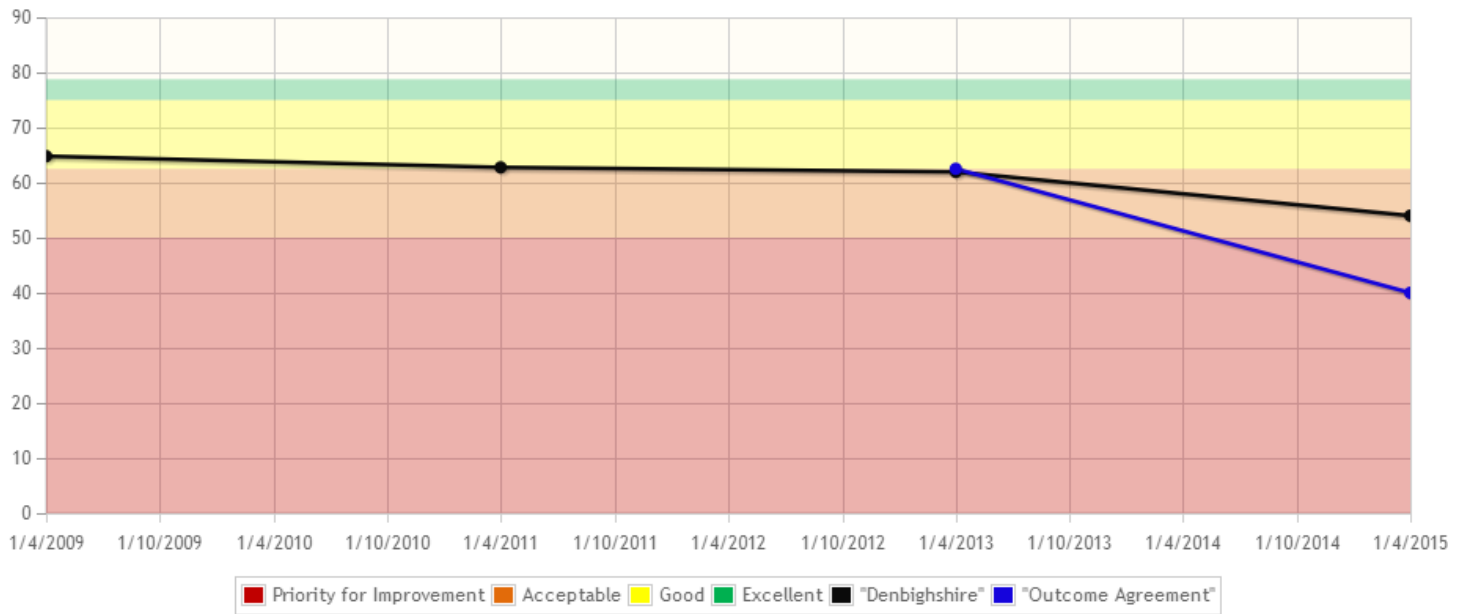


**RSQ09A** The percentage of respondents reporting satisfaction with the council's work in maintaining main roads in good condition (excluding don't know)



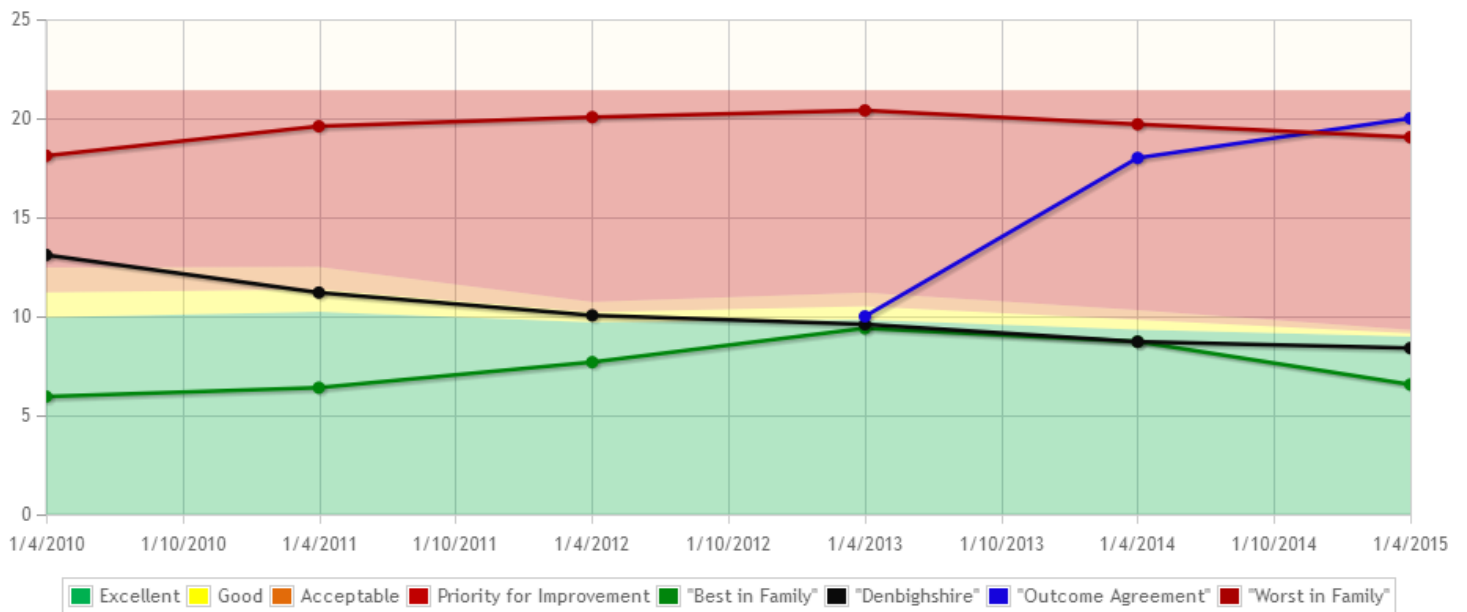
RSQ09B

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)



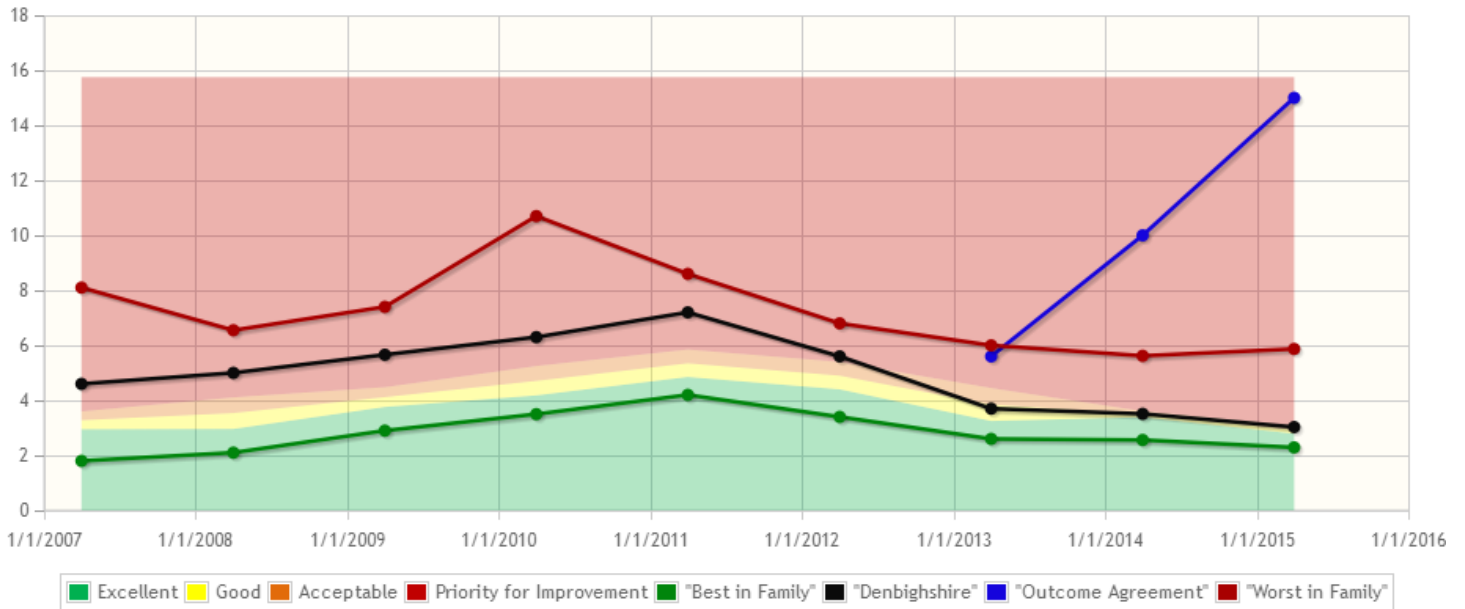
THS012

The percentage of principal (A) and non-principal (B) and (C) roads that are in overall poor condition



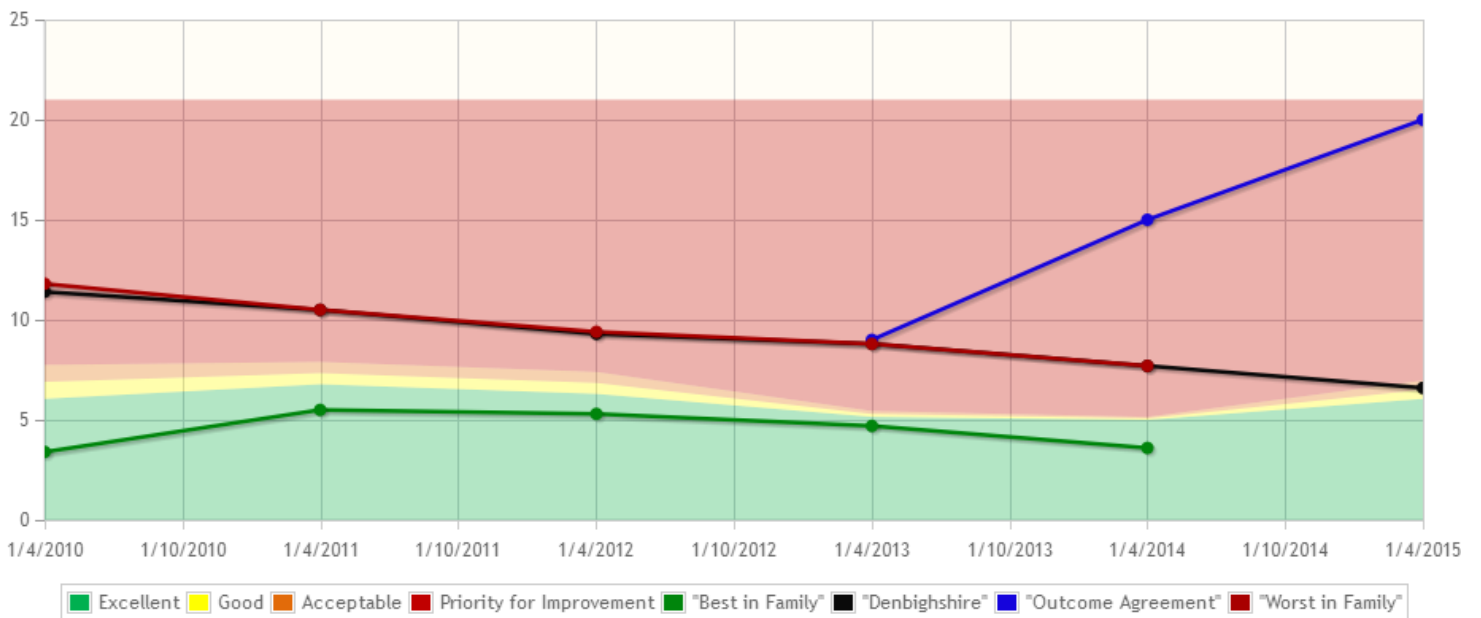
THS012a

The percentage of principle A roads that are in overall poor condition



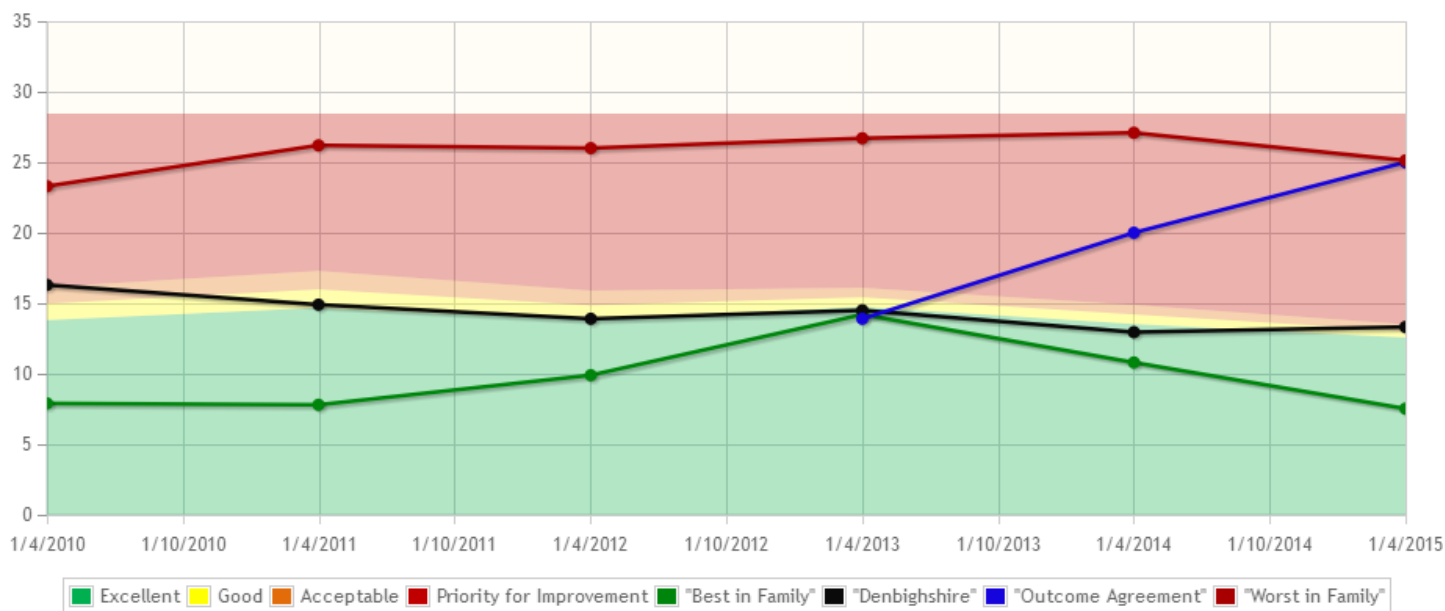
THS012b

The percentage of non-principal/classified B roads that are in overall poor condition



THS012c

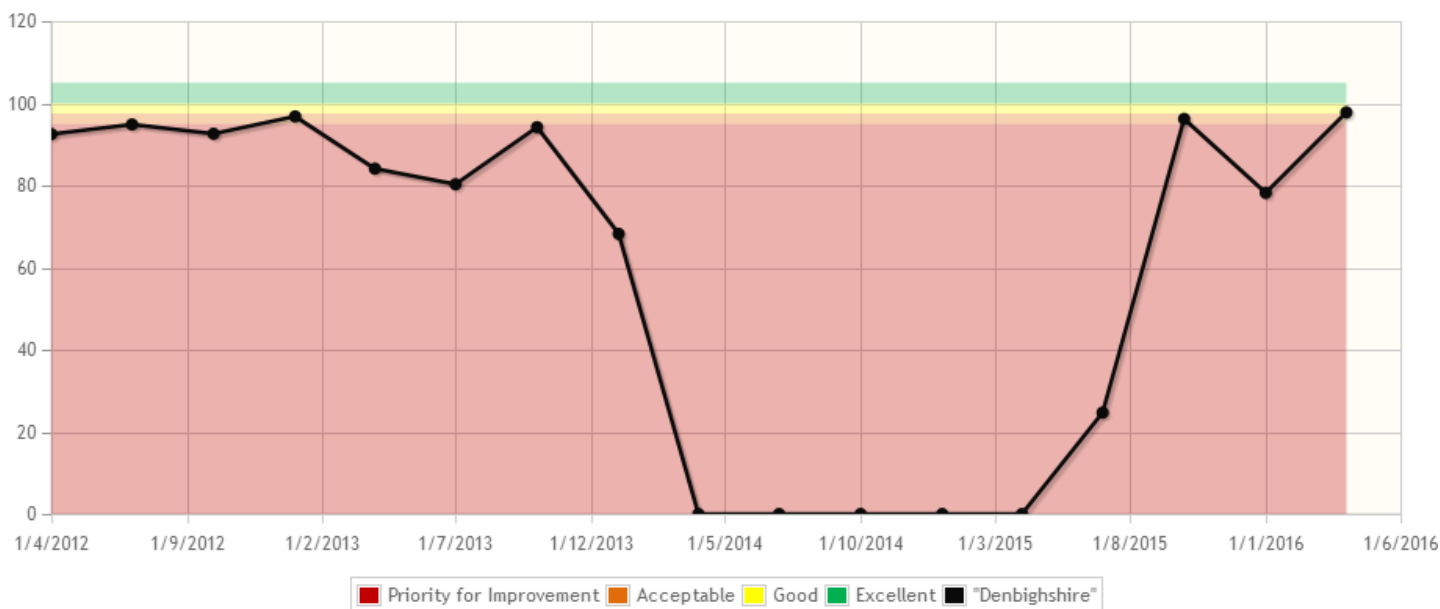
The percentage of non-principal/classified C roads that are in overall poor condition



Measures

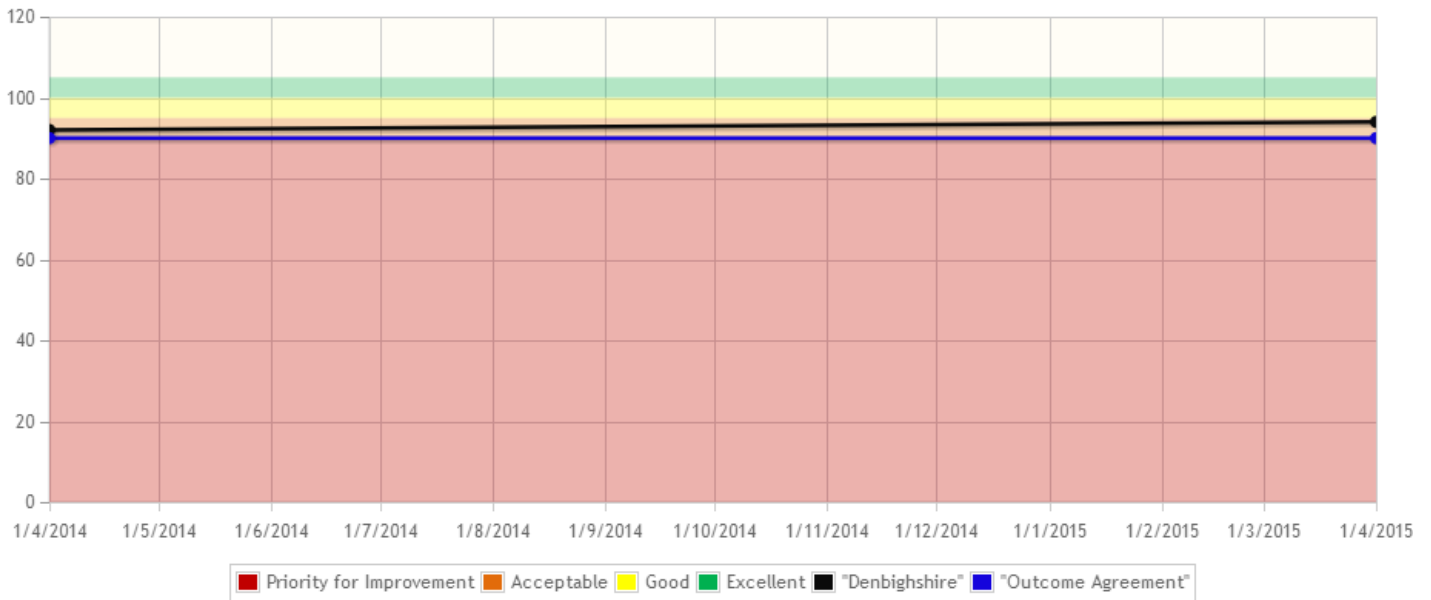
APSEPI03c

Percentage of damaged roads and pavements made safe within target time



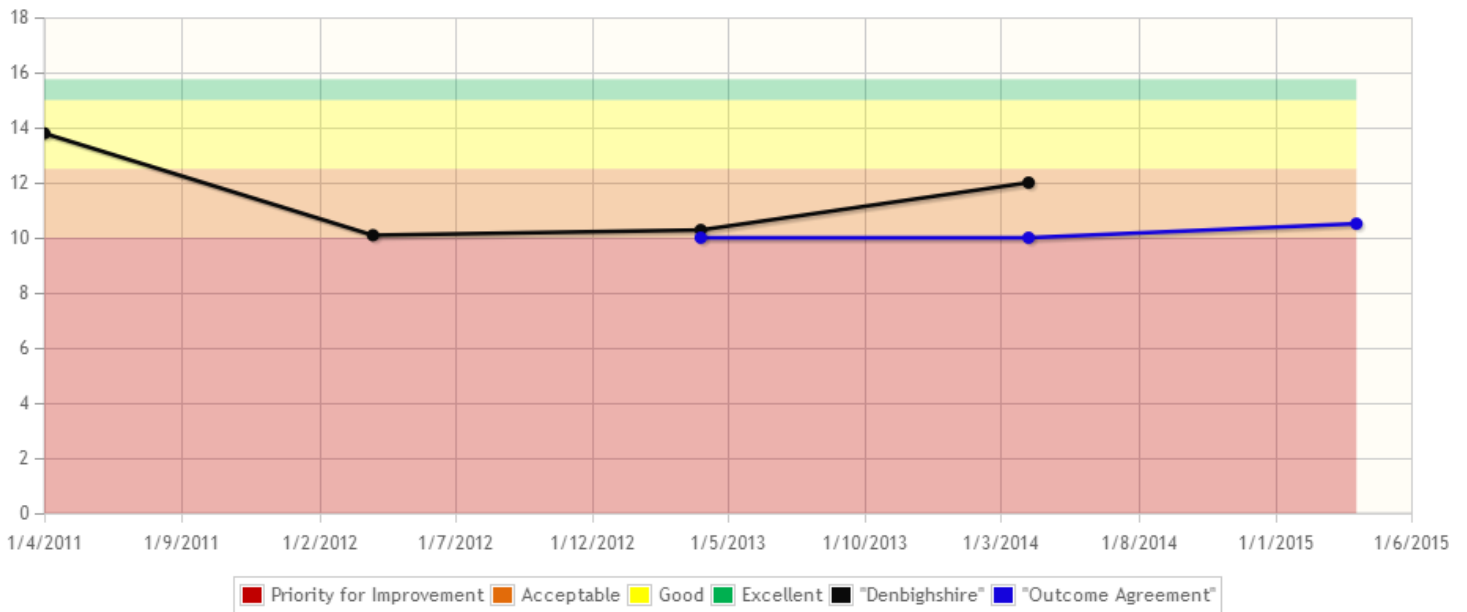
HES102m

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



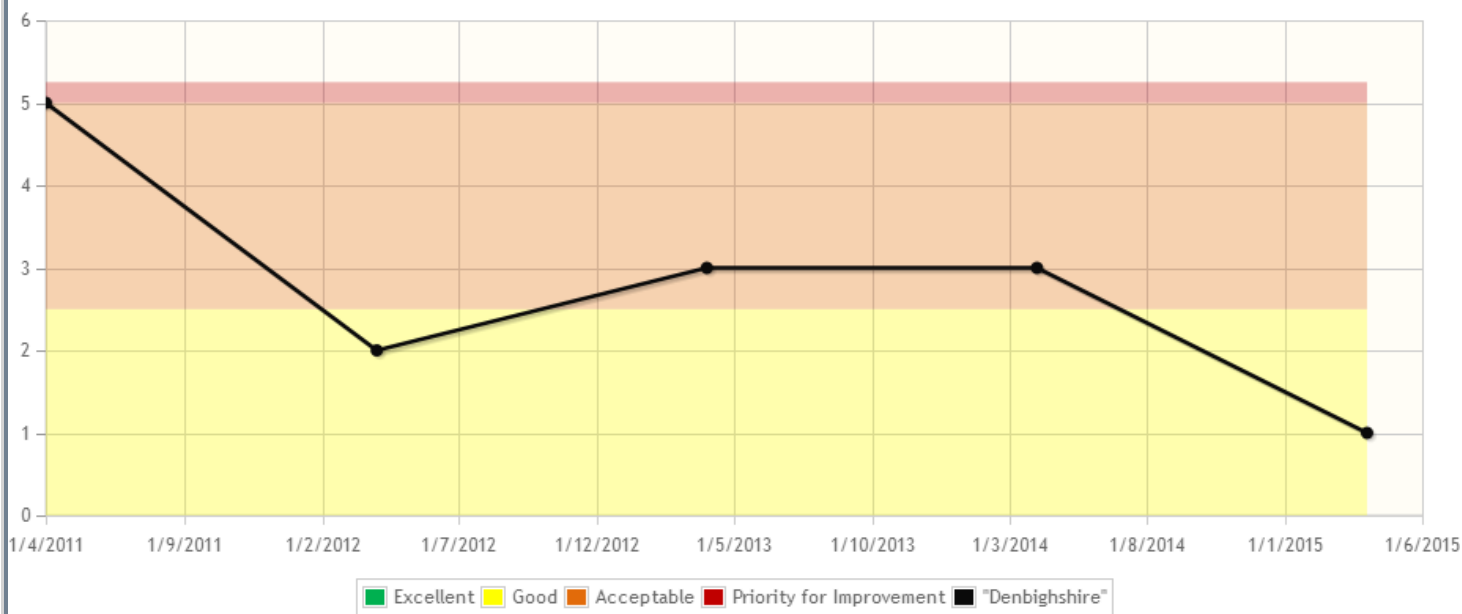
HIM006

The percentage of Category C (Final) Street Works inspections carried out on utility works before their guarantee period ends (legislation states 10%)



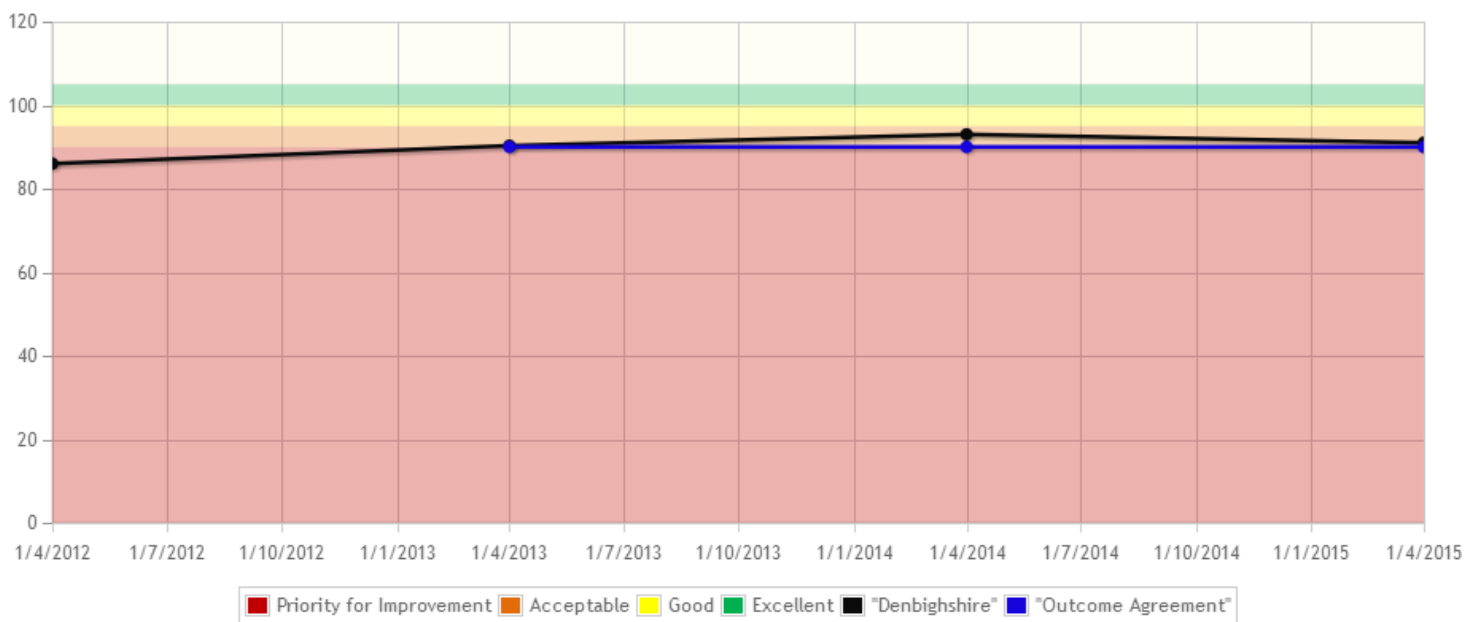
HIM007

The number of successful claims against the council concerning road condition during the year



HIM042

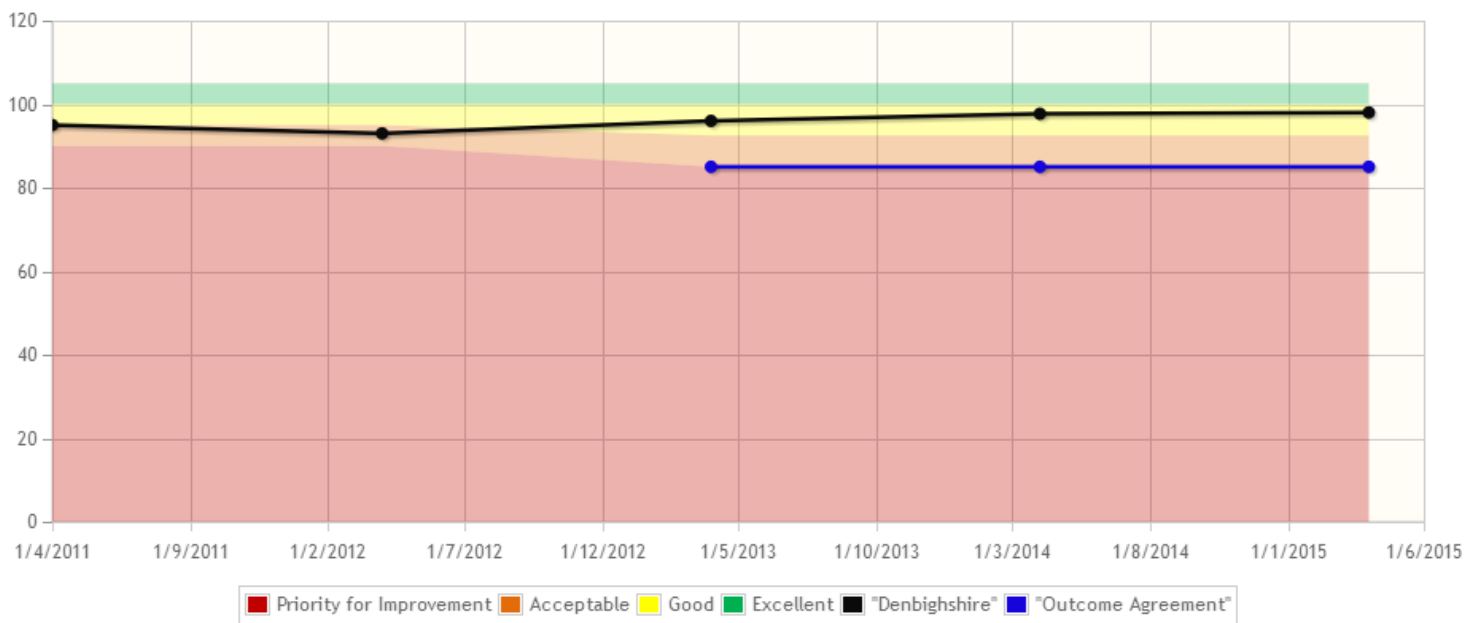
The proportion of the planned Highways Capital Maintenance Programme achieved (schemes)





THS003

The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance



Activities

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	31/03/16
HES113a	Resurfacing works	01/04/15	31/03/16
HES114a	Microasphalt laying works	01/04/15	31/03/16
HES115a	Surface dressing works	01/04/15	31/03/16
HES116a	Review car park tariffs	01/04/15	31/07/15
HES117a	Introduce telemetry system for car park pay & display machines	01/04/15	31/03/16
HIA004	Implement policy by delivery of dropped kerbs on prioritised key routes	01/04/14	31/03/17

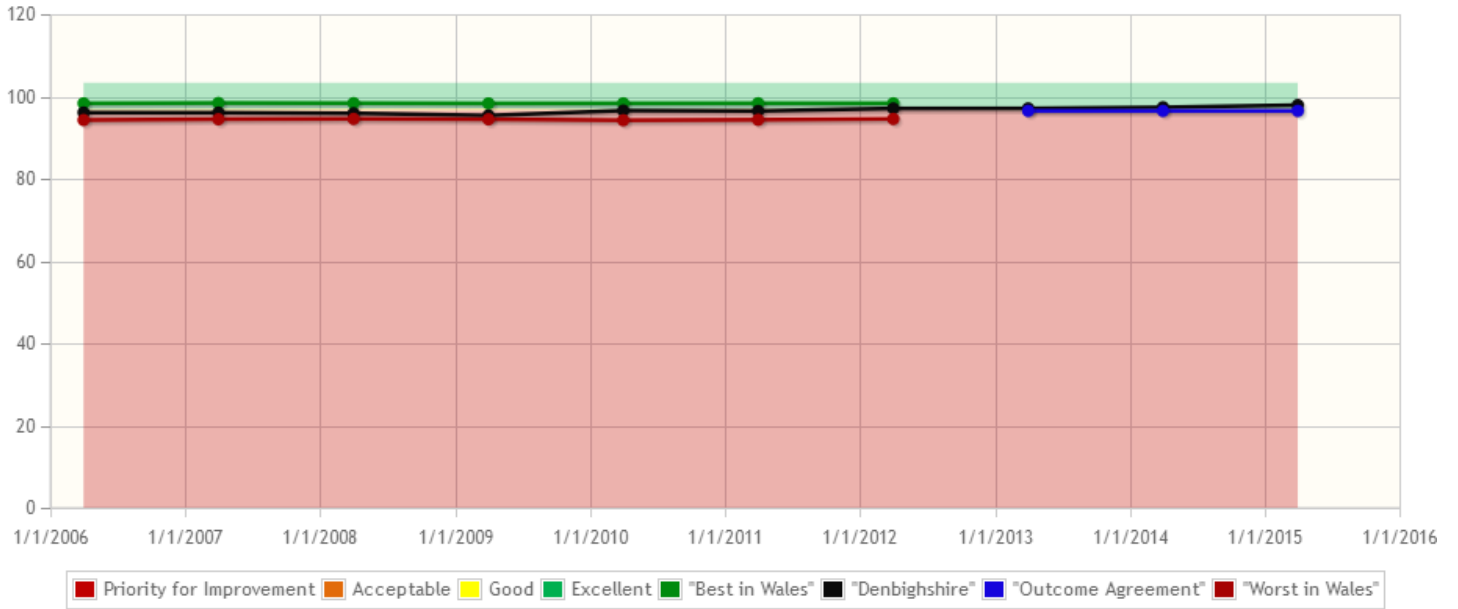
# Outcome 09 - Vulnerable people are able to live as independently as possible

## General Information

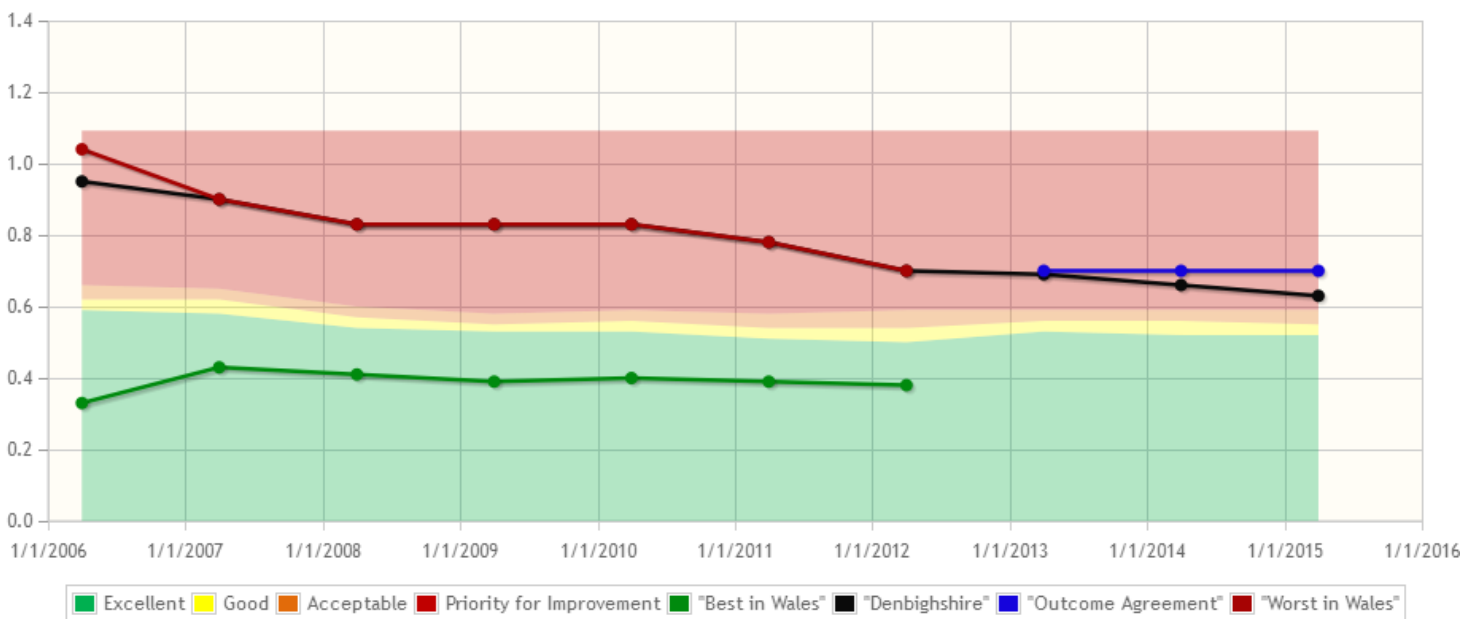
Status **Good**

## Indicators

**Independent18** The percentage adults who live independent of a formal package of social care provided/arranged by the council (aged 18 or over)



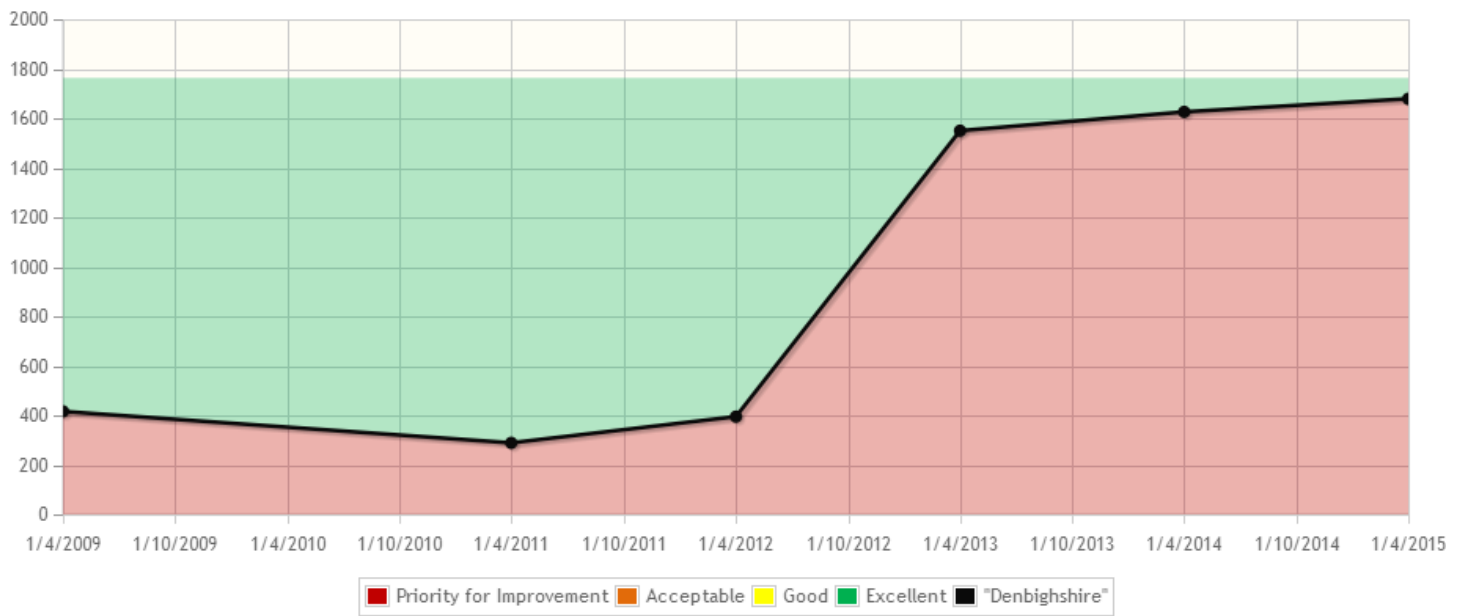
**Residential18** The percentage of the population who cannot live independently (aged 18 or over)



## Measures

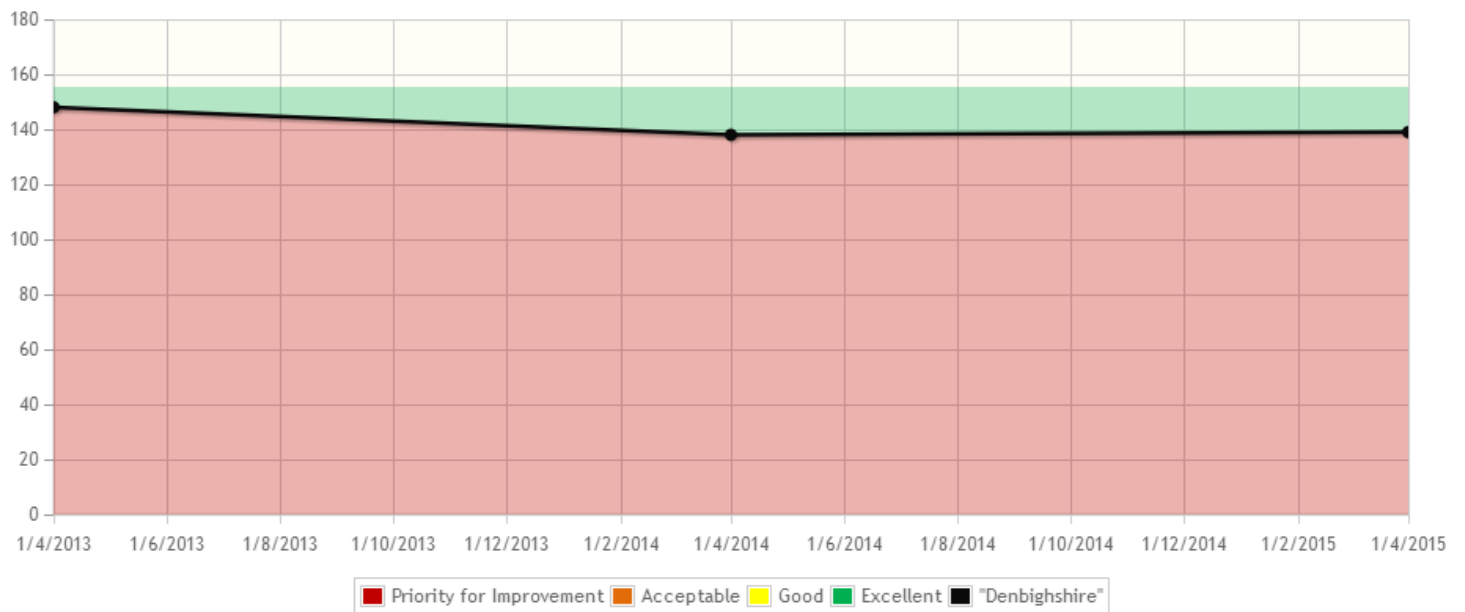
### Assistive18

The number of adult clients in receipt of assistive technology (aged 18 or over)



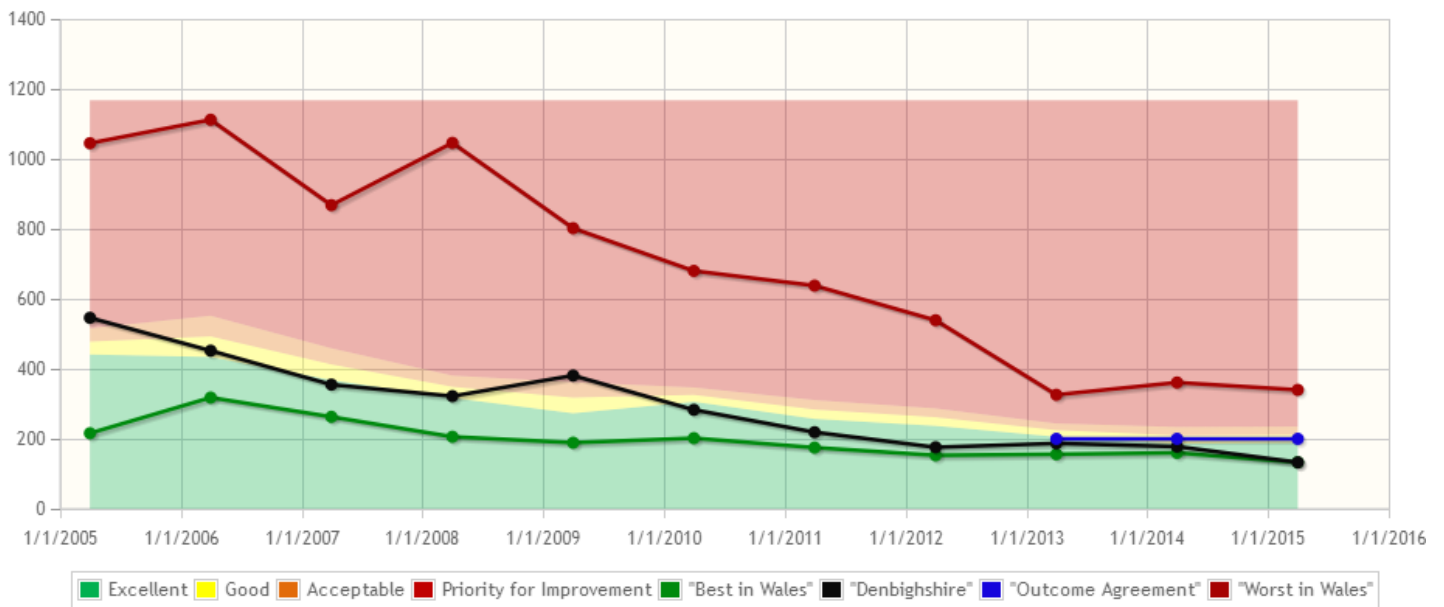
### Newcarehome65

The number of new placements of adults whom the authority supports in care homes (aged 65 or over)



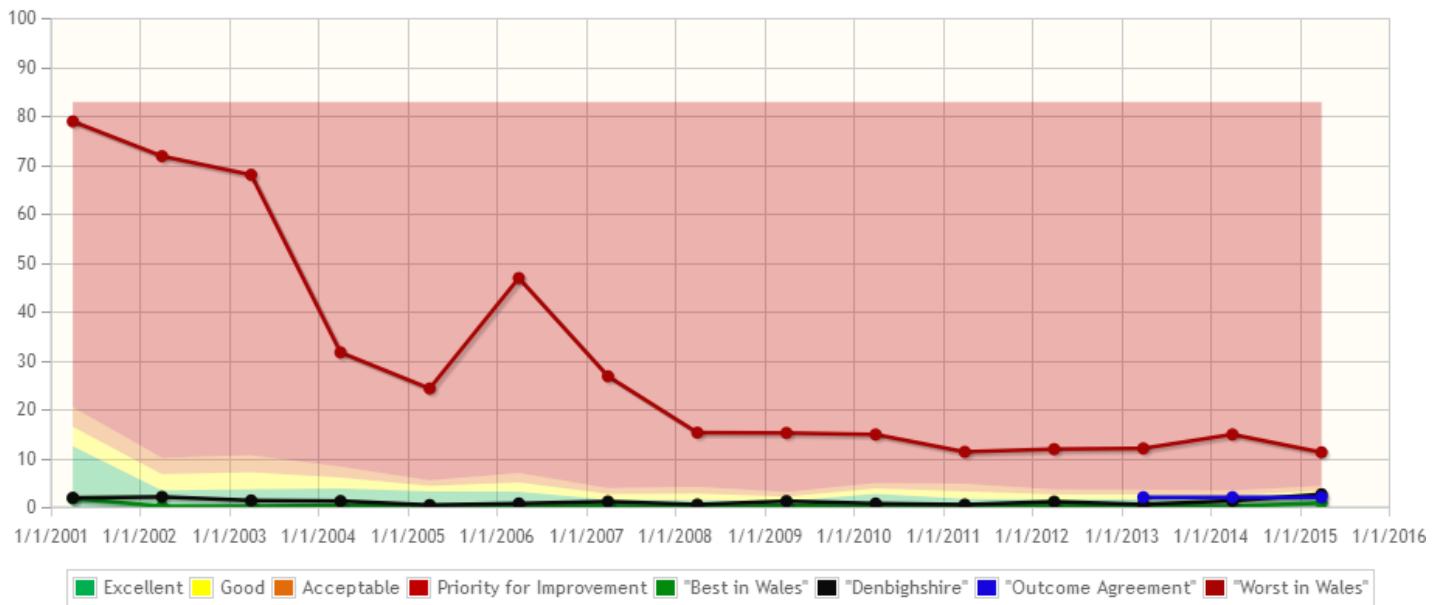
PSR002

The average number of calendar days taken to deliver a Disabled Facilities Grant



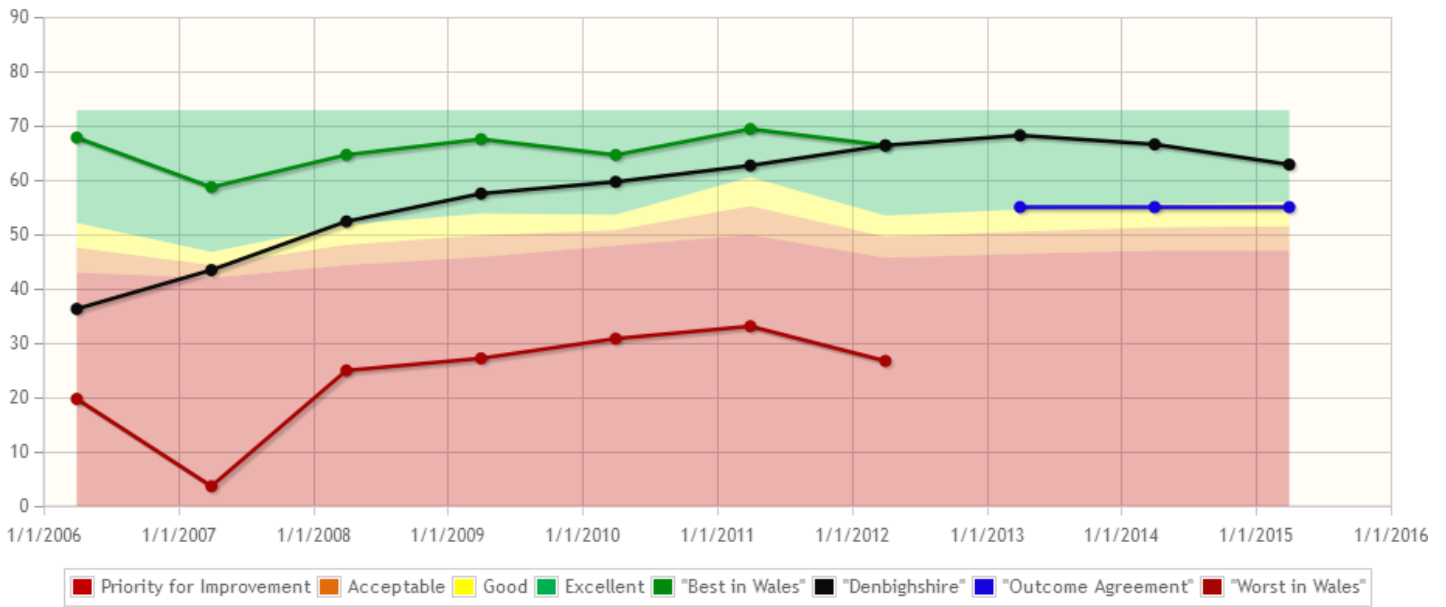
SCA001

The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over



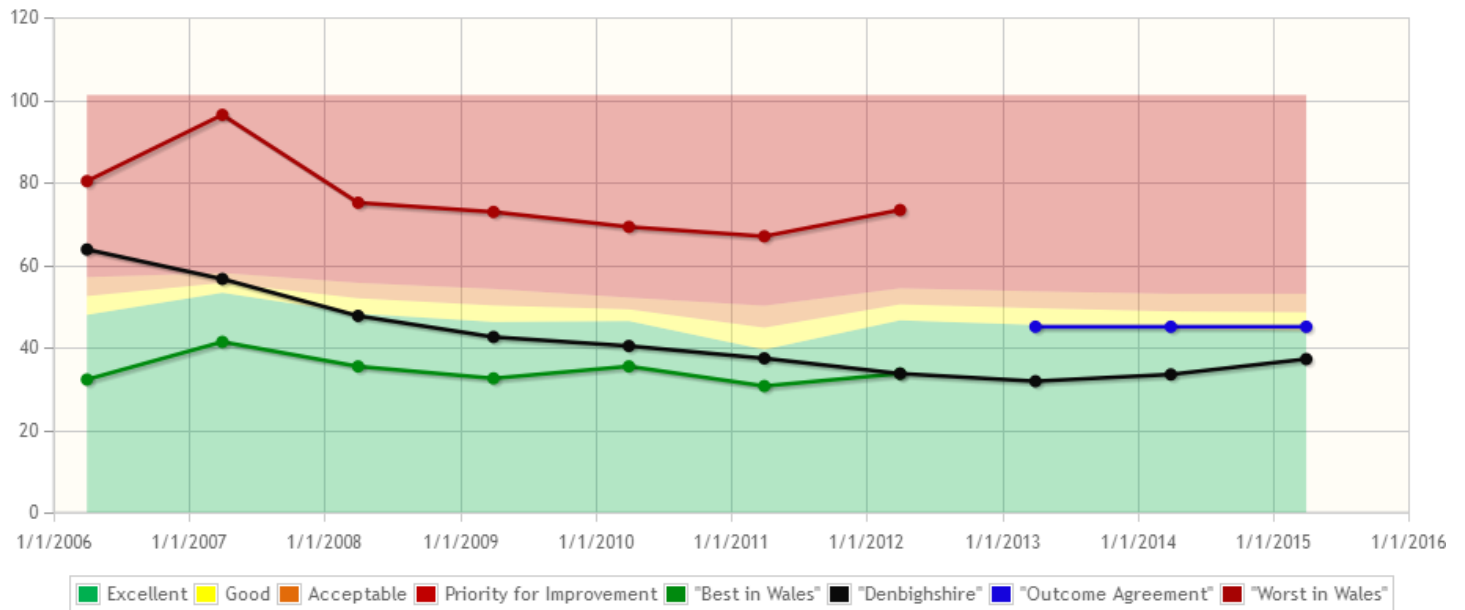
Supported(a)18

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

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
CFS206a	The development of a new Care Leavers Service commissioned through engagement and co-production	01/04/15	30/09/15
CFS406a	Improve the approach to inclusive practice of mainstream providers of services to children and young people, so that these services can be easily accessed by children with additional needs	01/04/15	31/06/16
CSS101a	Development and implementation of the Supporting Independence in Denbighshire (SiD) vision, including: engaging with Town & Community Councils and the 3rd Sector to develop supportive communities	01/04/15	31/03/16
CSS102a	Working with providers in the independent sector to enable the council to commission "outcomes" rather than "services" from providers.	01/04/15	31/03/16
CSS302a	Specialist Services Development. We will review the roles & responsibilities within Specialist Service and consider whether it is feasible to develop a whole of life disability service.	01/04/15	31/03/16
CSS304a	Implementation of changes necessary to respond to the Housing Act	01/04/15	31/03/16
CSS305a	Continue to promote and develop integrated partnership working with health (developing formal integrated structures and governance arrangements).	01/04/15	31/03/16
CSS306a	Continue to develop person centred approaches to support and empower citizens to gain independence and achieve the outcomes that are important to them, including working with the Social Services Improvement Agency to test the National Outcomes Framework.	01/04/15	31/03/16
CSS307a	We will test a different way of working with citizens at risk of losing their independence that is community focused and geared towards promoting independence. This will be part of a national 'Community Led Conversations' programme run by the NDTi	01/04/15	31/03/16
MSSEWB2013/03	Extra Care - Independent living in a safe and supported environment	15/04/13	
PR000173	Single Point of Access		
PR002863	Consultation on future of in-house services	13/01/15	24/05/17

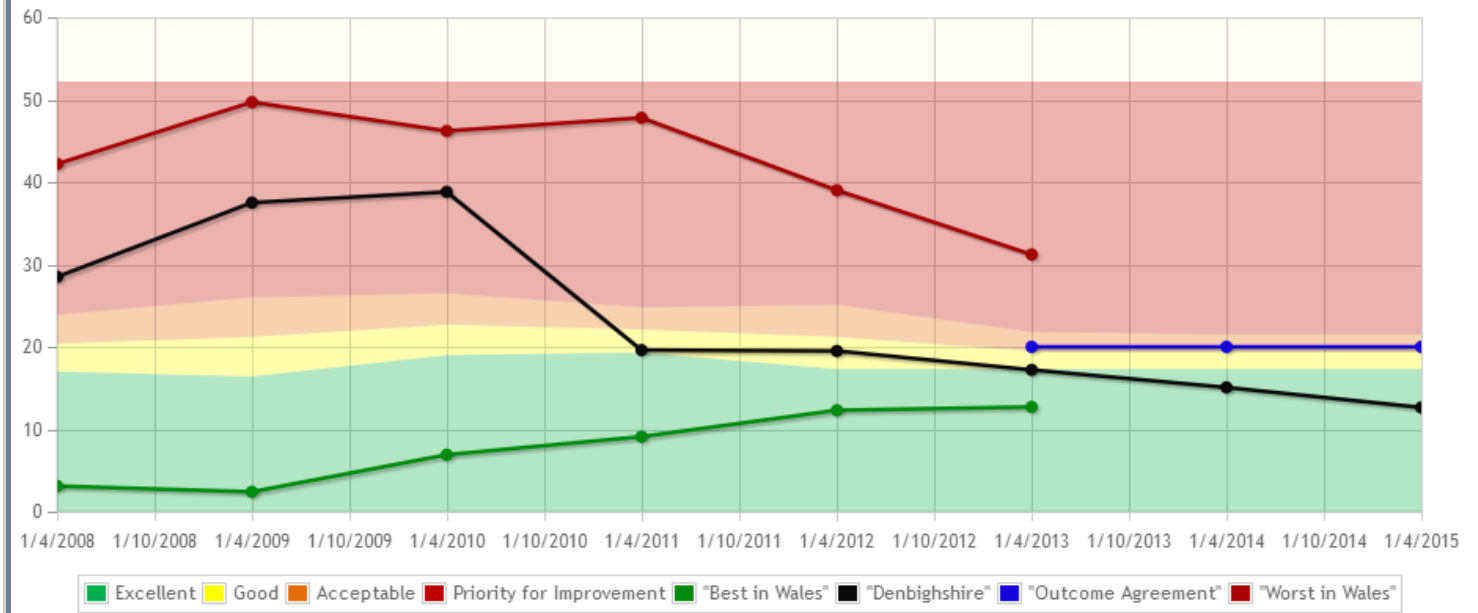
# Outcome 10 - Vulnerable people are protected

## General Information

Status **GOOD**

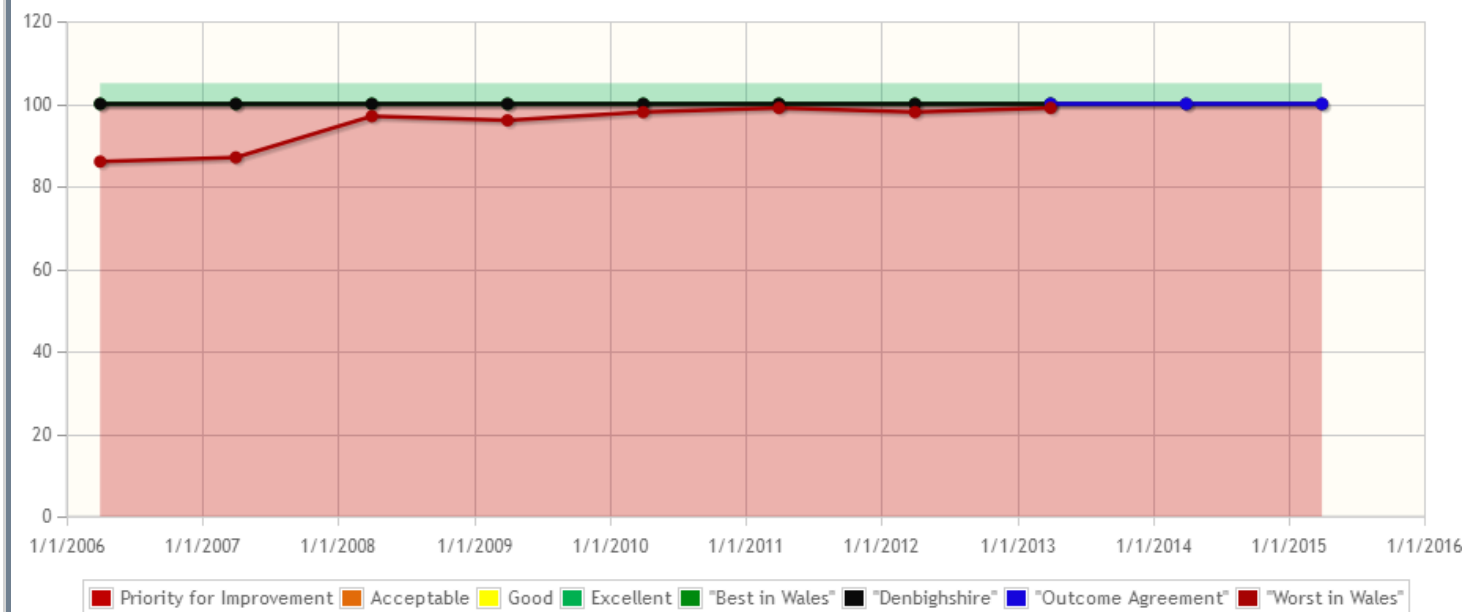
## Indicators

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



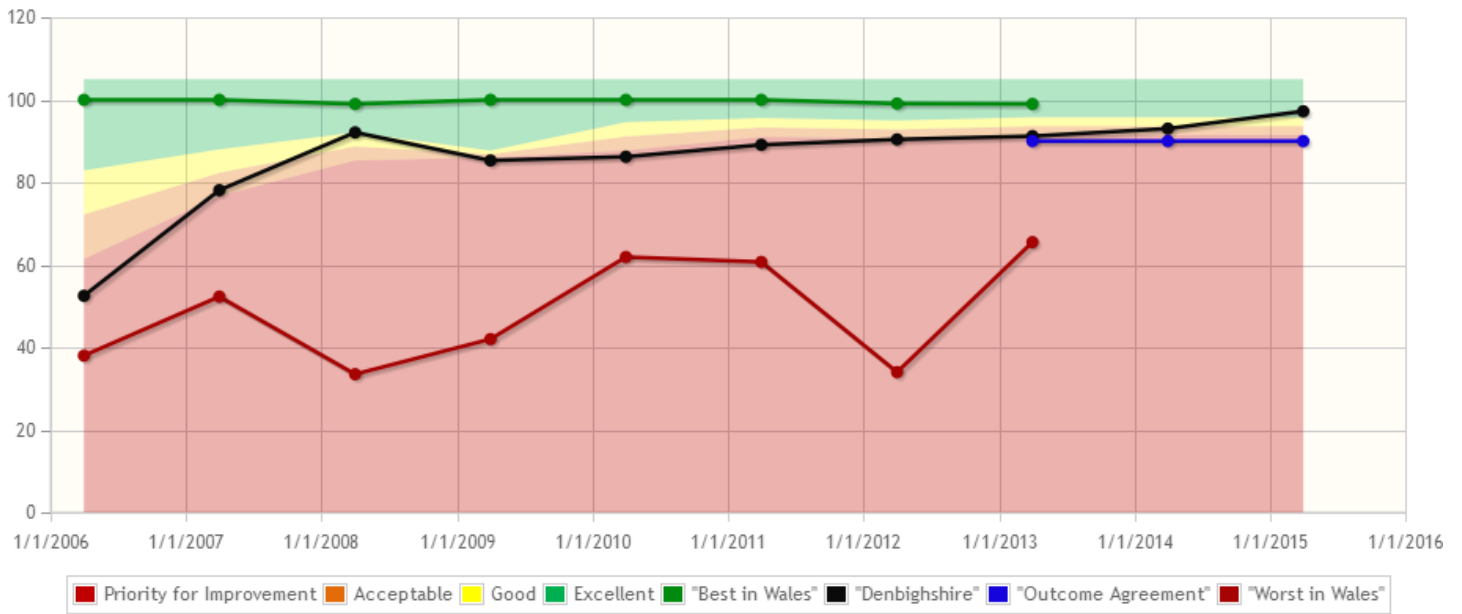
## Measures

**SCC013ai** The percentage of open cases of children on the Child Protection Register who have an allocated social worker



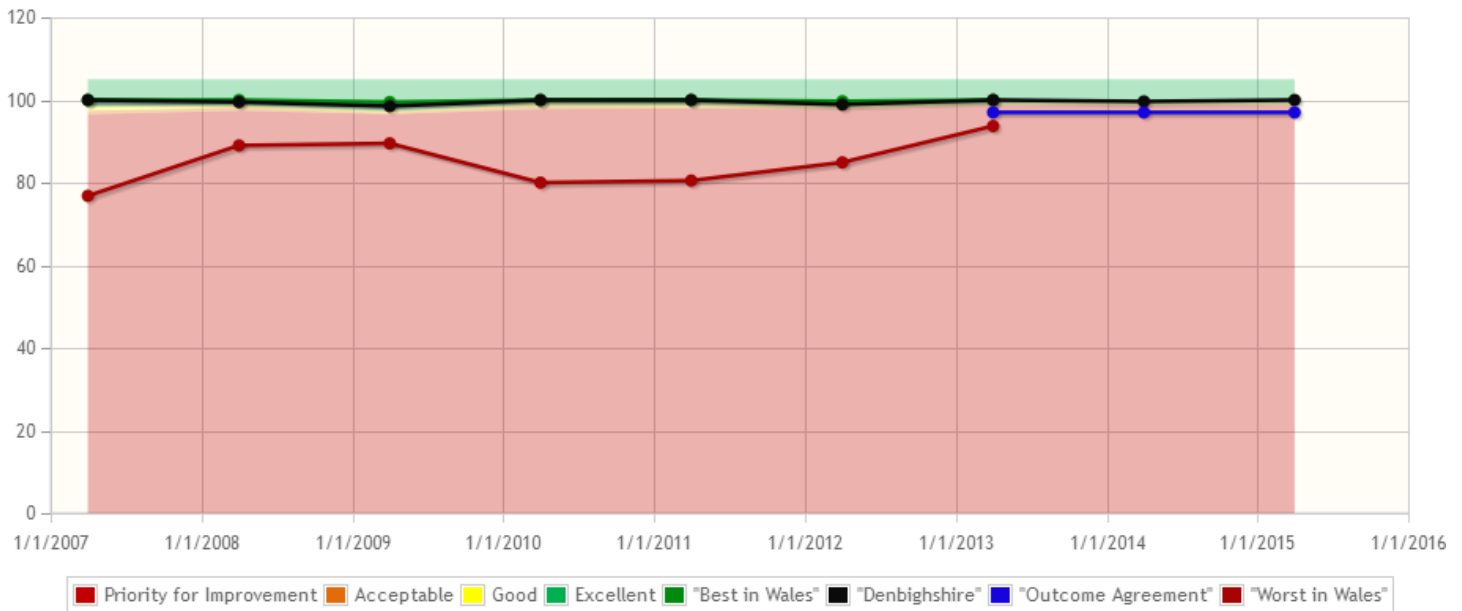
SCC015

The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference

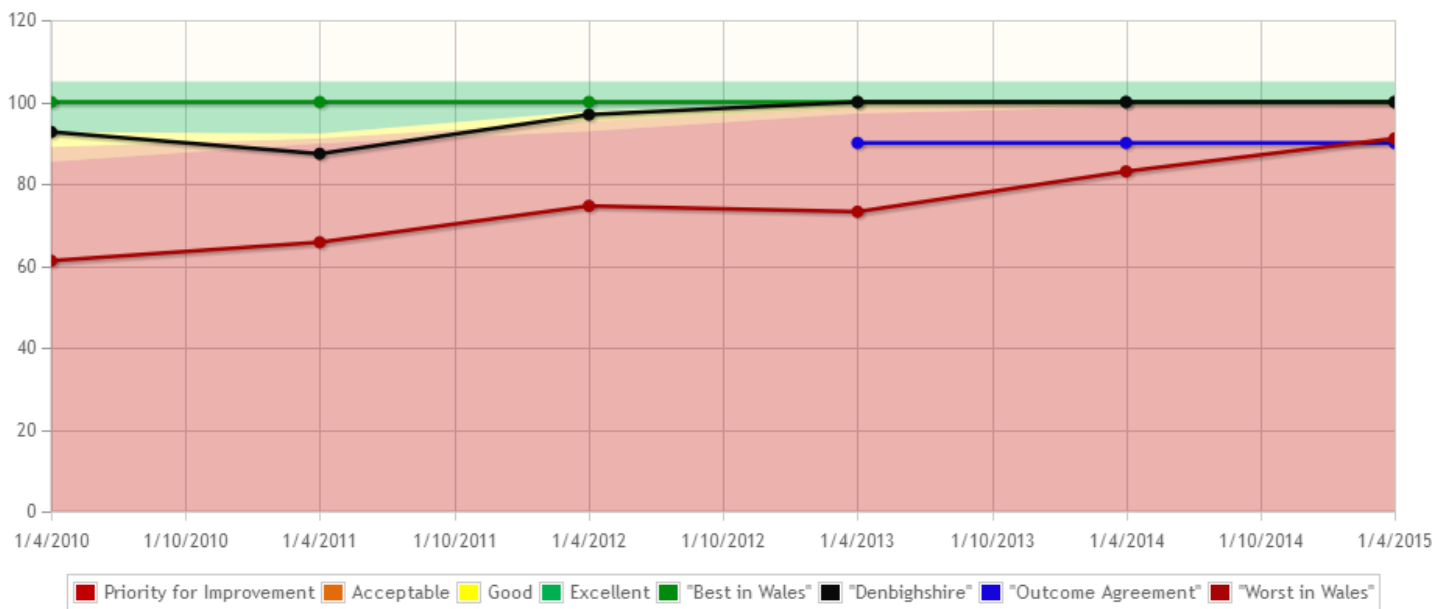


SCC034

The percentage of child protection reviews carried out within statutory timescales during the year







## Activities

CFS102a	Implement a coherent service wide approach to the use of risk models and risk management in the direct work with families.	01/04/14	31/03/16
CFS106a	Develop a Strategy to further strengthen impact of early intervention services and an Options Appraisal for strengthening the interface between TAF and Intake Services	01/04/15	30/09/15
CFS107a	Develop the final year plan for delivery of Families First to include preparation to exit from the programme	01/04/15	31/03/16
CFS108a	Develop and deliver an effective training programme for `all staff` around providing stability for vulnerable families	01/04/15	31/03/17
CFS207a	Implement actions from Foster Care Profile exercise undertaken in 2014/15.	01/04/15	30/06/16
CFS208a	National Outcomes Framework Pilot for Looked After Children and children at risk of becoming Looked After	01/04/15	30/09/15
CFS302a	Establish a learning framework for identifying and prioritising safeguarding issues to be addressed	01/02/14	31/03/15
CFS303a	Implement Signs of Safety approach to manage child protection conferences	01/02/15	31/12/15
CFS304a	Aim to ensure every child is subject to an appropriate intervention	01/05/15	31/03/16
CFS305A	Improve basic Skills Set for communicating with children	01/04/15	31/12/15
CFS306a	Implement an effective approach to Core Groups ensuring they adhere to the implementation of a child protection plan	01/05/15	31/03/16

CSS201a	Improve POVA processes to support the role of the Designated Lead Manager	01/07/15	31/03/16
CSS202a	Improve processes to ensure more effective management of the DoLs workload	01/07/15	31/03/16

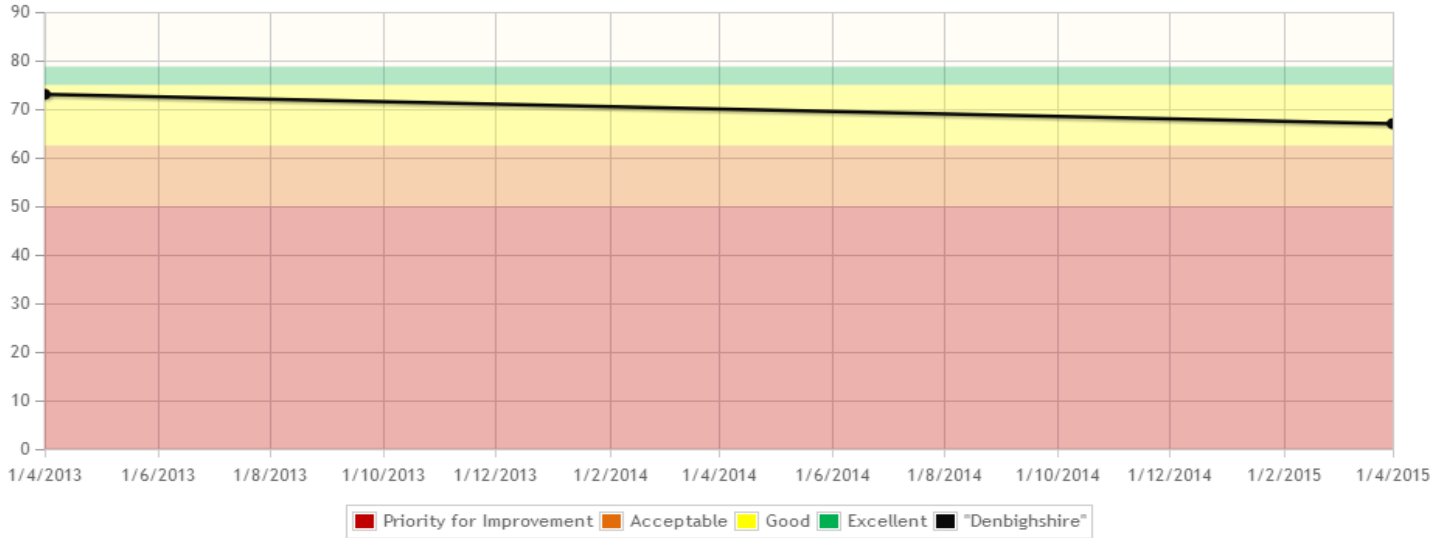
# Outcome 11 - To produce an attractive environment for residents and visitors alike

## General Information

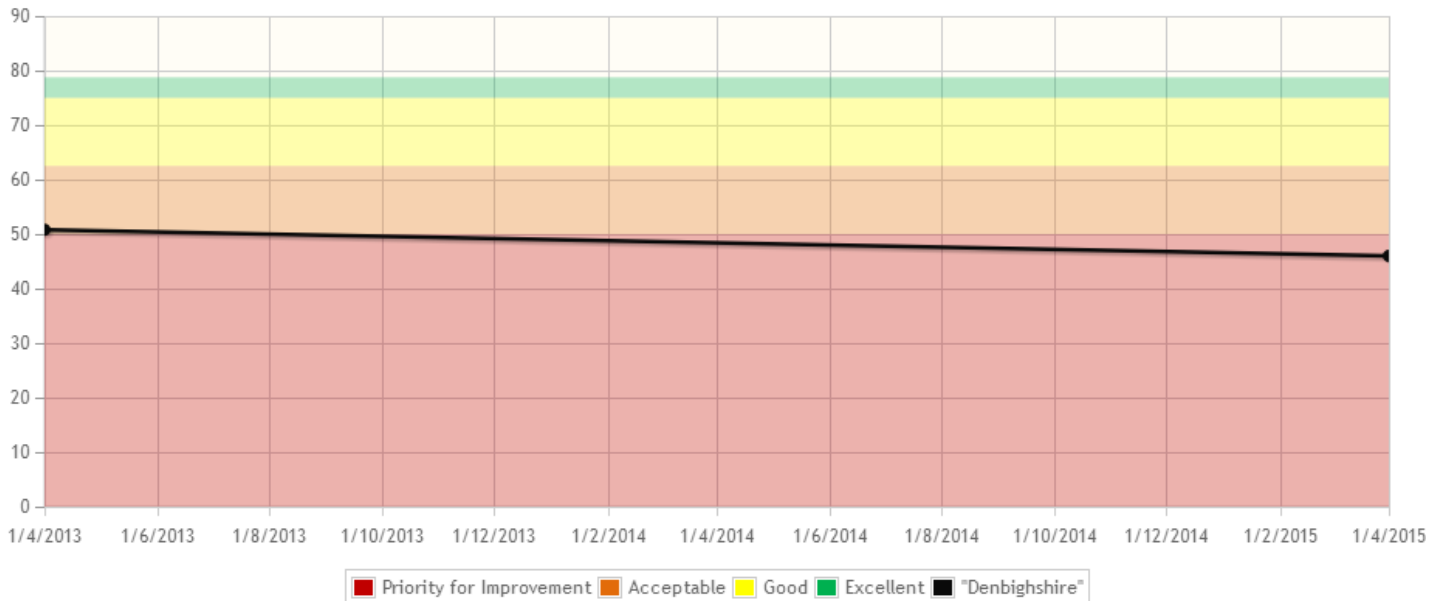
Status **Good**

## Indicators

**HES201i** The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area

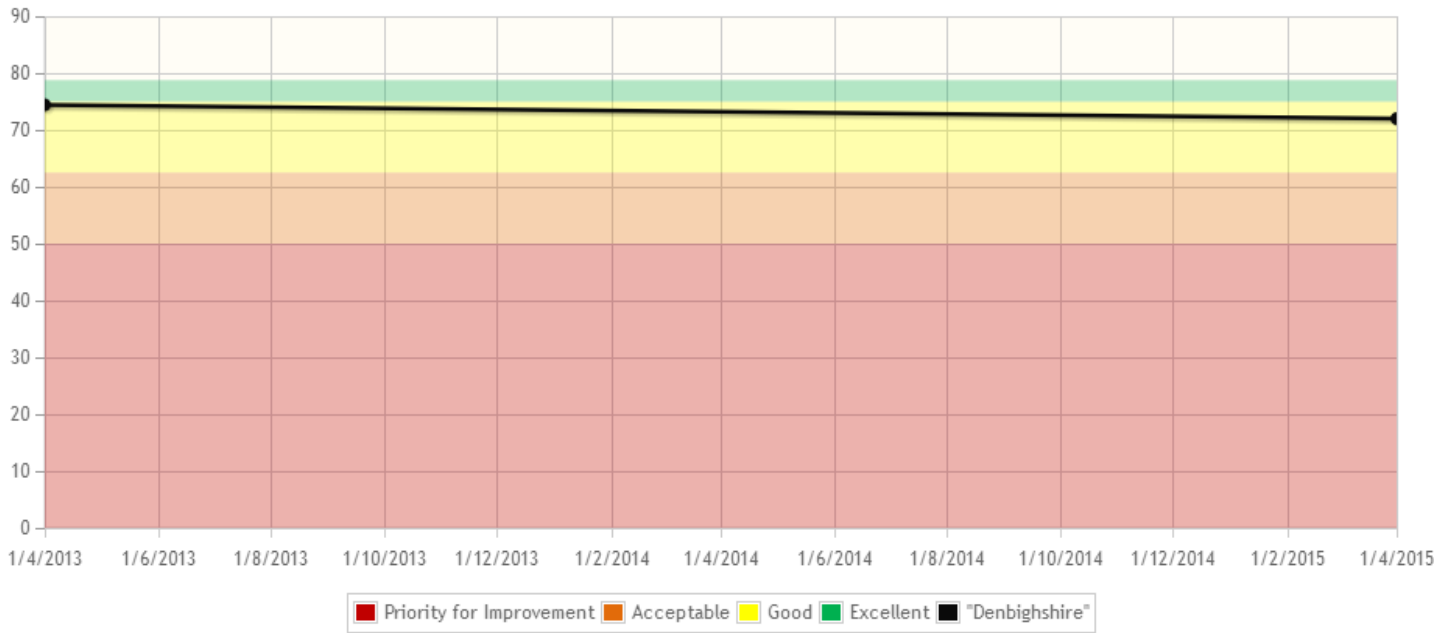


**HES202i** The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area in relation to dog fouling



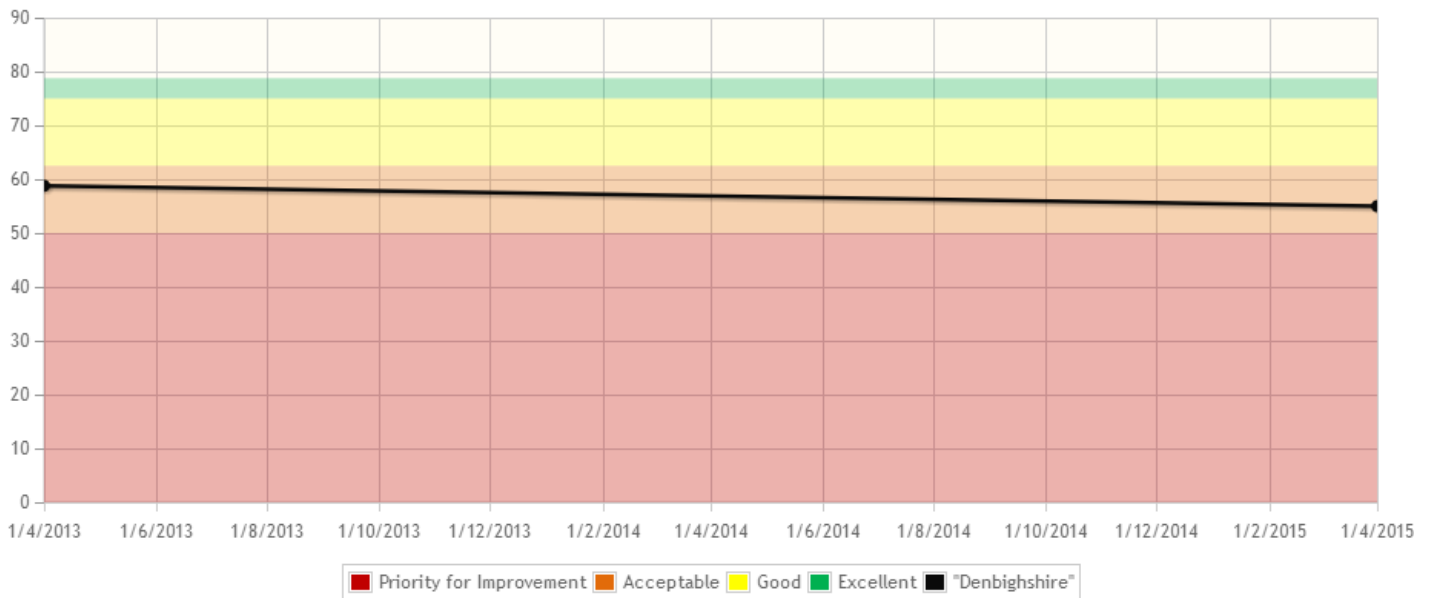
HES203i

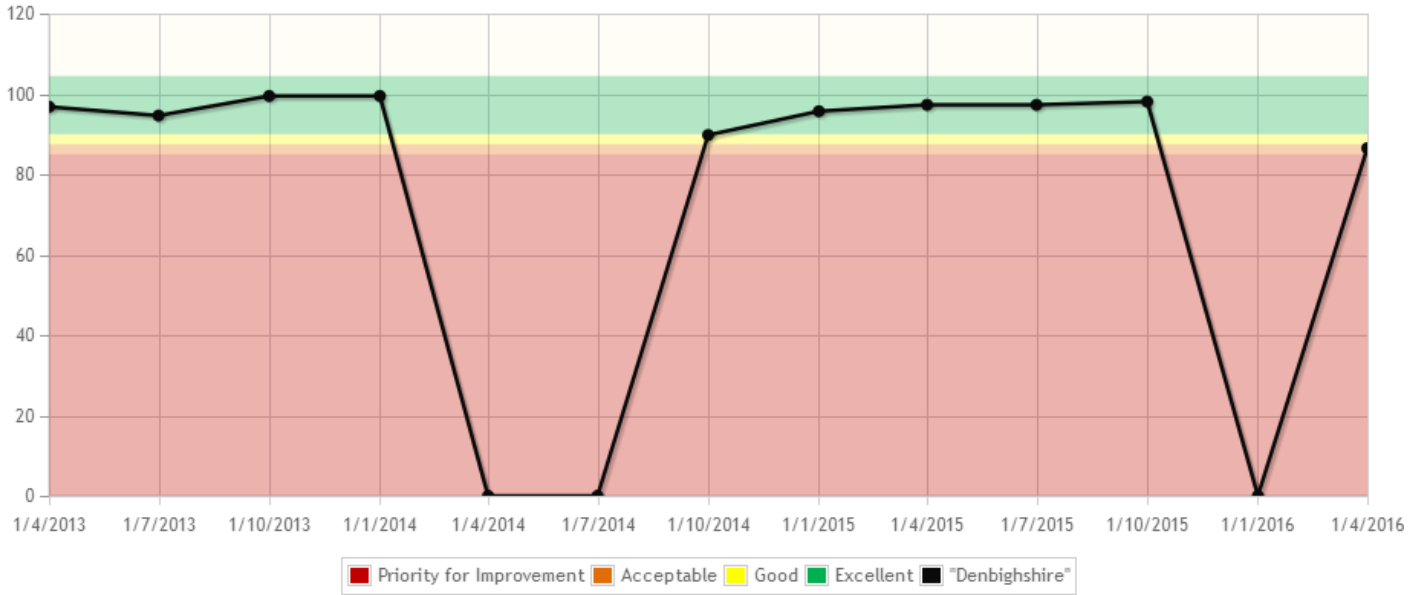
The percentage of respondents reporting satisfaction with the cleanliness of the streets within their nearest town centre



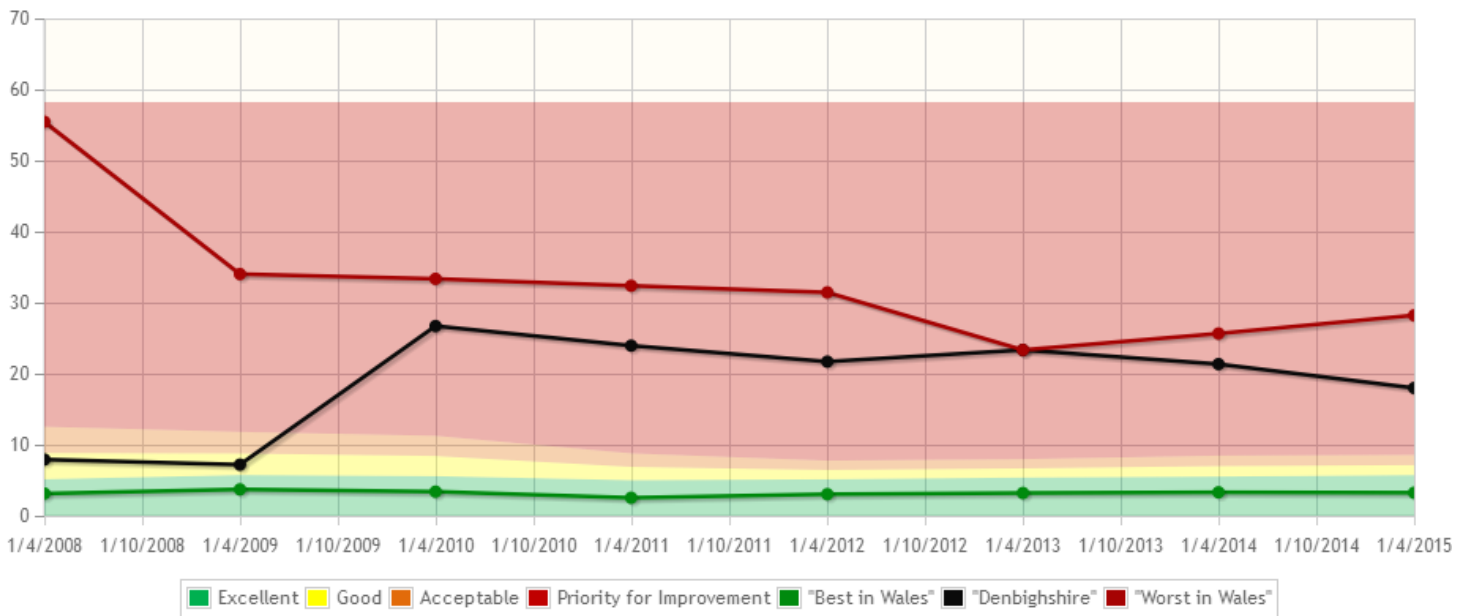
HES204i

The percentage of respondents reporting satisfaction with the cleanliness of the streets within their nearest town centre in relation to dog fouling

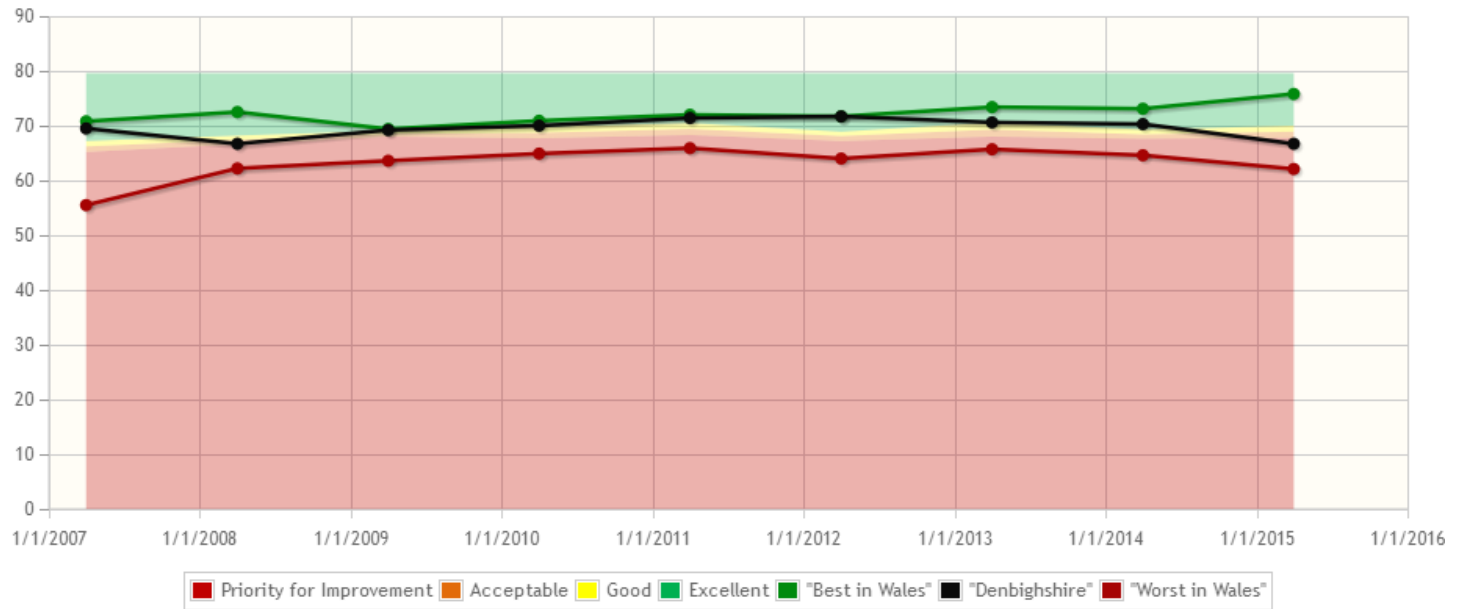




RATE/STS /006D The rate of fly-tipping incidents reported per 1,000 population

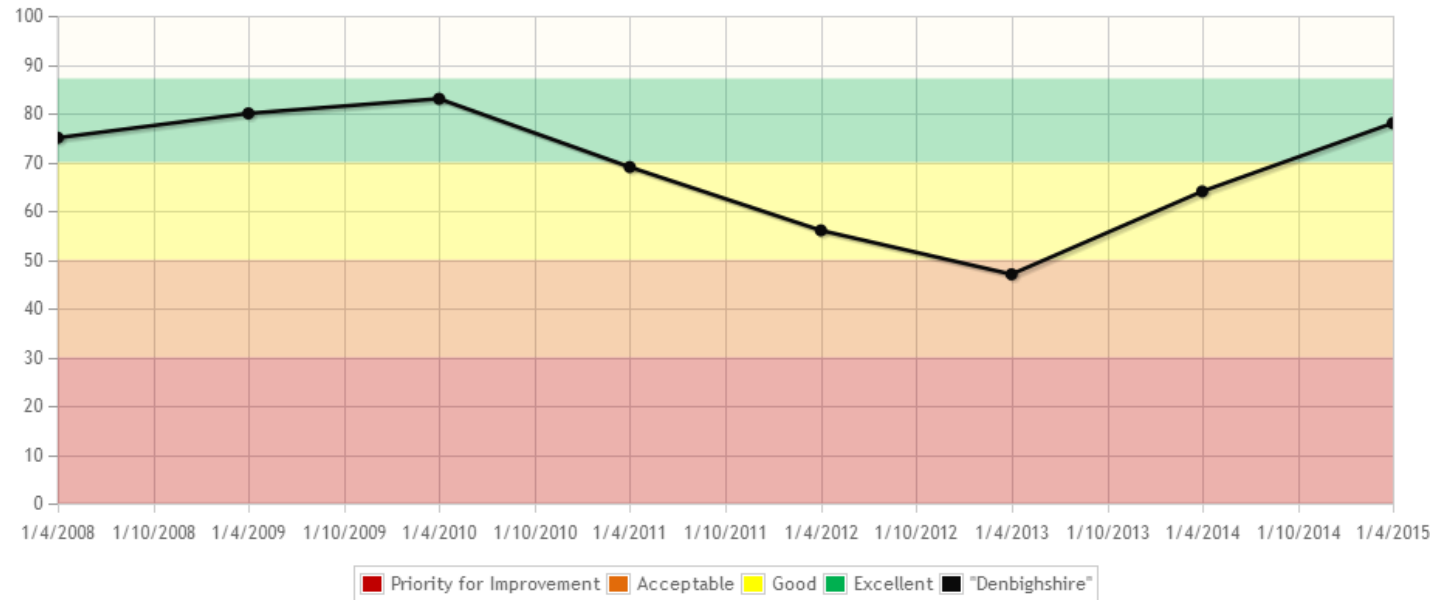


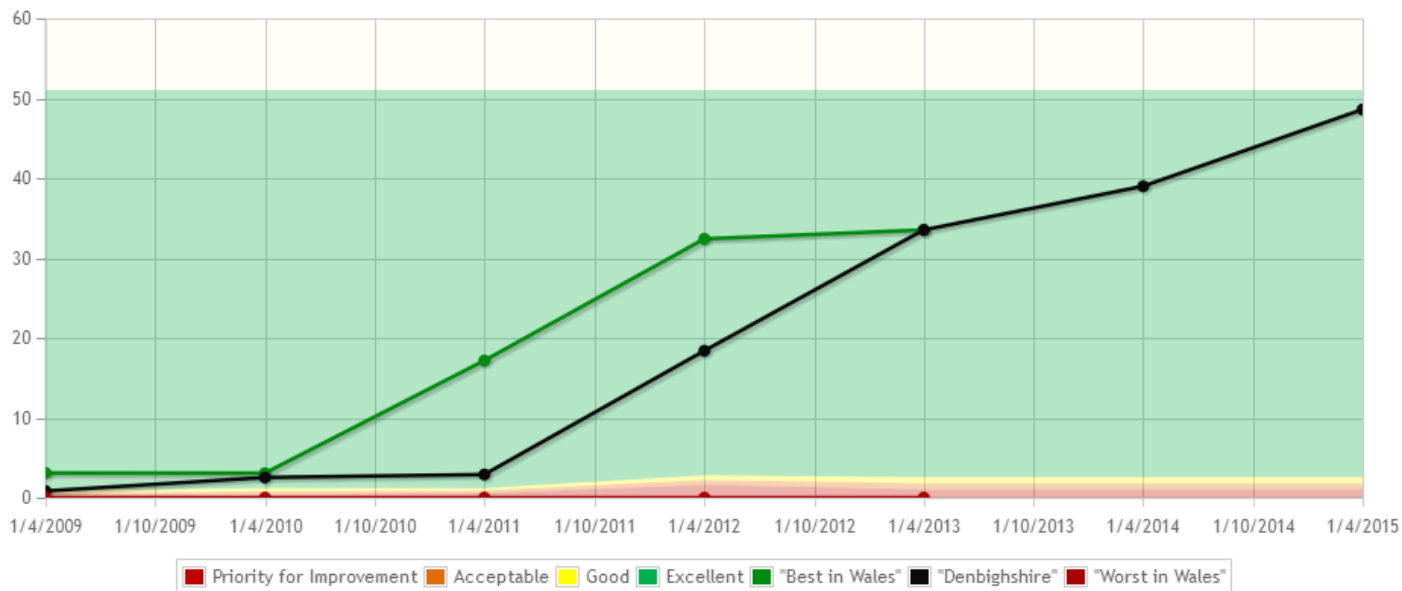
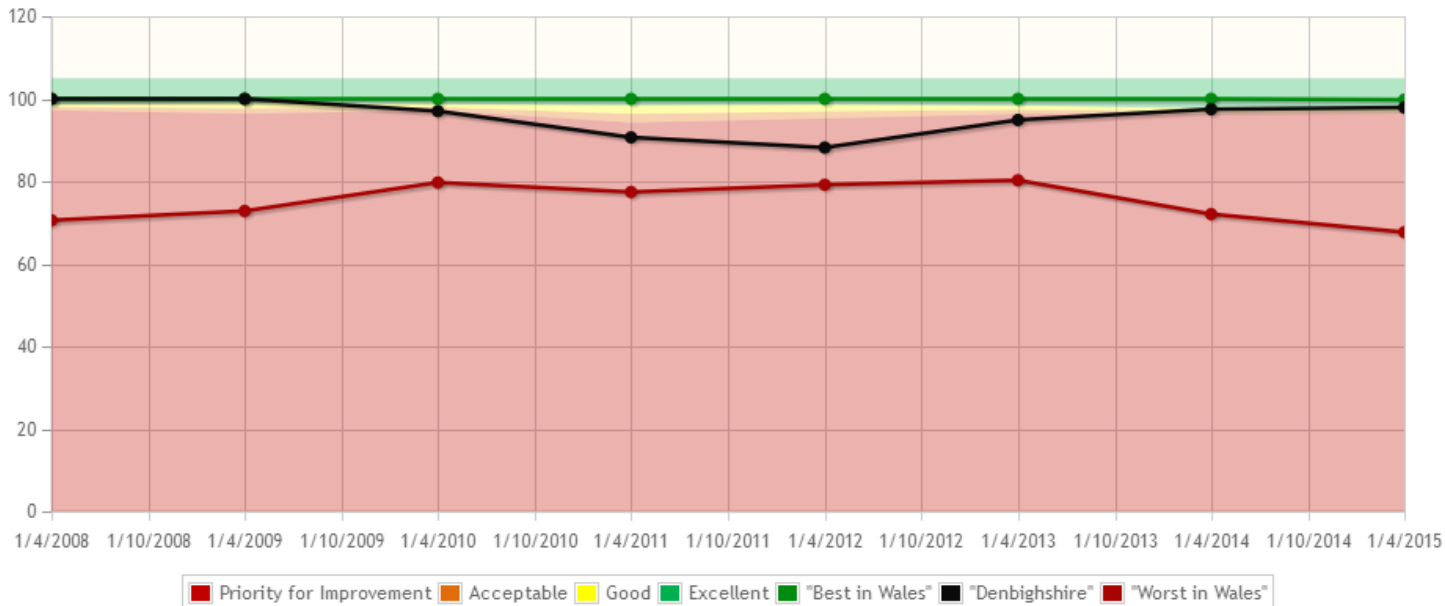
**KWT001i** Keep Wales Tidy - Cleanliness Indicator

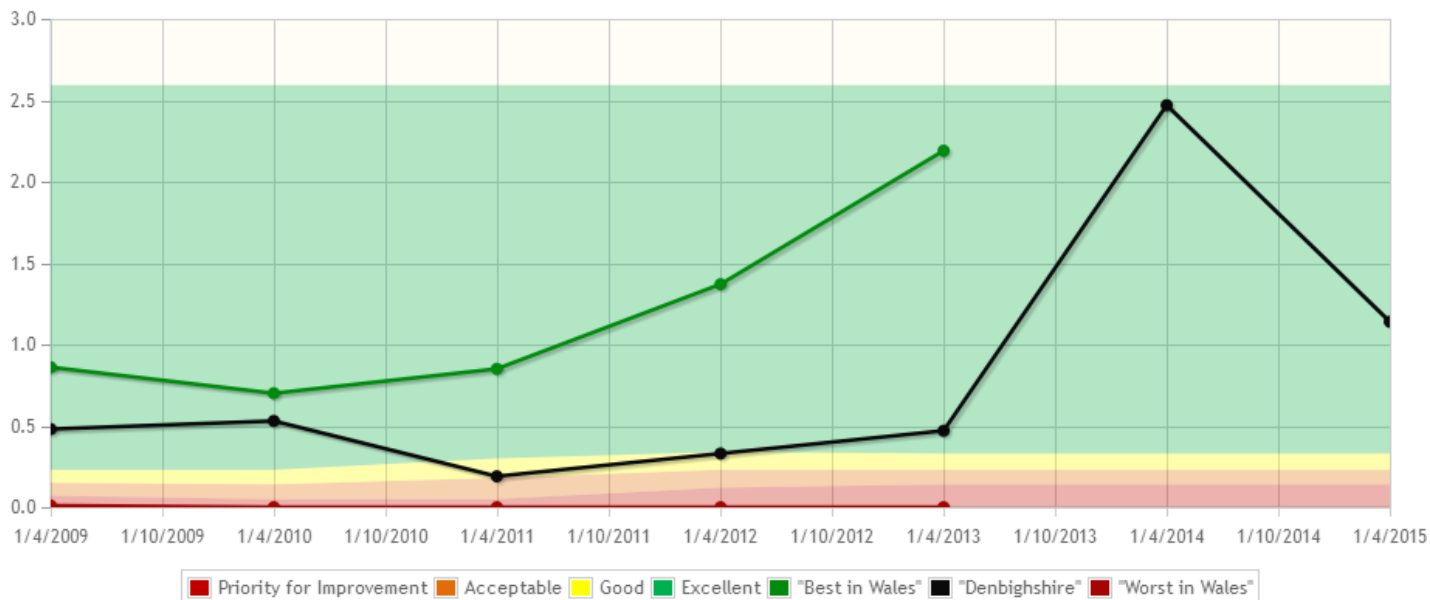


**Measures**

**PPP101m** The percentage of untidy land incidents resolved within 12 weeks







Activities

HES204a	Collaboration between Streetscene and Public Protection in relation to dog fouling	01/04/15	31/03/17
HES205a	Streetscene/Countywide engagement with the general public in relation to dog fouling	01/04/15	31/03/17
PPP104a	Develop and implement a coordinated approach to tackling identified eyesore sites across the county		31/03/15
PR000069	Former North Wales Hospital	01/03/10	31/03/16



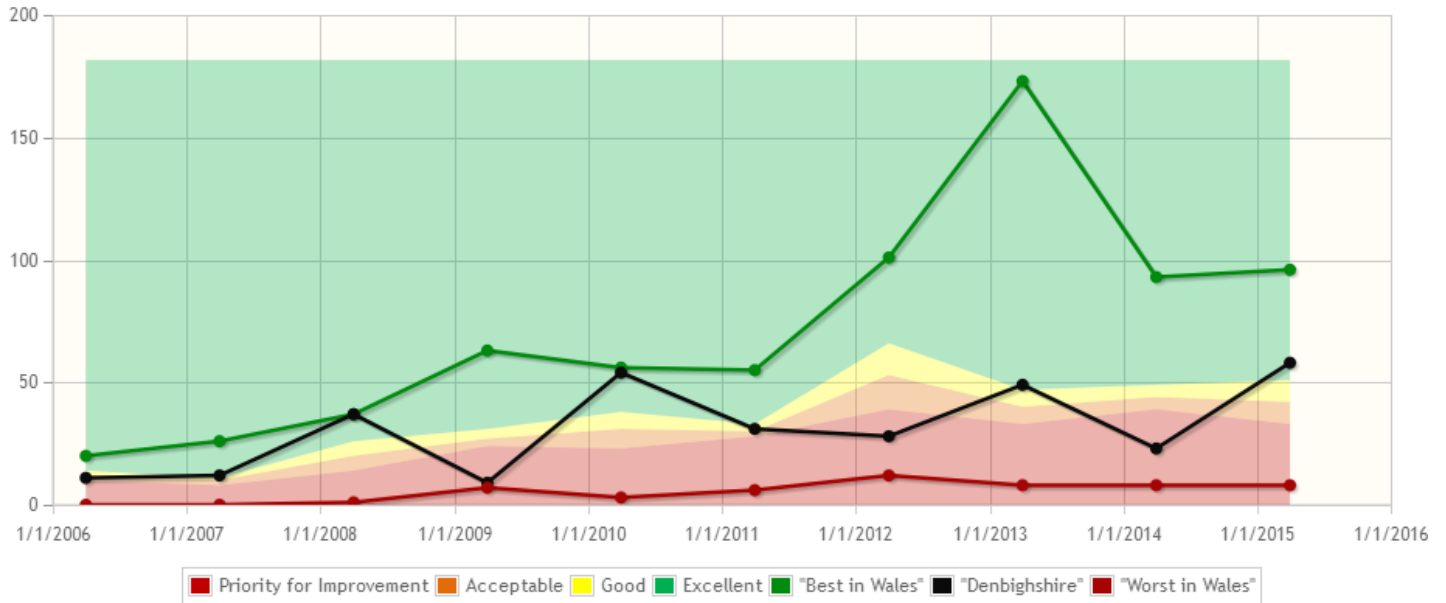
# Outcome 12 - The housing market in Denbighshire will offer a range of types and forms of housing in sufficient quantity and quality to meet the needs of individuals and families

## General Information

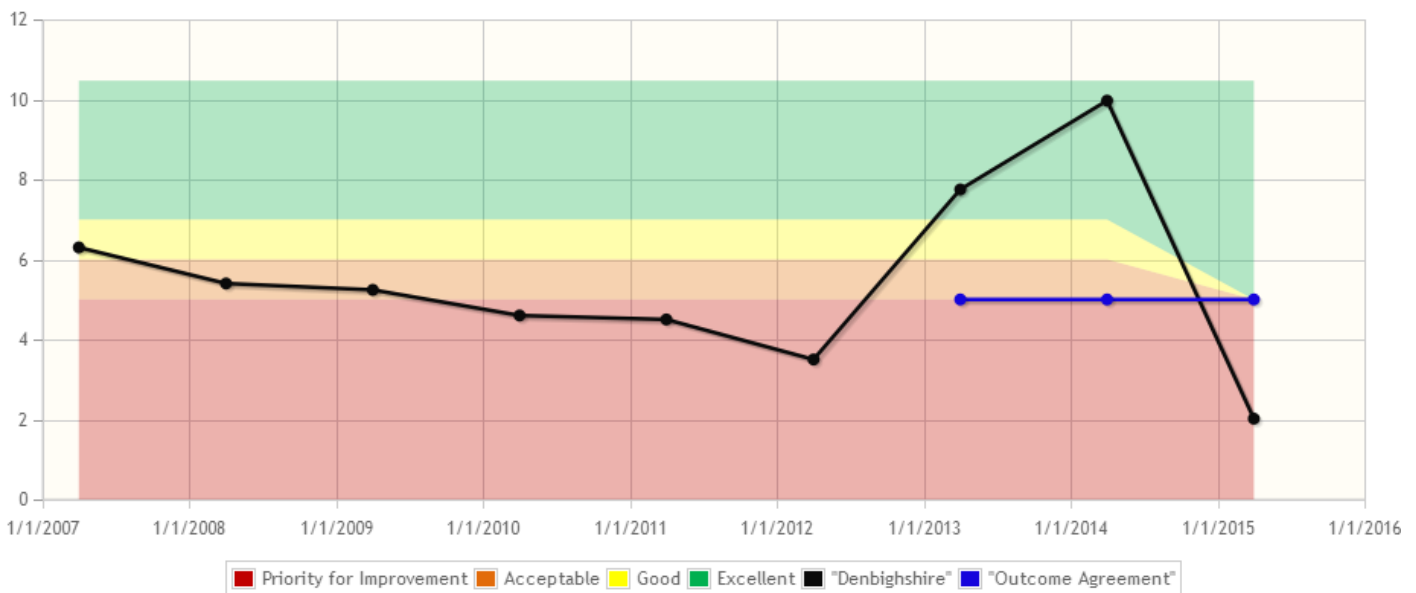
Status **Good**

## Indicators

	<b>PLA006</b>	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year
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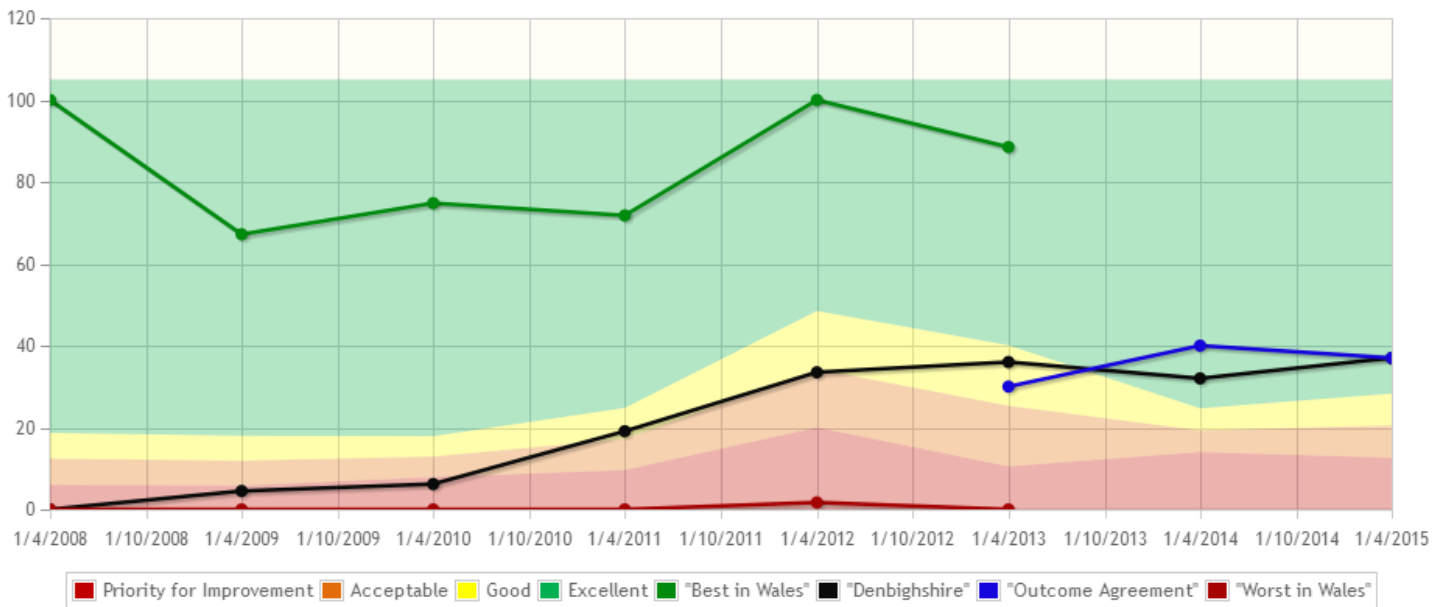


	<b>JHLAS03i</b>	The years of supply of housing land as determined by the Joint Housing Land Availability Study
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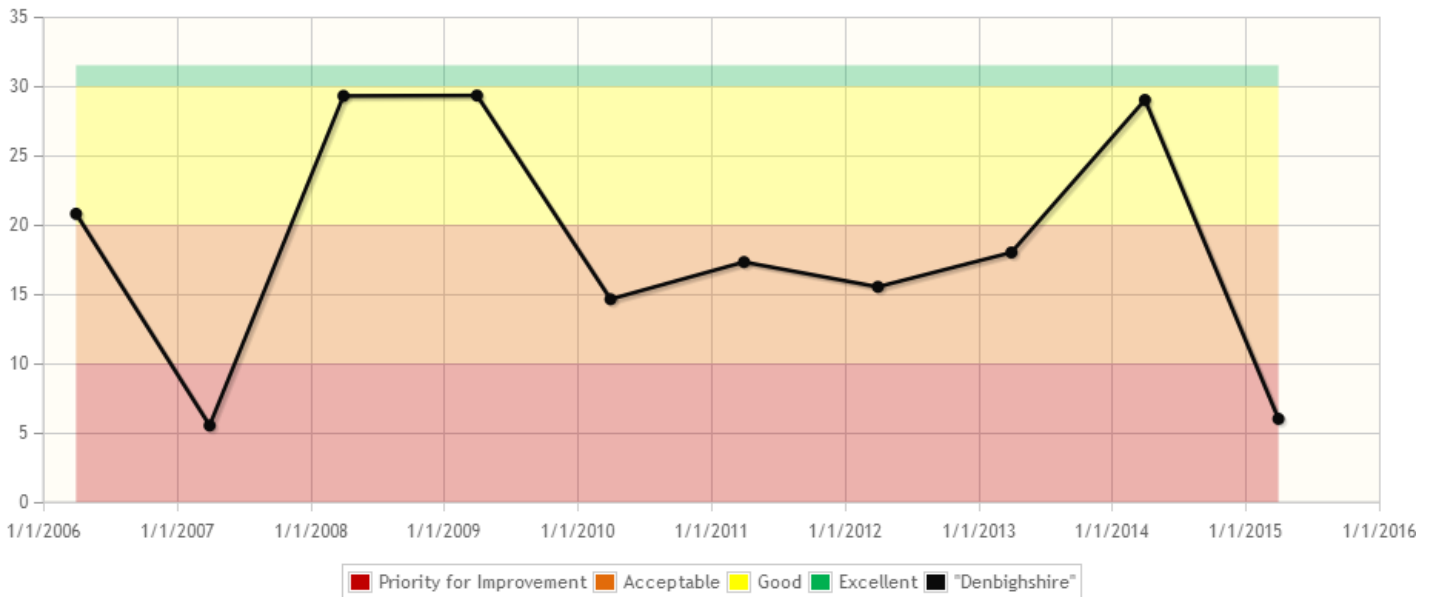
PSR007a

Of the Houses in Multiple Occupation known to the local authority, the percentage that have a full license



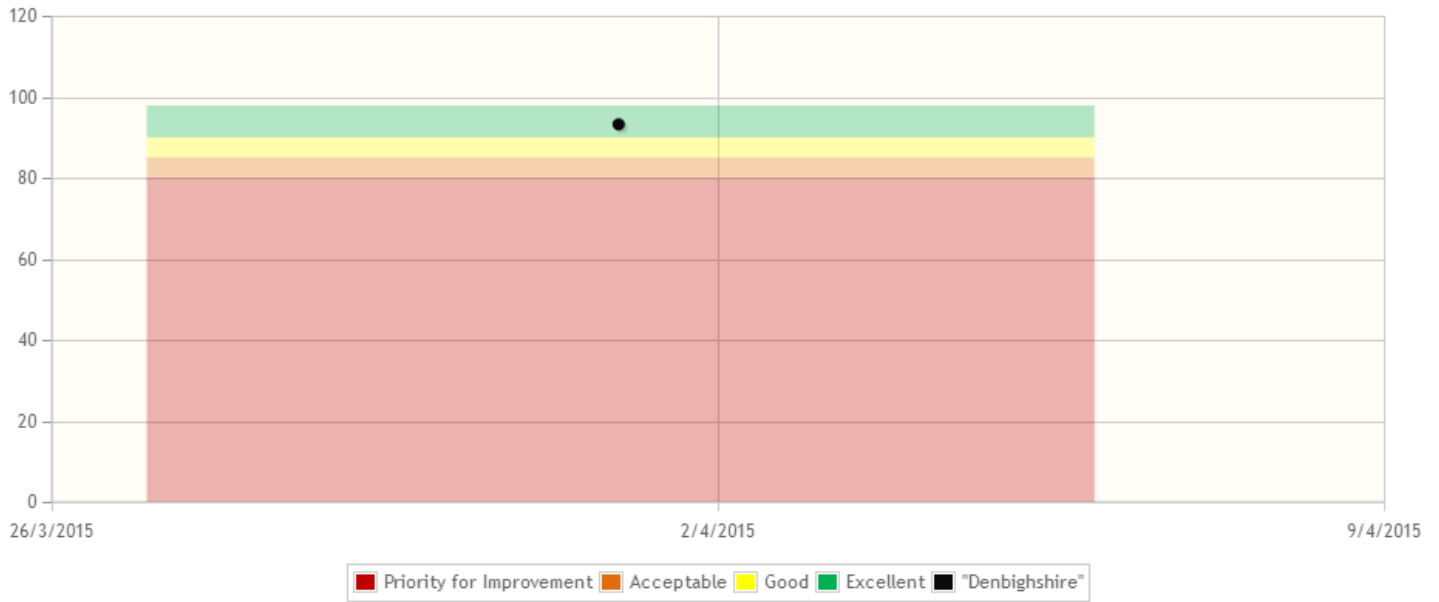
LI-PLA006

The number of additional affordable housing units granted planning permission as a percentage of all additional housing units granted planning permission during the year



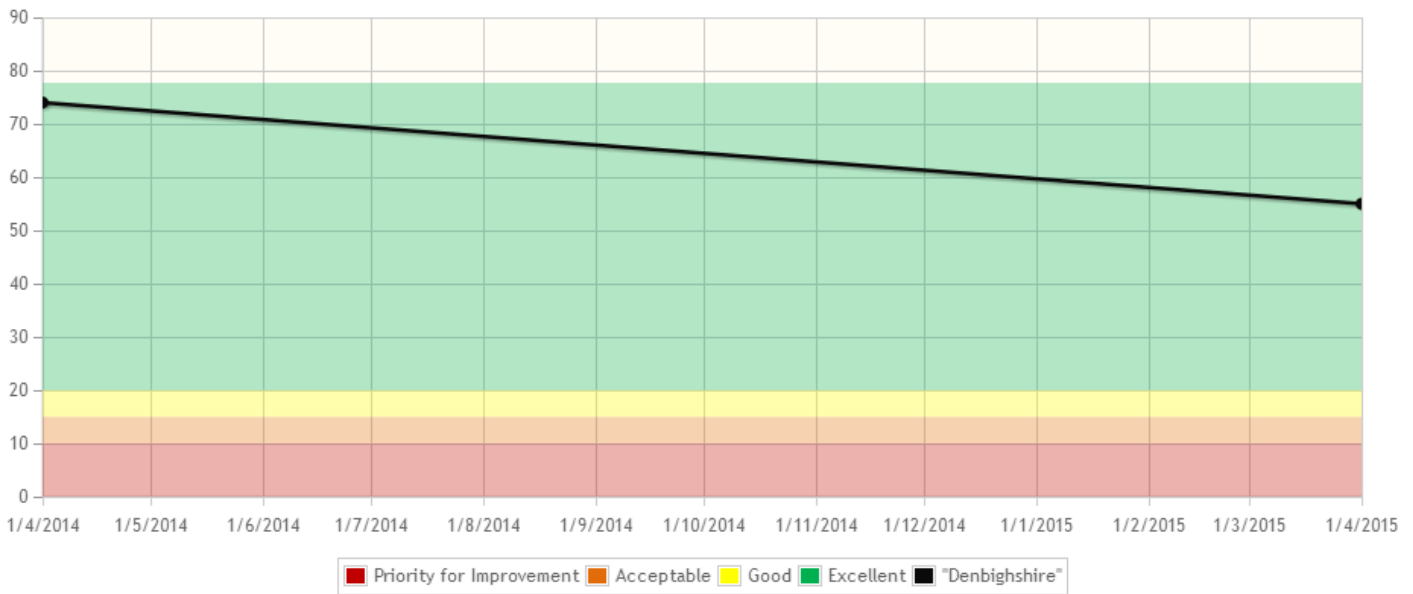
FAA407i

The % of Council House tenants that were at least satisfied with the quality of their home



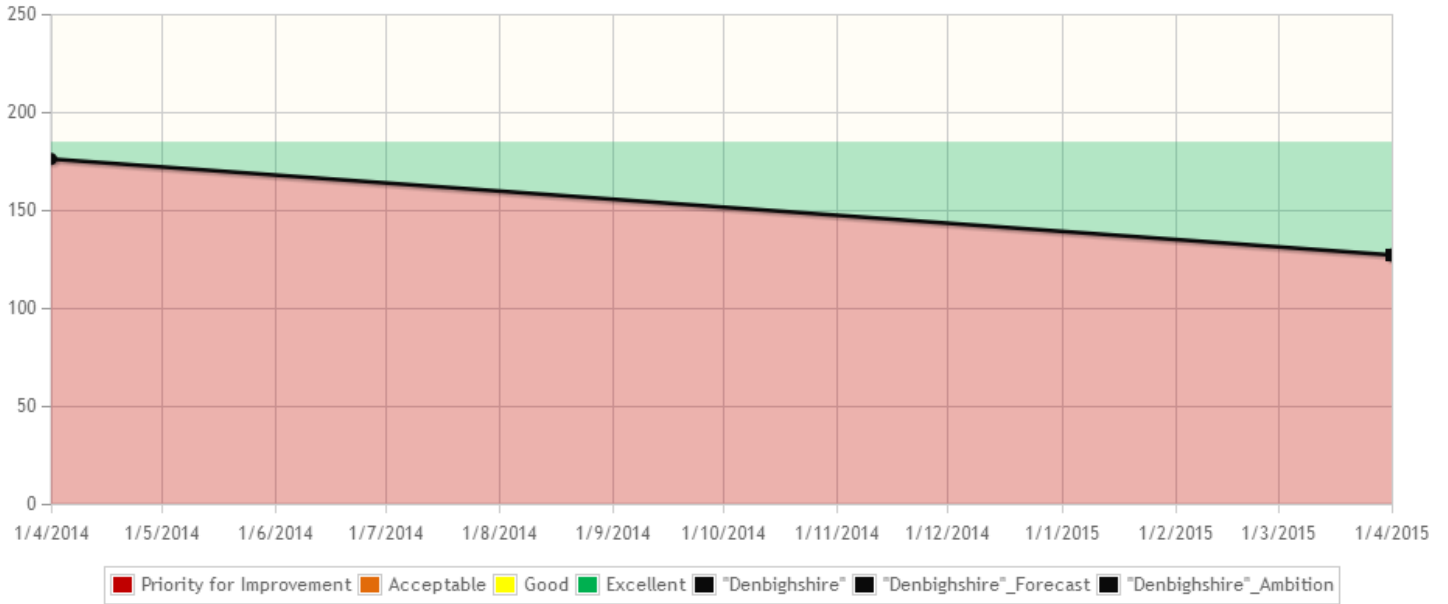
PPPAH001

The additional supply of affordable housing, including social housing, provided during the year



PPPMH001

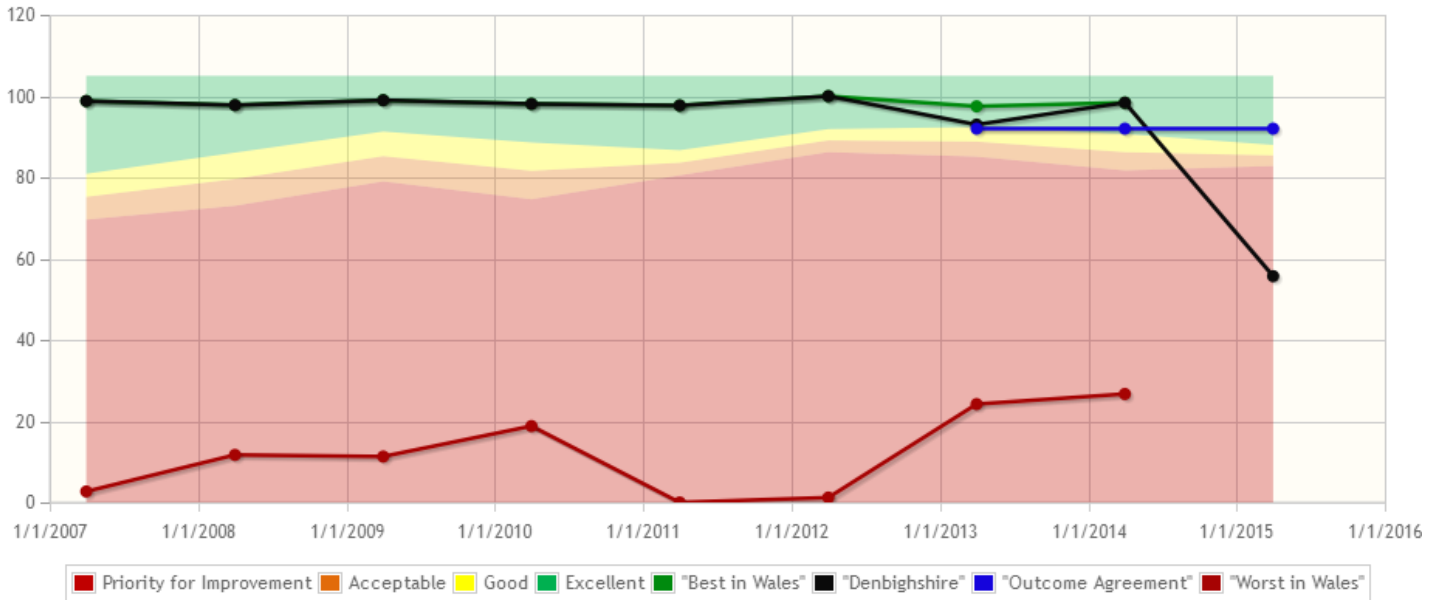
The additional supply of market housing, provided during the year



Measures

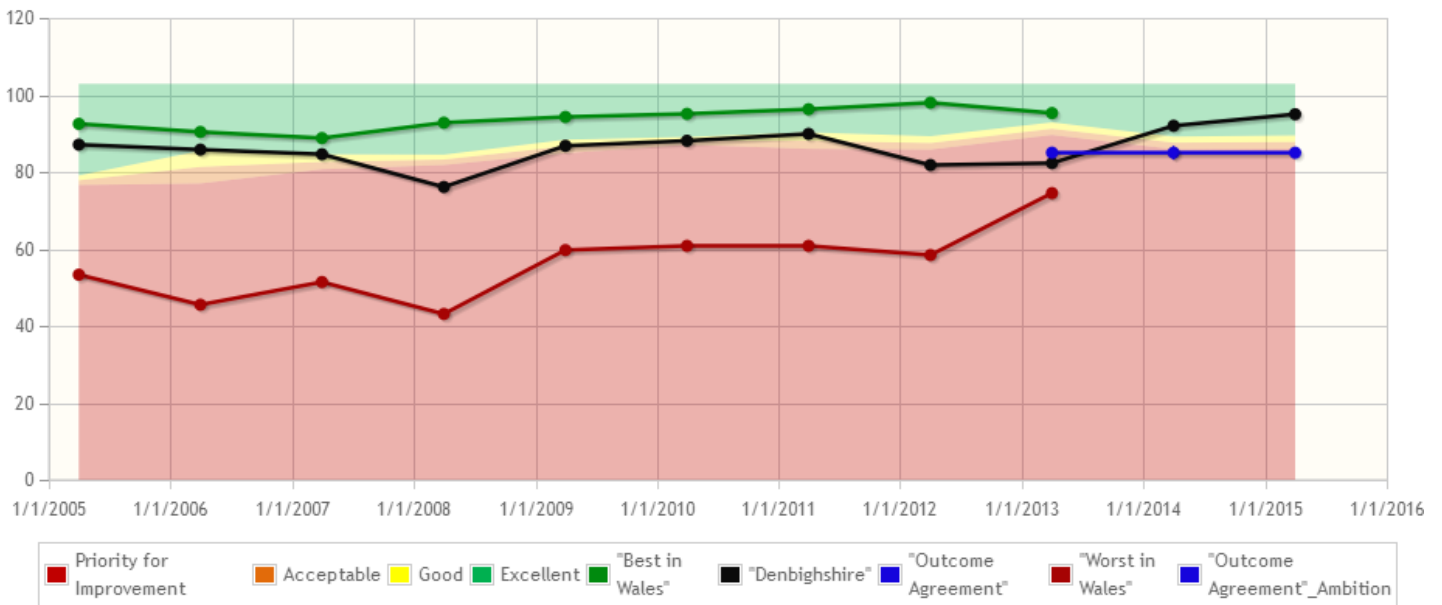
HHA013

The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months



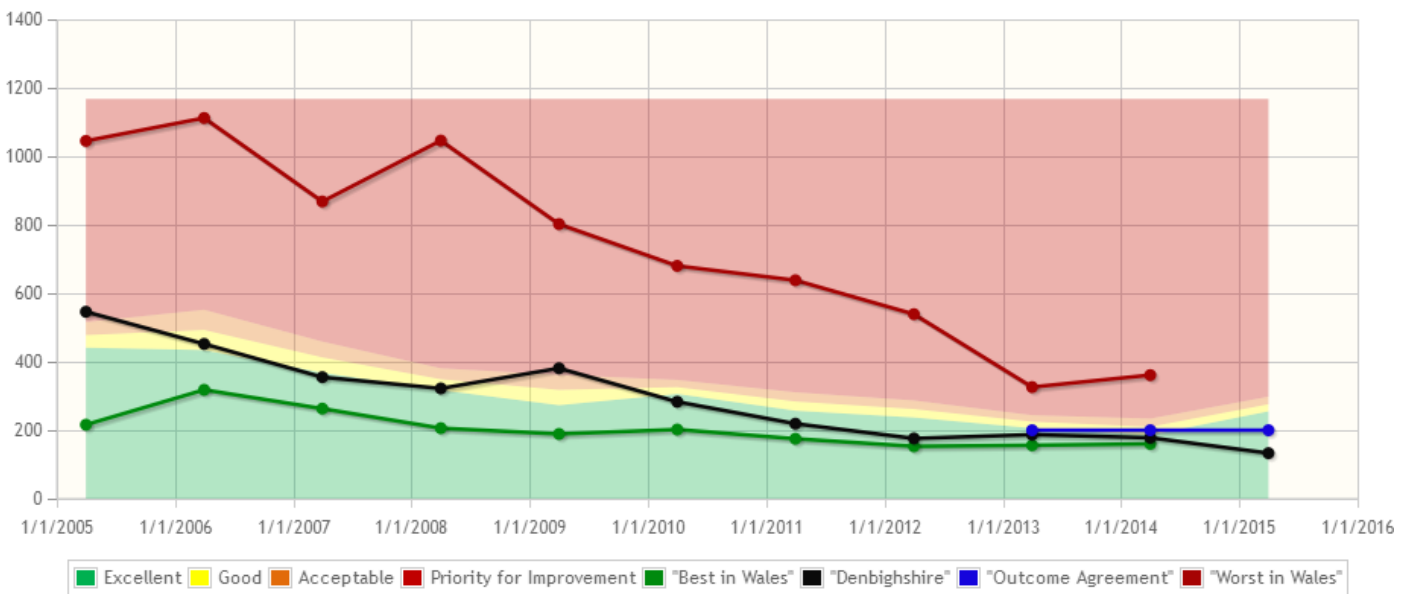
PLA004c

The percentage of householder planning applications determined during the year within 8 weeks



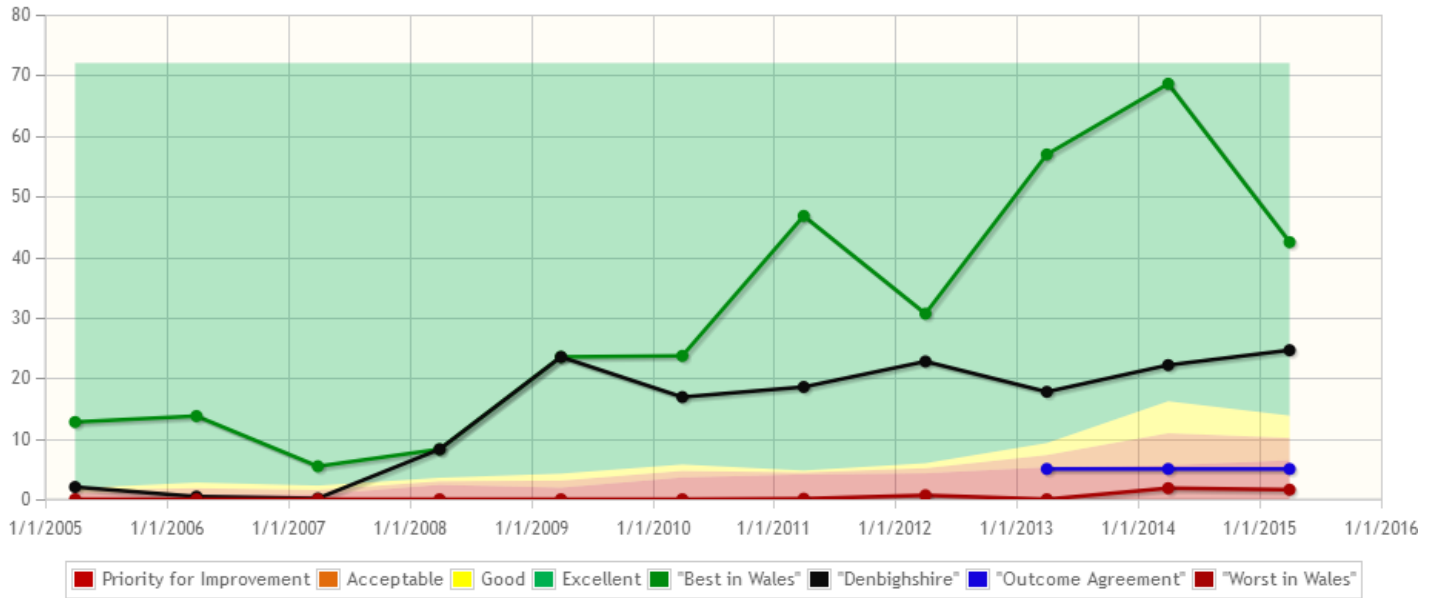
PSR002

The average number of calendar days taken to deliver a Disabled Facilities Grant



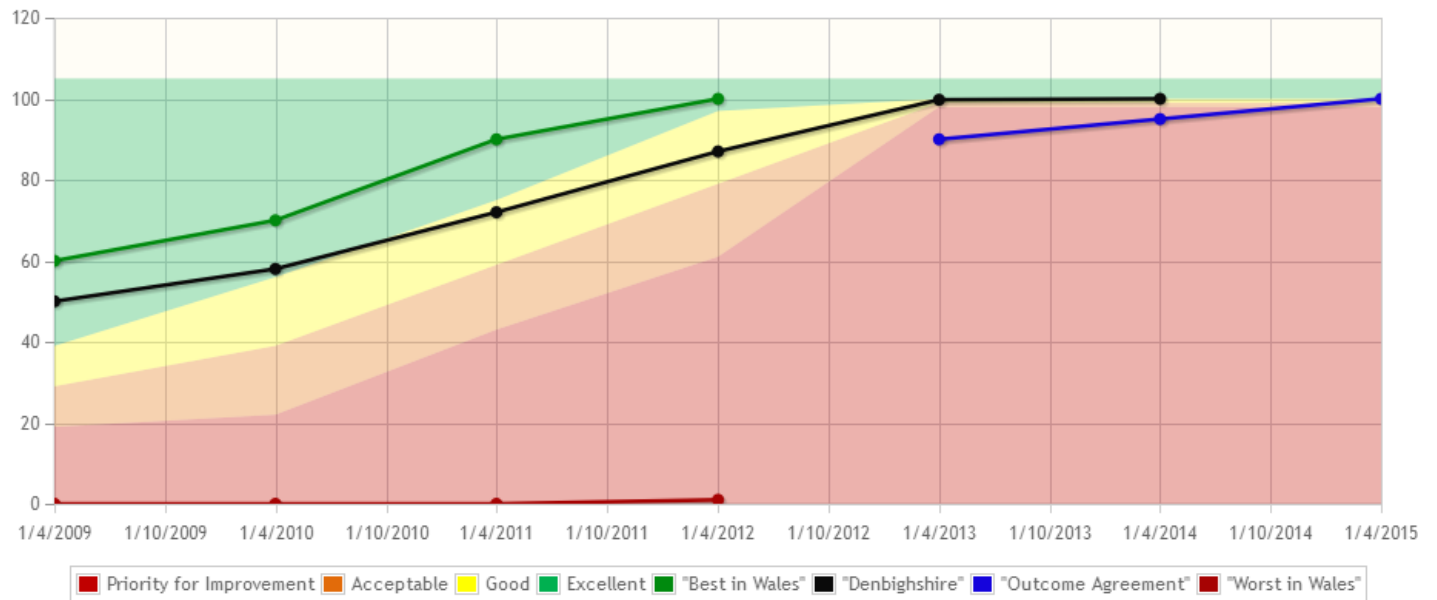
PSR004

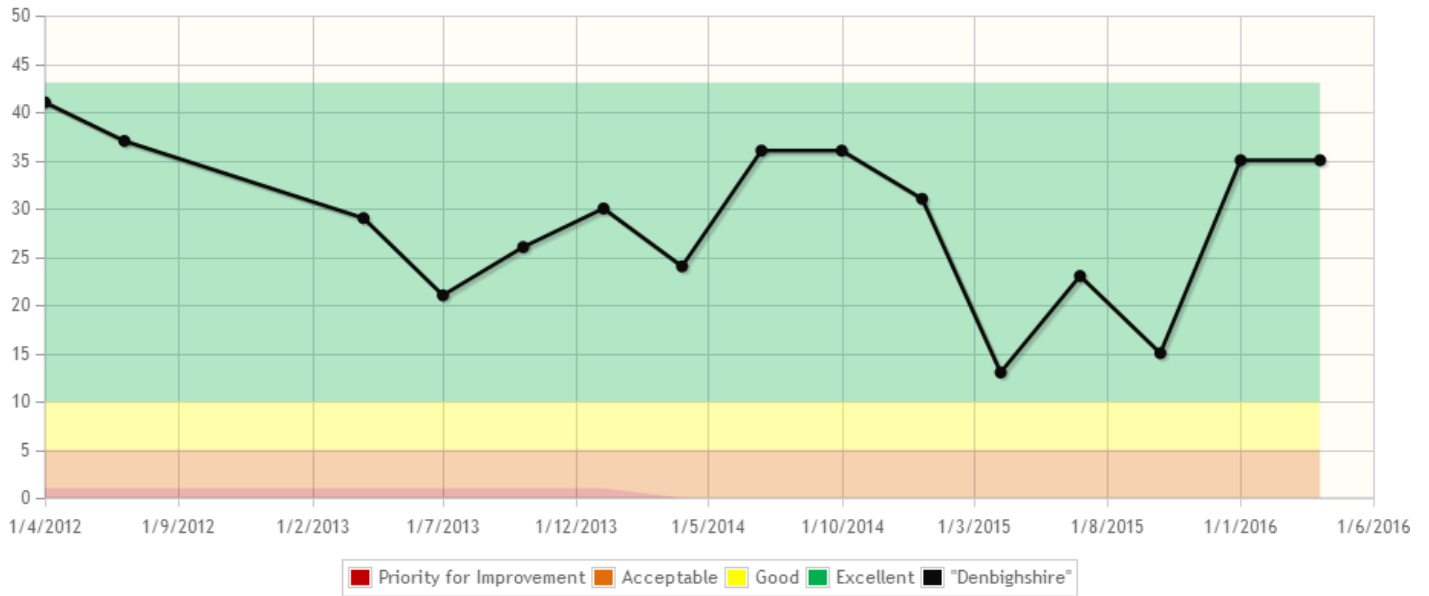
The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority



Y-HSG304m

The percentage of council properties compliant with the Welsh Housing Quality Standard





Activities				
FAA402a	Develop and embed some county-wide initiatives to enhance tenant engagement and satisfaction	01/04/15	31/03/16	
FAA405a	Publish results from the 2014/15 Council Tenant survey	01/04/15	31/03/16	
FAA502a	Undertake work to enable identified vacant private sector dwellings to be converted into Council Housing	01/04/15	31/03/16	
FAA503a	Prepare sites to enable new Council House builds	01/04/15	31/03/16	
FAH401a	Conduct condition surveys to update our intelligence around the housing stock, to include an analysis around high-cost maintenance properties	01/02/16	31/03/17	
FAH402a	Review approach to surveying tenants about property condition / repairs	01/01/16	30/04/16	
FAH403a	Profiling our tenants to understand current and future needs	01/01/16	30/09/16	
FAH404a	Create a more coherent approach to property management and maintenance in order to assure best value for money	01/12/15	30/09/16	
FAH405a	Develop and implement policy to support energy efficient housing within the council's stock	01/01/16	30/06/16	
FAH406a	Develop programme for the electrical testing of properties (dedicated DLO operative)	01/01/16	30/04/16	
FAH407a	Develop one approach to a Health & Safety policy for housing and corporate property (covering asbestos, fire, electrical, etc.)	01/01/16	30/06/16	
FAH408a	Implement enhanced processes around the 'anything else?' approach to maintenance and repairs, allowing flexibility for operatives to deal with ad-hoc tasks and reduce the need for repeat visits	01/01/16	30/06/16	
FAH409a	Evaluate the effectiveness of the Jewson supplier contract in preparation for its renewal / replacement, in partnership with neighbouring authorities	01/03/15	31/07/16	
FAH410a	Develop a strategic asset management plan for our housing stock (link to Housing Strategy), which defines Denbighshire's own housing quality standard	01/01/16	30/06/16	
FAH411a	Delivery of planned upgrade works to housing stock	01/04/16	31/03/17	
FAH412a	Integration of housing and corporate property services to deliver best value (to include a review of the workforce, helpdesk, skill-gaps and contracts, etc.)	01/01/16	31/08/17	
FAH413a	Improve strategic approach to the buying and selling of housing assets ('whole-street' approach), supported by intelligence around need and demand, for the benefit of housing stock	01/02/16	31/07/16	
FAH414a	Undertake work to enable identified vacant private sector dwellings to be converted into social housing and temporary accommodation, in partnership with	01/09/15	31/03/17	



		homelessness services		
	FAH415a	Develop a schedule to enhance our open space / play assets	01/10/15	31/10/18
	FAH416a	Acquire sites to enable new social housing developments	01/12/15	31/03/17
	FAH417a	Profiling of current Council Housing stock against need and demand with a view to explore opportunities of reclassification (i.e. Sheltered to general needs). Working in conjunction with RSL's & Housing Strategy	01/02/16	30/09/16
	FAH418a	Review of all IT systems and data recording methods in Housing (Keystone, Coms, spreadsheets etc.)	01/01/16	
	FAH419a	Review of Denbighshire County Council's Right to Buy Scheme and consider suspension	01/01/16	29/02/16
	FAH513a	Create an action plan based on the results from the Council Tenant survey	01/08/15	31/10/15
	HCD103a	Develop and deliver a Housing Strategy	01/04/14	31/03/16
	MSSEWB2013/03	Extra Care - Independent living in a safe and supported environment	15/04/13	
	PPP201a	Deliver the Renewal Area projects in Rhyl to improve the conditions of private sector housing and environmental enhancements	01/04/14	31/03/16
	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, planning briefs and SPGs	01/04/14	31/03/15
	PPP205a	Ensure as many Affordable Houses as possible are provided through the planning system and other methods of delivery	01/04/14	31/03/16
	PPP207a	Improve the behaviour of private sector landlords	01/04/15	31/03/16
	SCHSG206a	Service Challenge Actions: Housing : Ensure Service Challenge key actions are taken into account regarding the development of the Local Housing Strategy	04/03/15	31/10/15

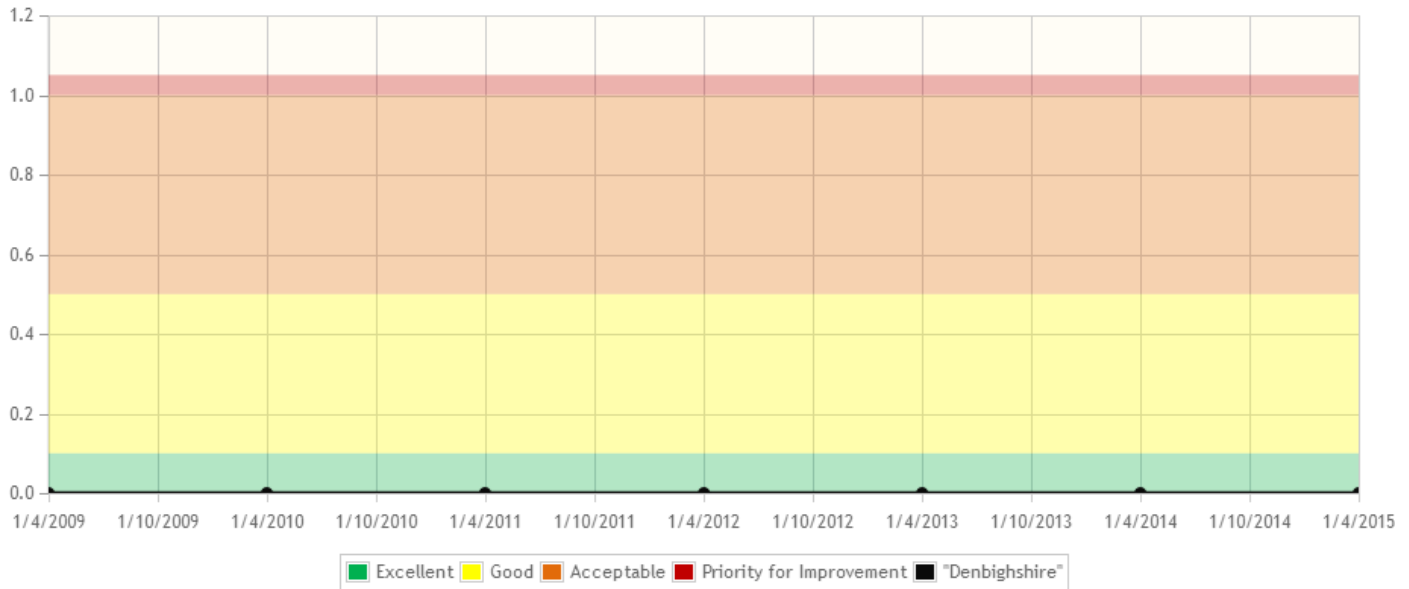
# Outcome 13 - Services will continue to develop and improve

## General Information

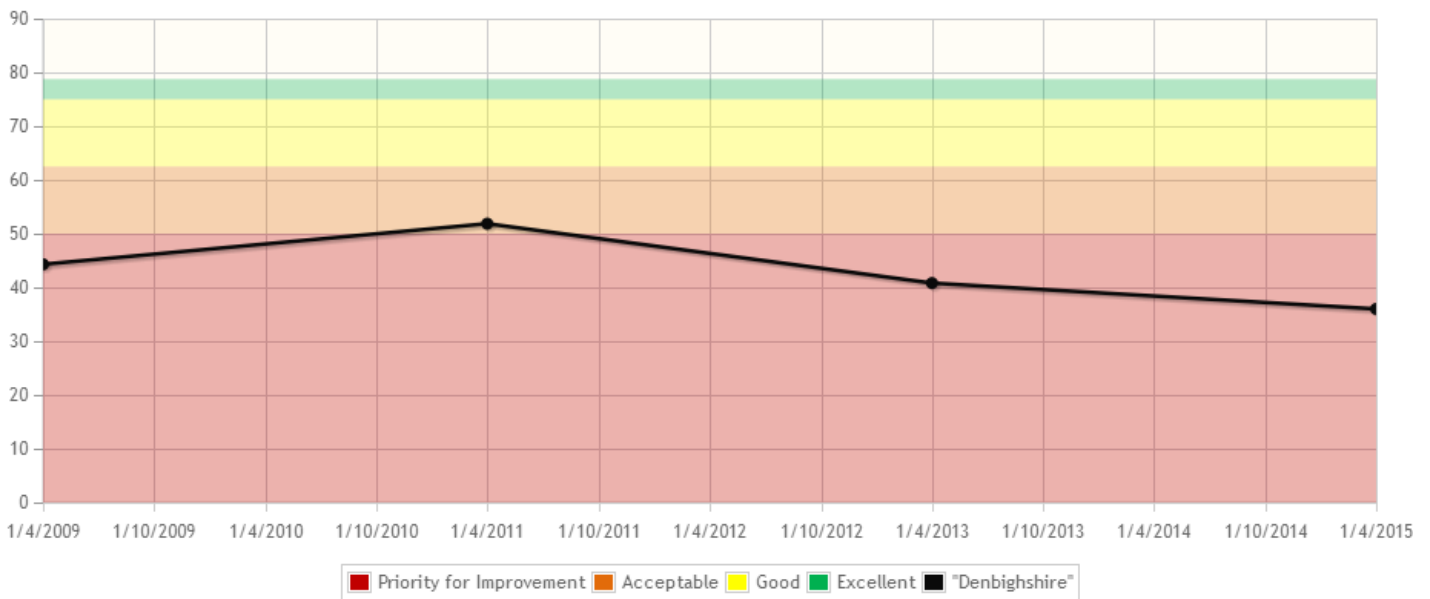
Status **Good**

## Indicators

**BPP1002** The number of formal recommendations for improvement within the WAO Improvement Reports

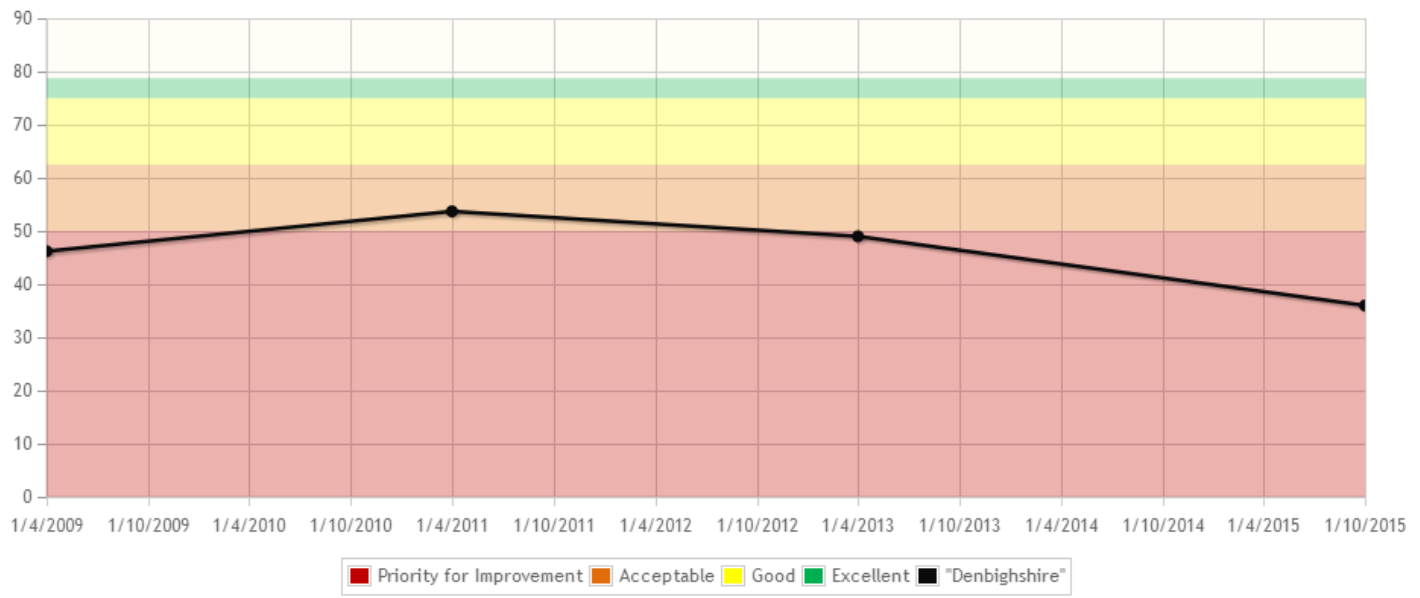


**RSQ16B** The percentage of residents responding positively to the statement: My Council is efficient and well-run



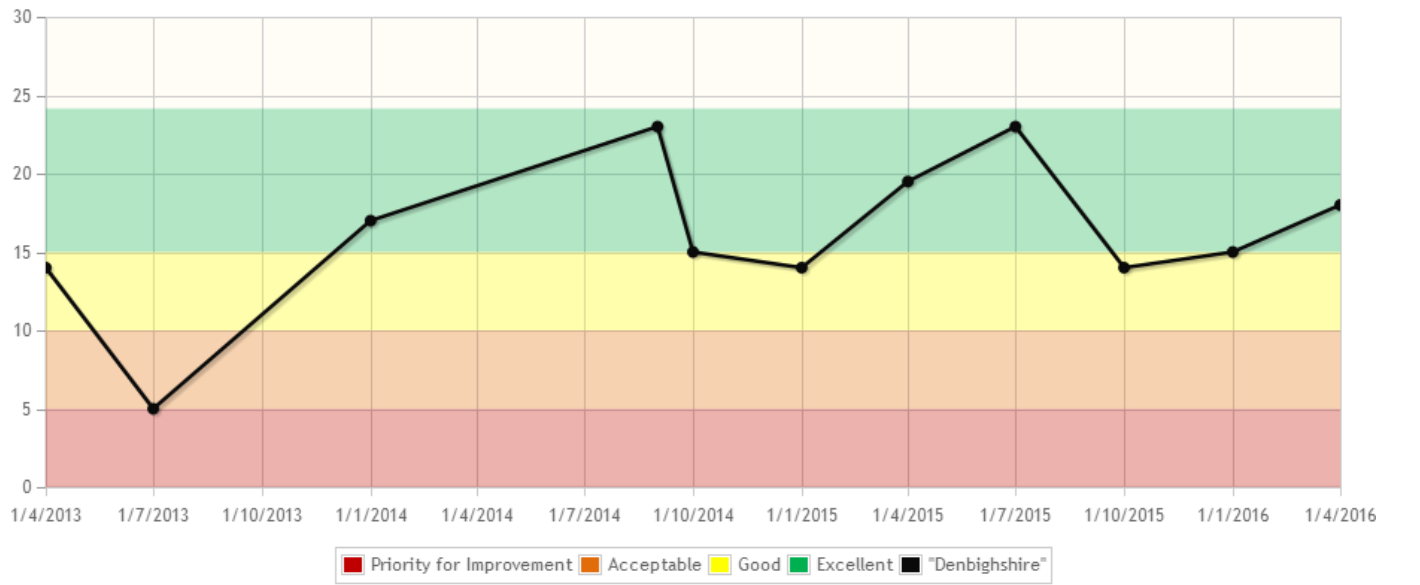
**RSQ16C**

The percentage of residents responding positively to the statement: My council acts on the concerns of residents (excluding don't know)



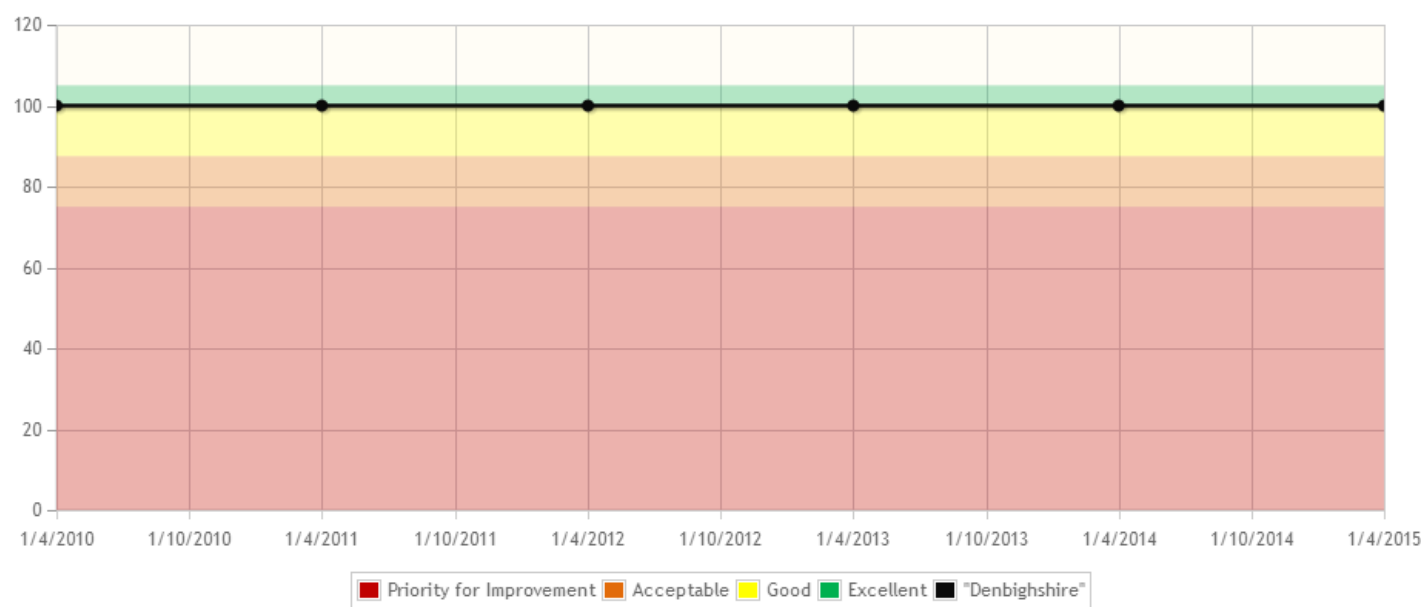
**BIM3110i**

The percentage deviation from a good practice figure of 75% 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

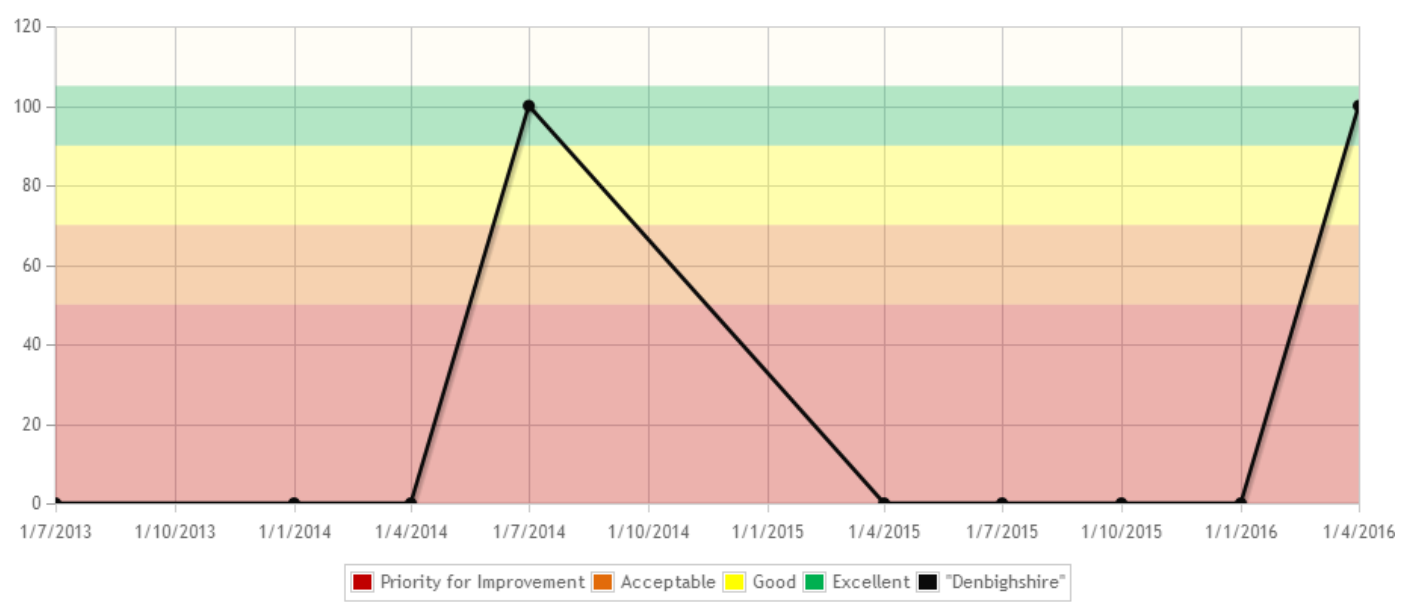


Measures

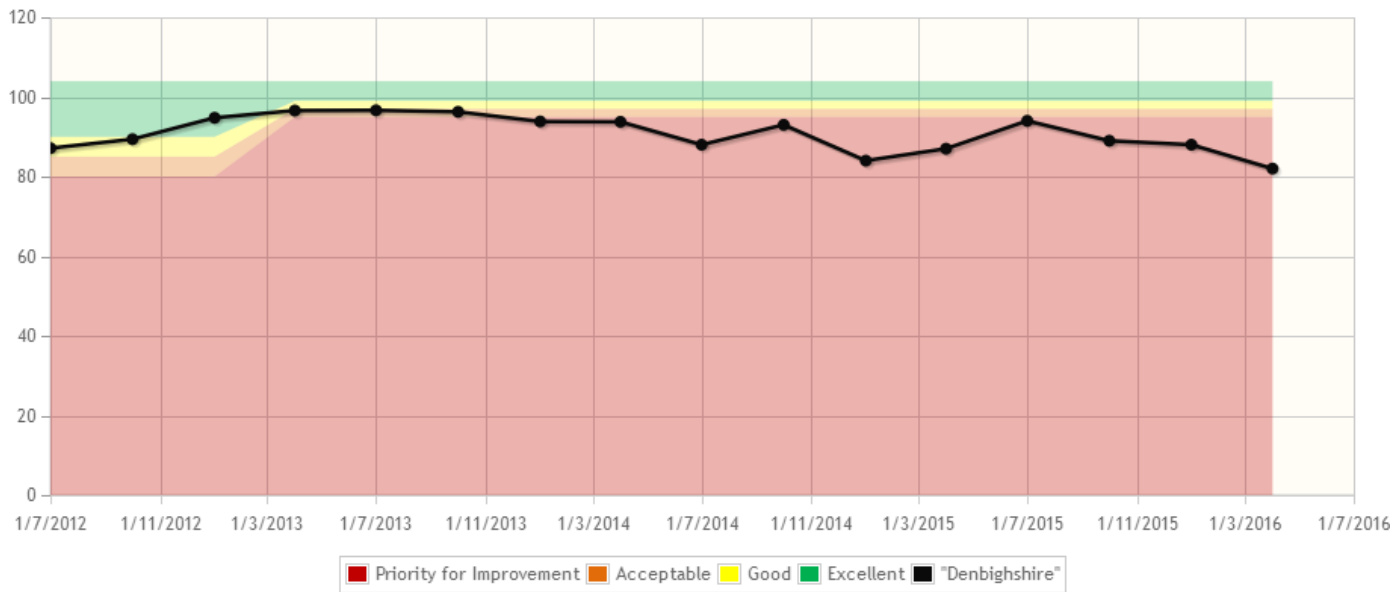
**BPP1004** The percentage of Outcome Agreement Grant awarded by WG



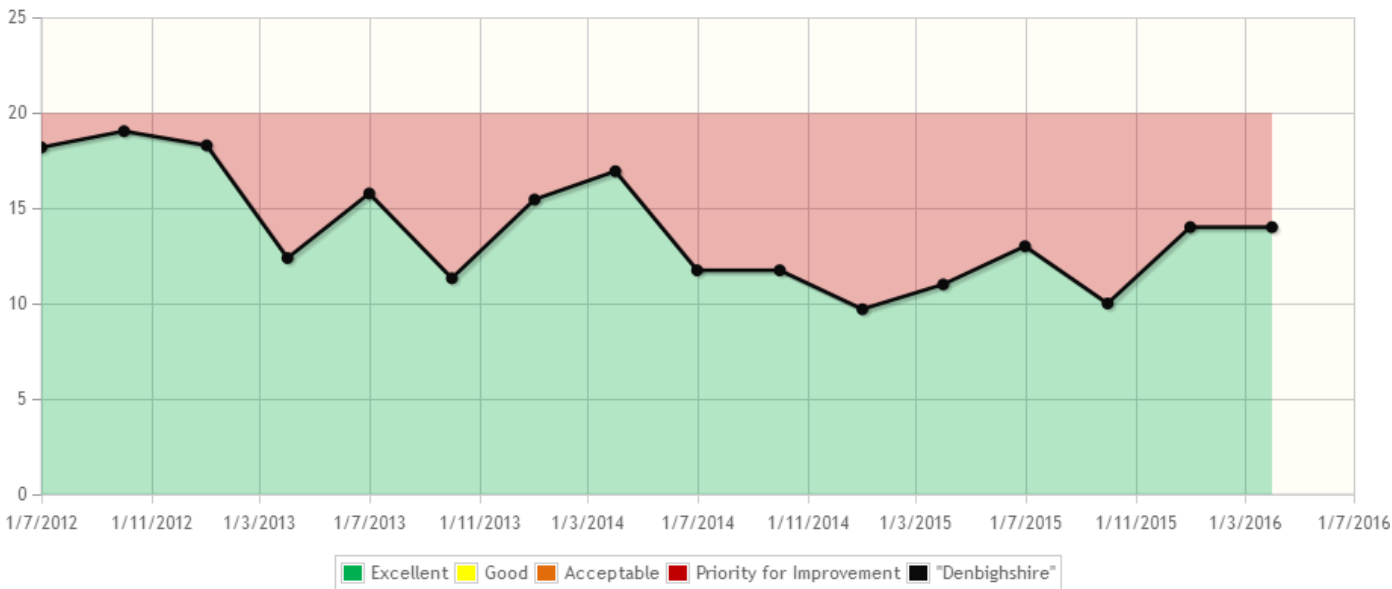
**M102m** The percentage of Modernisation projects that were due a post-implementation review this quarter that have been subject to one



**PCOTDCC** The % of external stage 1 complaints that are responded to within corporate timescales (DCC)



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



## Activities

BIM114a	Support Town and Area Champions and Member Area Groups to develop revised Town and Area Plans in collaboration with Partners and Communities in line with the Wellbeing Plan	01/04/15	31/03/16
EDU119a	Preparing for merger with Children & Family Services	01/04/15	31/03/16
LDS203a	Establish and operate a Task & Finish sub-scrutiny group to examine the Impact of Budget Cuts on the Corporate Plan and the Council's Performance	01/04/15	31/03/17
PR000317	Digital Choice - Getting the Customers Ready	21/10/14	01/11/15
PR000494	Archives & Records Management Transformation	01/09/14	31/05/16
WLS001	Consider our position in relation to the Welsh Language Standards set by the Welsh Language Commissioner and develop an action plan to deliver them	01/04/15	31/03/17

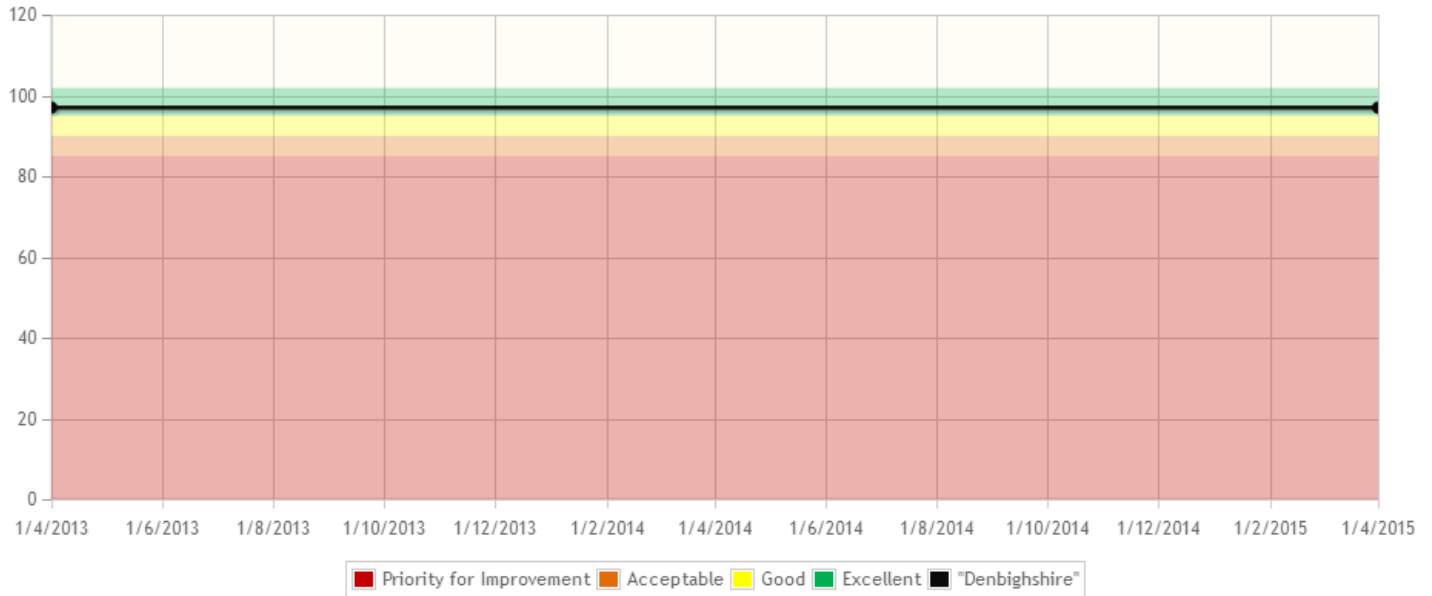
# Outcome 14 - More flexible and effective workforce supported by cost efficient infrastructure

## General Information

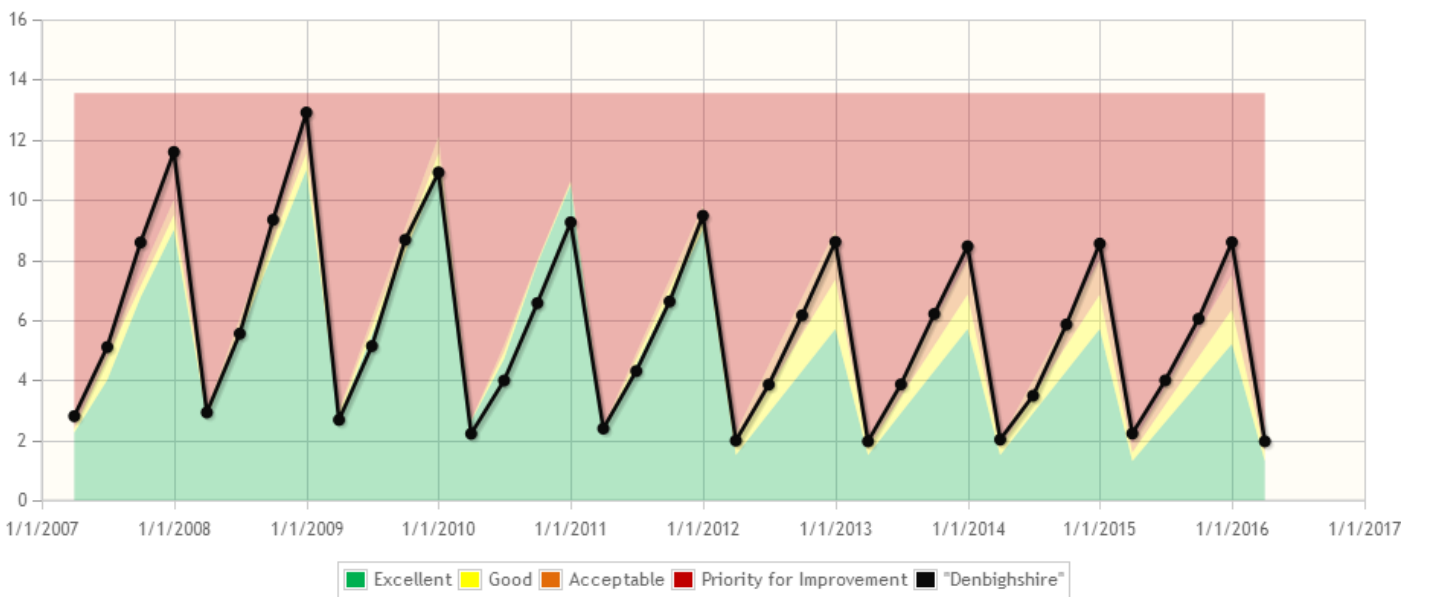
Status **Acceptable**

## Indicators

M202a	Staff Survey Q3a - The percentage of staff responding positively to the statement: I have the skills to do my job effectively
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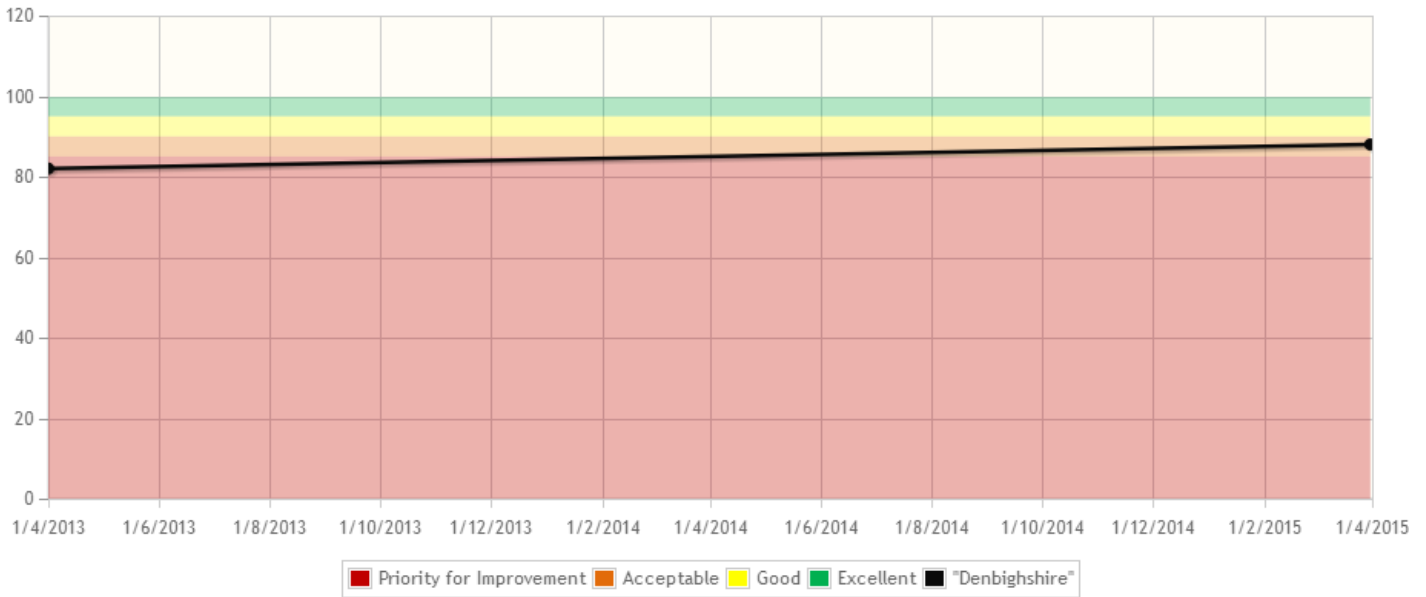


QCHR002	(Corporate) The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence
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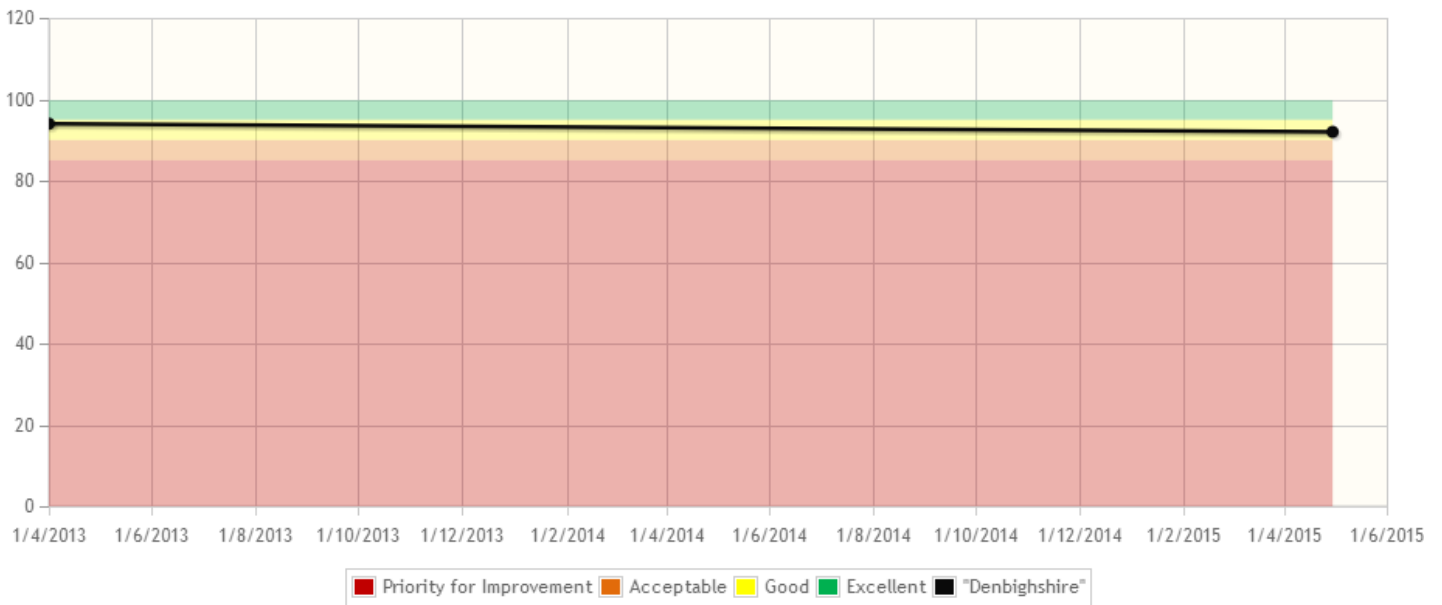
SSQ13a

The percentage of staff responding positively to the statement: I have access to the information and IT I need to work efficiently



SSQ1A

The percentage of staff responding positively to the statement: I know what is expected of me

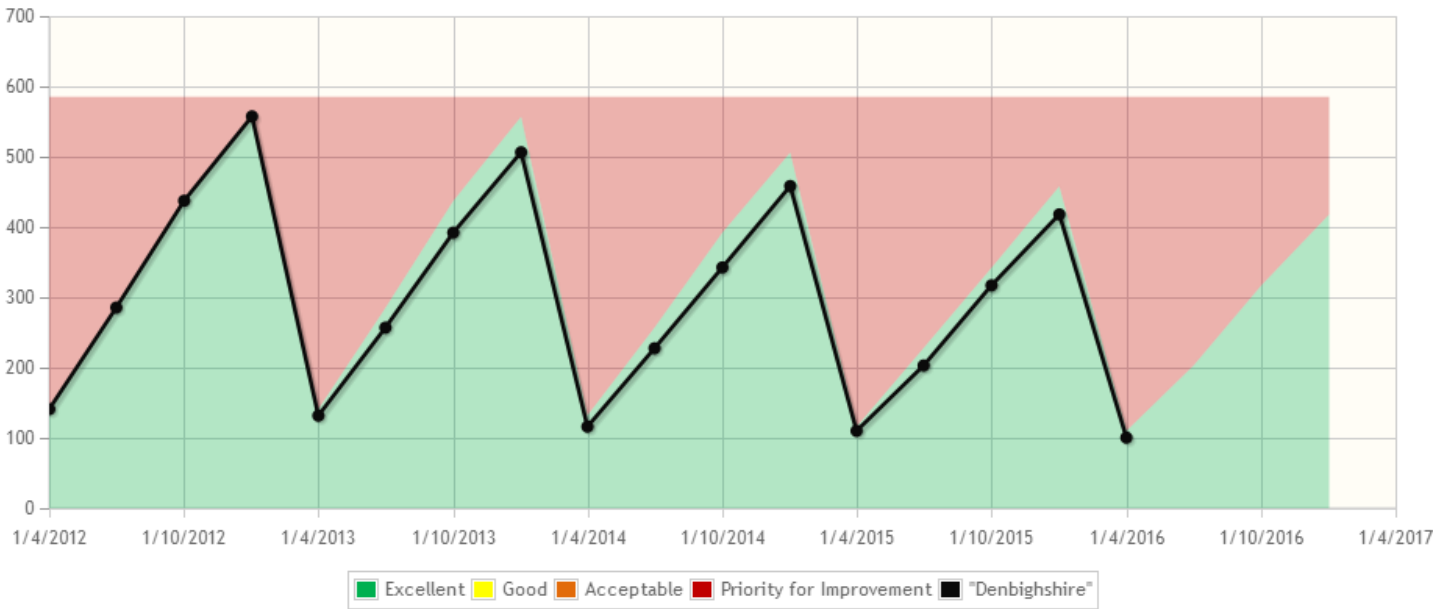




Measures

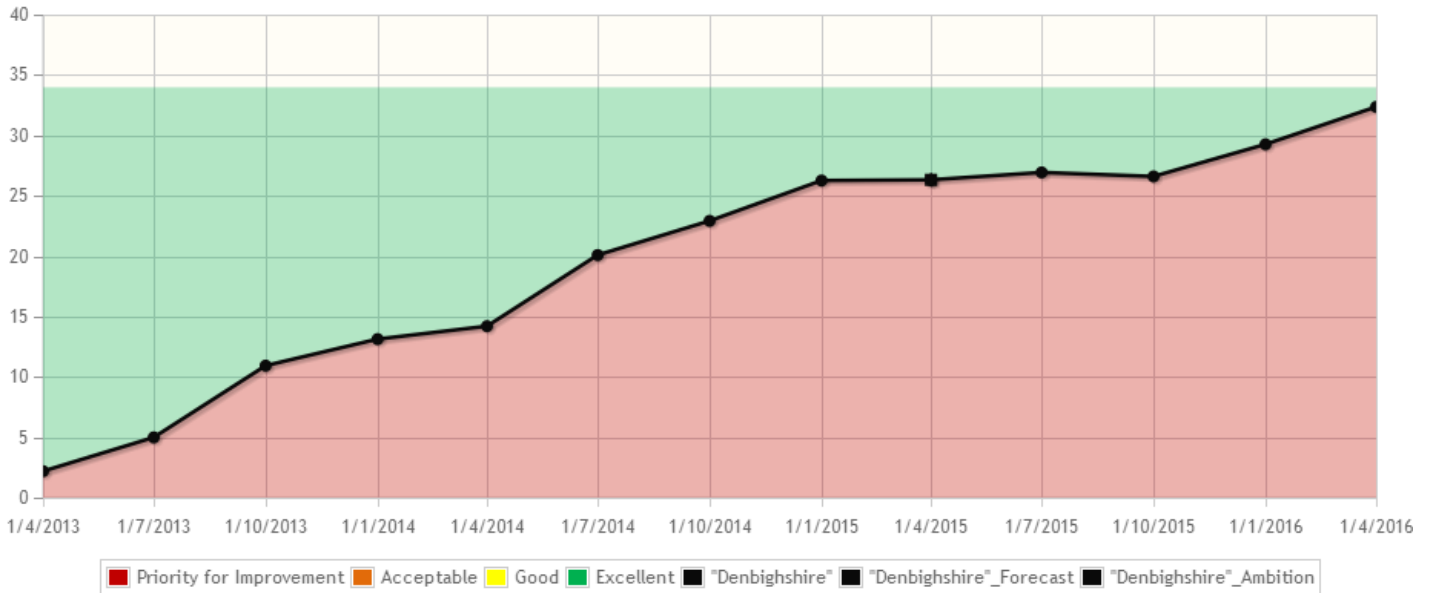
ABMCORP

The average number of business miles recorded per FTE across all corporate services

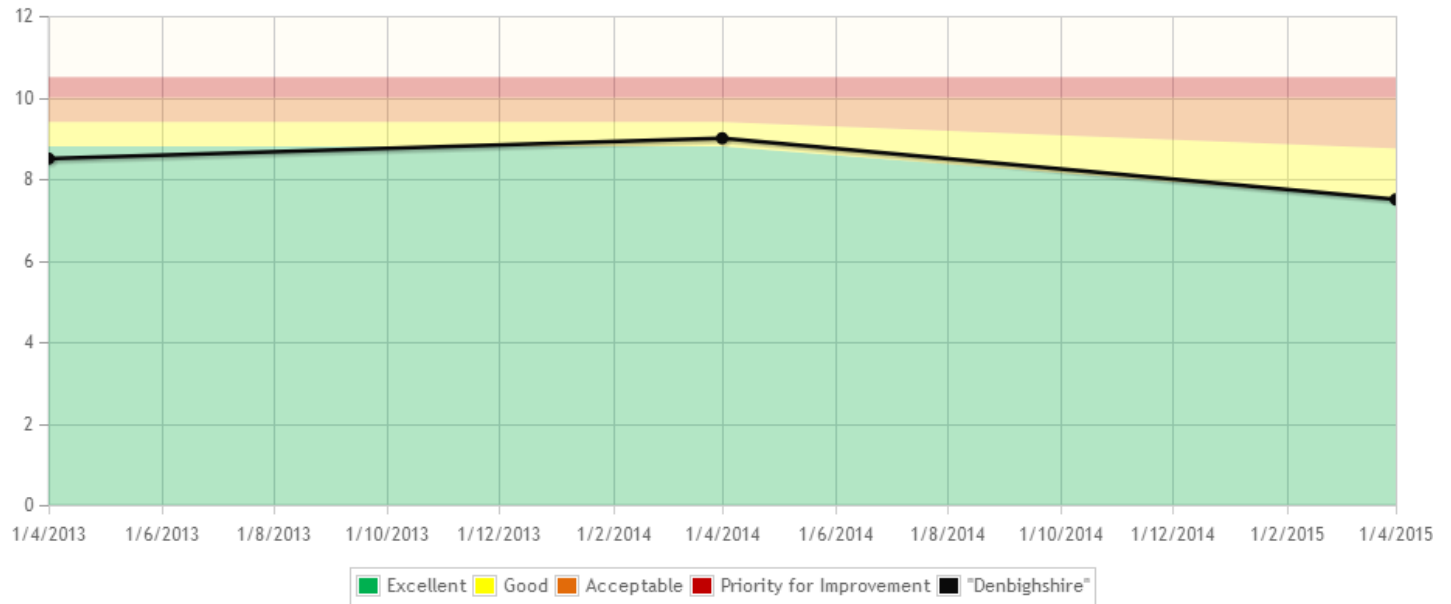


CES301

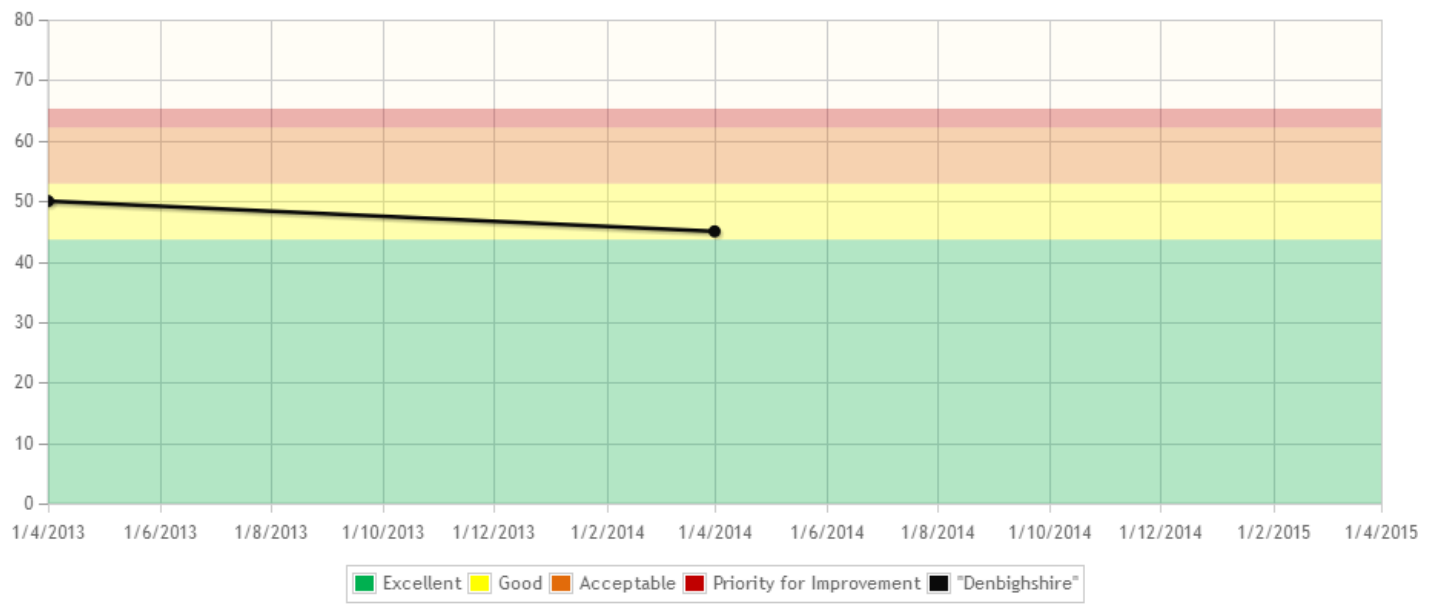
The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels



**FAA101m** Corporate office space occupied by Denbighshire County Council (m2) per FTE

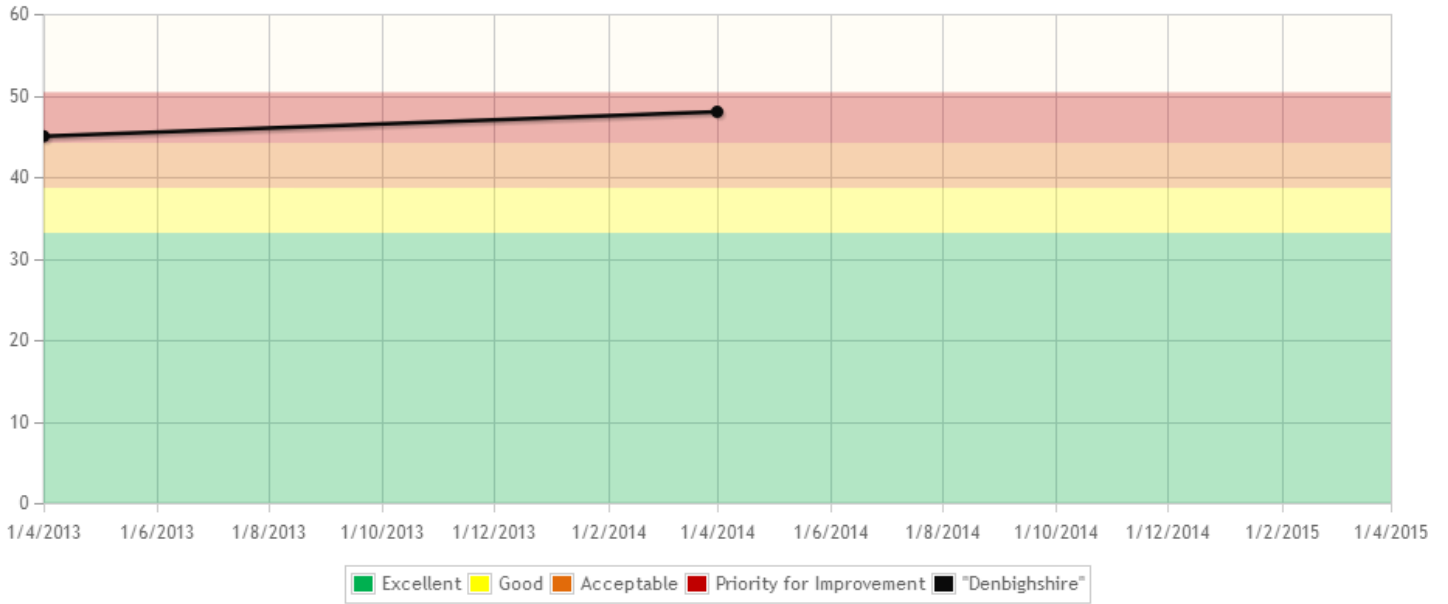


**FAA110i** Carbon emissions (carbon kgs) per m2 of Denbighshire's corporate office space



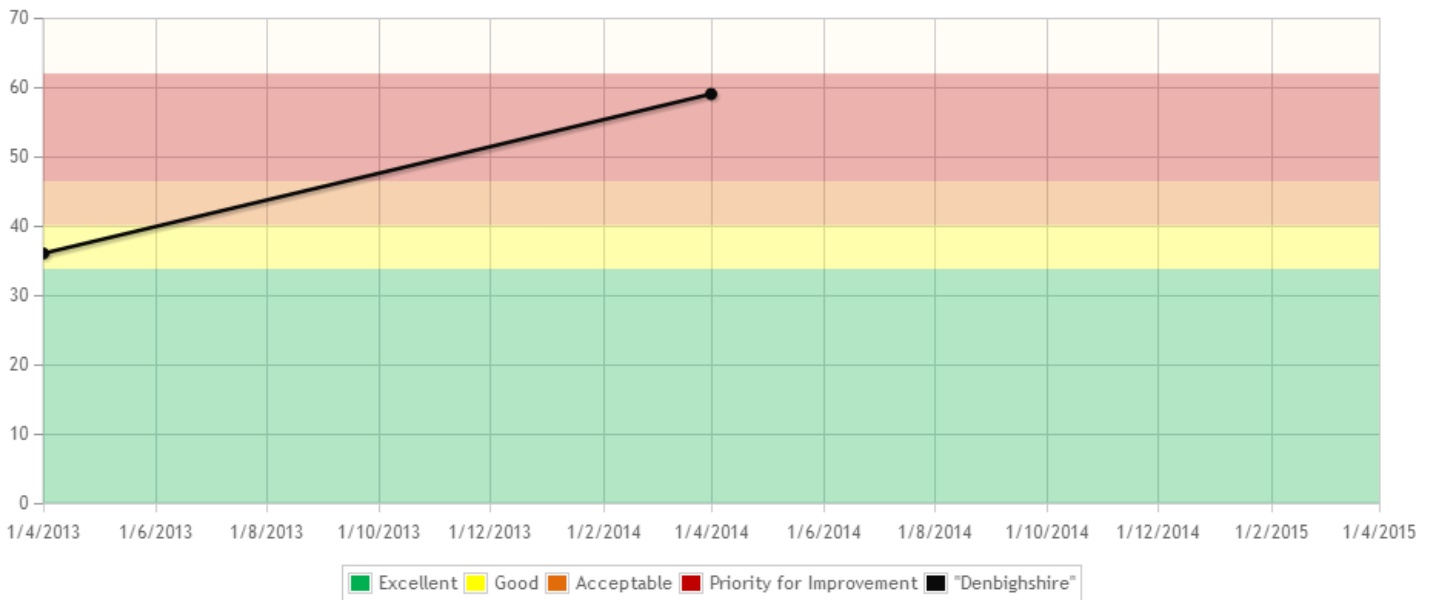
FAA111i

Carbon emissions (carbon kgs) per m2 in Denbighshire's primary schools



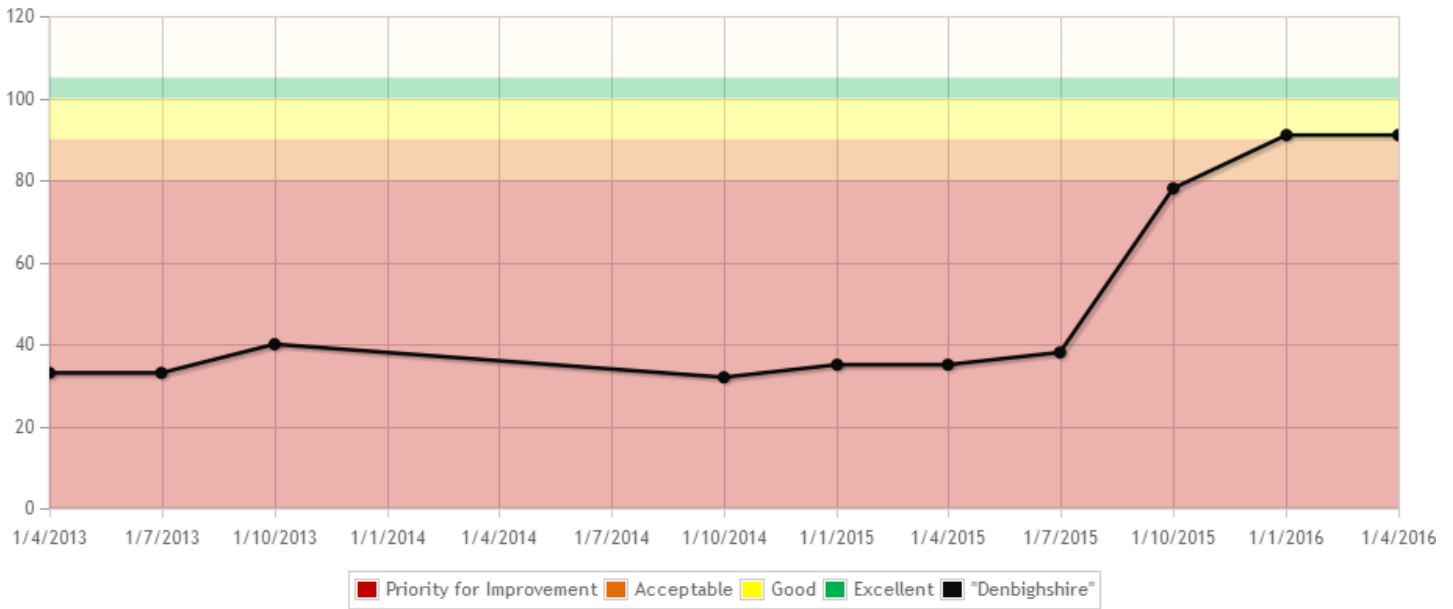
FAA112i

Carbon emissions (carbon kgs) per m2 in Denbighshire's secondary schools



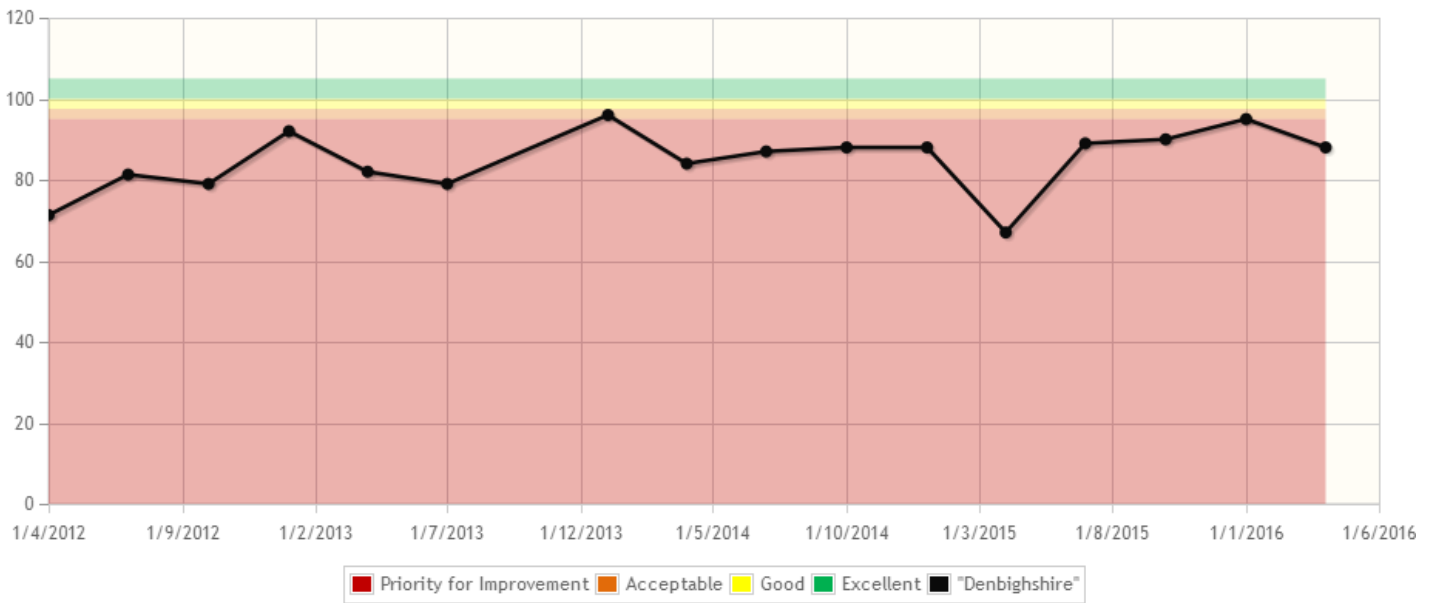
ICT106i

The percentage of staff (desk based) who have been equipped with a laptop for agile working



SHR104i

The percentage of eligible staff that were due a performance appraisal within the last 13 months and have received one (corporately)



## Activities

FAA302a	Introduce an apprenticeship scheme for the repairs & maintenance section	01/04/15	31/03/16
PMPDCC	Implement the project: Change Management the Denbighshire Way	01/04/14	31/03/16
PR000073	Brighton Road Office Closure		
PR000157	Electronic Document and Record Management System (EDRMs)	01/04/13	31/03/17
PR000251	Centralised Mailroom Project	01/04/15	30/04/17
PR000304	Outlook Rollout	28/05/14	31/03/16
PR000309	Windows 2003 Migration		31/12/15
PR000318	Digital Choice - Getting the council ready	01/10/14	
PR000344	Flexible Working	01/08/14	31/12/15
PR003096	Central Invoice Registration Phase 2	01/10/14	31/03/18



<b>Report To:</b>	<b>County Council</b>
<b>Date of Meeting:</b>	<b>18<sup>th</sup> October 2016</b>
<b>Lead Member / Officer:</b>	<b>Councillor Jason McLellan</b>
<b>Report Author:</b>	<b>Head of Legal, HR and Democratic Services</b>
<b>Title:</b>	<b>Annual Report of the Corporate Governance Committee</b>

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

- 1.1 The report is about the work of the Corporate Governance Committee (the Committee) for the Financial Year 2015/16.

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

- 2.1 To inform all Members of the work of the Committee.

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

- 3.1 That Members note the content of the report.

## **4. Report details**

- 4.1 The Council is statutorily required under the provisions of the Local Government Wales Measure 2011 to have an Audit Committee. The Committee is the Council's designated committee for this purpose. The statutory role of the Audit Committee is to review and scrutinise the authority's financial affairs, make reports and recommendations in relation to the authority's financial affairs, review and assess the risk management, internal control and corporate governance arrangements of the authority and make reports and recommendations to the authority on the adequacy and effectiveness of those arrangements. The Committee is required to oversee the authority's internal and external audit arrangements, and review the financial statements prepared by the authority. The Committee is also the body that is responsible for keeping the Constitution under review.
- 4.2 The Council's Constitution provides that the membership of the Committee is made up of six elected Members on a politically balanced basis. There is no statutory requirement for the Committee to be politically balanced. There is a statutory requirement to have at least one independent lay member of the Committee and the current lay member is Mr. Paul Witham.
- 4.3 Each meeting of the Committee is attended by the Council's s151 Officer, Monitoring Officer and Head of Internal Audit or their representatives. In addition each meeting is attended by officers of the Wales Audit Office.

4.4 The Chair of the Committee has prepared a report of the Committee's activities over the past year which is attached as Appendix 1.

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

5.1 The Committee's work in scrutinising the Council's financial affairs, risk management and corporate governance controls assists the Council in delivering the Corporate Priorities.

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

6.1 There are no direct costs associated with this report.

**7. What are the main conclusions of the Well-being Impact Assessment? The completed Well-being Impact Assessment report can be downloaded from the [website](#) and should be attached as an appendix to the report**

7.1 This report contains no proposal but is, rather, a report on the work done by the Committee over the past year. There is therefore no impact assessment required.

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

8.1 The Chair has provided a verbal report to the Committee.

**9. Chief Finance Officer Statement**

9.1 The Committee is a key part of the Council's governance arrangements. Effective scrutiny of significant financial processes, systems and transactions is a vital element of internal control and provides a level of assurance to the wider Council and other stake holders.

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

10.1 The risk of not having an effective Corporate Governance or Audit Committee is that there is no oversight of the Council's corporate governance which is a key component of good performance. Weak corporate governance can contribute to failures in service delivery.

**11. Power to make the Decision**

11.1 There is no decision required as a result of this report.



# Corporate Governance Annual Report 2015/2016

## Introduction

This is the second annual report detailing the work of the Corporate Governance Committee. As the committee has primarily, although not exclusively, an audit and governance role, the work of the committee is not included in the Annual reports of the other scrutiny committees. The Chair of Corporate Governance has previously provided a verbal report to the Committee, giving an overview of the detailed work the committee has undertaken throughout the year.

## The Role and Structure of the Corporate Governance Committee

The primary role of the Corporate Governance Committee is to ensure that Denbighshire's governance framework is robust and fit for purpose. The Terms of Reference of the Committee are contained in the Councils Constitution. This report does not seek to merely repeat these terms, but to outline how the Committee has undertaken its roles and responsibilities over the year. Its role is primarily an audit committee, but its work touches on a wide range of issues across the County.

The Councils Constitution also defines, to some extent, the structure and membership of the Corporate Governance Committee. The Chair of the Committee is appointed from the main opposition group of the council. The nature of the Committee is to robustly test and challenge procedures and policies and as such Cabinet Members do not sit on the Committee. However Lead Members do often attend meetings when appropriate and contribute to discussions and debates. A lay member Mr. Paul Whitham also sits on the committee.

The main broad headline areas the Committee deals with are:

- An audit role in scrutinising the outcomes from internal audit reports and considering the findings and recommendations of external audits, such as those from the Wales Audit Office, (WAO) the Care and Social Services Inspectorate Wales and other outside regulatory bodies.
- To review and approve internal audit strategy.
- Risk Management. Ensuring that Risk Management systems are in place to identify, manage risk and take actions to mitigate against such risks.
- Financial Management. To oversee and scrutinise the budget setting process and to ensure full member engagement within that process. To consider and approve the Annual Statement of Accounts and ensure accounting policies and practice has been adhered to. To oversee the Treasury Management Strategy on investment and borrowing, during a challenging economic climate.
- To scrutinise and recommend to Council and Cabinet policy on areas such as fraud, corruption and whistleblowing.

- To deal with the important issues of Information Management, Freedom of Information requests and Data Protection. To ensure that Denbighshire is fully compliant with the legal requirements and responsibilities it has in this area.
- Monitor and review the operation of the Councils Constitution.
- Monitor and update the Governance Improvement Plan
- To review complaints and complaint policy and consider Customer feedback.
- To receive reports on and review the operation of the Council's Whistleblowing arrangements

In addition the committee has dealt with a number of issues arising from the course of events which will be referred to later in this report.

The Committee has worked closely with outside regulatory bodies, particularly the Wales Audit Office, with whom the Committee and the Council has a good working relationship.

The report will now look in more detail at some of the larger and important work the Corporate Governance Committee has undertaken.

## **The Budget Setting Process**

The committee continues to oversee the process for setting the Councils Annual Budget. In the current climate this is one of the most important areas of work, ensuring that elected members are as engaged as is possible in the budget setting process. This is now a standing agenda item for every meeting.

As a Council we continue to face ongoing and unprecedented cuts to our funding. It remains vital that members are fully engaged in the often difficult decisions that need to be made and that we all feel the process is robust, accountable and member led. As budgets are expected to become ever tighter the processes in place for this to continue will need to be reviewed and the Committee will continue to scrutinise the whole budget setting process.

## **Procurement**

Over the year the committee oversaw a wide program of transformation of the procurement process. New structures and processes have been put in place with the ultimate aim of saving money through efficient and effective procurement, delivering more and better community benefits and adopting a process better equipped to support more local businesses with support to improve the quality of their bids and to improve their chances of securing contracts with the council. The Committee also stressed the importance of the Procurement Transformation Board working more closely with the Economic Ambition Board.

## **Welsh Audit Office Annual Improvement Report**

The Committee considers this external report, completed by the Wales Audit Office (WAO) every year. The report details Denbighshire's planning and reporting arrangements in order to meet statutory continuous improvement duties. The report informed the Committee of the WAO's Conclusion and Improvement Proposals.

The overall conclusion had been that, "The Council continued to make progress in delivering improvements in all of its priority objectives and its track record in delivering its financial objectives mean it is well placed to secure continuous improvement in 2015-16." There had been no formal recommendations and only two Improvement Proposals had been made. These were to ensure that roles and responsibilities are clear for the achievement of the new affordable housing objective and review its working practices against the recommendations in the Auditor General's 2014-15 Local Government National Reports, and implement improvements as necessary. These have been addressed, particularly through the new Housing Strategy.

There were a number of all Wales concerns in the appendices of the WAO report which weren't specific to Denbighshire, but it was felt prudent to look at these. Two areas highlighted were the rise of young people neither in employment, education or training, so called NEETs, and mitigating the adverse effects of UK Government welfare reform. Both these areas now cover the work of the Tackling Poverty Board.

The Annual Improvement Report is an example of using an external report to hold a mirror to ourselves and see what areas we can improve and implement the changes necessary to improve and move forward.

## **Constitution**

The committee oversaw the implementation of the new model constitution for Wales. The Corporate Governance Committee terms of reference require any intended changes to the Council Constitution to be considered first before formal adoption by the Full Council.

A detailed discussion was held in to this and particularly the new officer's scheme of delegation and protocols on member/officer relations. The Committee also considered potential amendments to its own terms of reference. In particular there has been discussion of potential areas of work that could be transferred to the Standards Committee. Ultimately the Committee's view was that it did not want to transfer areas of work to that Committee.

## **Statement of Accounts**

Denbighshire has a statutory duty to produce a Statement of Accounts which complies with International Financial Reporting Standards. The Auditor General issued an Unqualified Audit Report for our Statement of Accounts. As in previous years a high level of assurance had been provided and the Statement of Accounts had been prepared to a very high standard. This is a huge piece of work for Richard Weigh and the Finance team, and they warrant the Committee's thanks in undertaking this task. Members received assurance that the accounts had been produced in compliance with the relevant standards and that the process underpinning the production of the accounts was robust.

## **Treasury Management Report**

The Corporate Governance Committee is tasked with reviewing the report from the Treasury Management Team in to Denbighshire's investment and borrowing activity, set against the prevailing economic conditions at the time. This provides members with detailed analysis of our investments and borrowing and also an understanding of the wider economic environment which impacts on this area. Treasury Management is also associated with risk, another issue the Committee is tasked with.

## **PFI Agreement**

The committee oversaw the complex exit from what was generally perceived to be an onerous and unfavourable agreement. Over £25million had been paid thus far and a further £41million would have been paid under the lifetime of the PFI agreement. Negotiating out of the contract has also meant we have control over County Hall, which in itself allows further substantial savings.

The committee received reports on the complex and indeed unique negotiations that were on going between the various other interested parties. We were one of the first councils to do this and it has put us in a unique position.

## Internal Audit

The Head of Internal Audit (HIA) provides an annual report to provide the Corporate Governance Committee with assurance. The report details the HIA's overall opinion on the adequacy and effectiveness of the Council's framework of governance, risk and control during the year. This in turn informs the "annual governance statement". This is a requirement of The Public Sector Internal Audit Standards (PSIAS).

The committee also oversees the Internal Audit strategy which provides details of the proposed Internal Audit projects for the year that would allow the Head of Internal Audit to provide an "opinion" on the adequacy and effectiveness of the Council's framework of governance, risk and control during the year.

A revised Internal audit Charter (IAC) was approved by the committee during the year. This was following a restructure within the Internal Audit service. The Public Sector Internal Audit Standards (PSIAS) required the Head of Internal Audit to develop and maintain an up to date IAC. The Charter defined the purpose, authority and responsibility of the internal audit activity and included details of

- the definition of internal auditing;
- the Head of Internal Audit's reporting lines;
- Internal Audit's access rights;
- the scope of Internal Audit's work;
- Internal Audit's structure and resources; and
- Internal auditor responsibilities.

Internal Audit reports on services which have had a low assurance are presented to the committee throughout the year. The reports are detailed, informative and set out in such a way to allow members an insight into the difficulties highlighted, and more importantly the suggested action plan to address the issues of concern. This allows the committee to monitor the improvement or otherwise of any service subject to an agreed action plan. It is an important mechanism for the committee to constantly ensure services are performing and delivering.

This year reports have been presented, amongst other reports on the following

- The Monitoring of Council funded service providers
- Corporate safeguarding
- Corporate Fleet Management
- School financial management
- Issues around the contracts and procurement process for the West Rhyl Coastal Defences

This report should recognize the work of Ivan Butler and his team in undertaking these often complex pieces of work, especially at a time when Internal Audit has faced restructuring.

Often trends can emerge from Internal Audit reports, for example the Committee is now looking to further investigate financial management and training in schools and on governing bodies.

## **Corporate Risk**

An annual report summarising how the Corporate Risk register is monitored and managed is presented to the Committee. The Corporate Risk Register enables the council to manage the likelihood and impact of risks that it faces by evaluating the effect of any current mitigating actions, and recording deadlines and responsibilities for further action that should enable tighter control. This year The Well-being of Future Generations Act meant that the way in which risks were considered and managed would need to be reviewed in line with the new legislation, having regard to the five principles of sustainable development.

## **Other Work of the Committee**

The Committee also considered a number of further internal and external reports.

The Senior Information Risk Officer presents a report which details issues arising from the Data Protection Act and any complaints or issues from the Information Commissioner in relation to Freedom of Information requests. There had been no major breach of the Data Protection Act by the Council in this period, and only 2 had been considered to have been sufficiently serious to report them to the Information Commissioners Officer (ICO), as opposed to 4 the previous year. There had also been an overall reduction in the number of cases which had required action by the SIRO, from 8 last year to 5 this year.

The Committee fed in to a national consultation on the use of FOI requests and the charging structure. Despite officers sometimes having to deal with frequent requests it was felt by the committee to increase charges for FOI requests would be against the ethos of the original legislation in terms of its aim to achieve open and transparent government.

A national WAO report on Councils management of employees departing employment early and if we are achieving best value was considered. Denbighshire compared favorably with other counties.

A new Whistleblowing policy was approved by the Committee. A revised policy was needed as a result of legislative changes which required more clearly defined roles and responsibilities in the process. The Policy provided staff with an assurance that they could raise issues of concern without fear of reprisal, and provided an early warning system which could indicate a potential problem.

A Test of Assurance report was completed and presented to the committee following the merger of Children and Education Services.

## **Summary**

It has been another busy year for the Corporate Governance Committee. The Committee has dealt with its ongoing role of Internal audit, dealing with a number of outside regulatory bodies, monitoring risk management, Treasury management and policies on information management fraud

and complaints. It has overseen important areas of work, such as the Constitution, the Procurement Transformation and the negotiations over the PFI agreement. It has continued to deal with difficult situations when services have been identified with shortcomings, but has also overseen areas where those subject to a low assurance have worked hard, addressed concerns and improved the vital services residents rely on.

We remain in uncertain and difficult economic times for Local Government. In terms of the important task of overseeing budget setting processes we need to remain vigilant that these allow us as members to fully engage with decisions which will affect all our residents.

I would like to thank all of the elected members who have sat on the committee for their hard work, frequently digesting large documents, asking probing and relevant questions on often complex legal and financial issues and always having regard to improving services for the residents we represent. I would like to thank Gary Williams, Ivan Butler, Richard Weigh and all their respective teams.

Cllr Jason McLellan  
Chair of Corporate Governance Committee

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**Report to:** County Council

**Date of Meeting:** 18 October 2016

**Scrutiny Chair/Officer:** Councillor Huw Hilditch Roberts (Chair of the Scrutiny Chairs and Vice-Chairs Group)/Steve Price (Democratic Services Manager)

**Report Author:** Rhian Evans (Scrutiny Co-ordinator)

**Title:** Strengthening and Improving Scrutiny in Denbighshire

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## 1. What is the report about?

Progress to date with the implementation of the Scrutiny Improvement Action Plan, and the key findings of the recent scrutiny self-evaluation exercise.

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

- 2.1 To update Council on progress to date with implementation of the Scrutiny Improvement Action Plan (Appendix 1) and the findings of the recent scrutiny self-evaluation exercise; and
- 2.2 to seek members' ideas for strengthening scrutiny in Denbighshire in readiness for the new Council term in May 2017.

## 3. What are the Recommendations?

That Council considers:

- 3.1 the progress to date with the implementation of the Scrutiny Improvement Plan;
- 3.2 the findings of the scrutiny self-evaluation exercise and the work underway to address weaknesses identified; and
- 3.3 suggests areas for Scrutiny in Denbighshire to focus and build upon in order to strengthen the function further during the remainder of this Council's term of office and to progress further during the term of office of the new Council.

## 4. Report details

- 4.1 Following the publication in May 2014 of the WAO's improvement study on scrutiny in local government in Wales *Good Scrutiny? Good Question!*<sup>1</sup>, a Scrutiny Improvement Action Plan was agreed by the Scrutiny Chairs and Vice-Chairs Group (SCVCG) with a view to moving scrutiny forward in Denbighshire. The areas of improvement included in the action plan (Appendix 1) were identified during the course of the peer

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<sup>1</sup> *Good Scrutiny? Good Question!*: <https://www.wao.gov.uk/publication/good-scrutiny-good-question-auditor-general-wales-improvement-study-scrutiny-local>

reviews undertaken as part of the WAO study and based on the conclusions of the national study.

- 4.2 Recommendation 7 of the national study stipulated that local authorities across Wales should “undertake regular self-evaluation of scrutiny utilising the ‘outcomes and characteristics of effective local government overview and scrutiny’...” For information a copy of the outcomes and characteristics for effective scrutiny have been attached at Appendix 2. In Denbighshire the SCVCG adopted the characteristics and ensured that a self-evaluation exercise based on the outcomes and characteristics was undertaken for the second consecutive year in 2015/16. The key themes emerging from this exercise were outlined during the presentation of the *Annual Report of the Scrutiny Committees 2015/16* to Council in May 2016. The self-evaluation process and the resulting findings are outlined below.

#### Scrutiny Self-Evaluation Exercise

- 4.3 In total 61 questionnaires were issued this year and a total of 30 members, officers and co-opted members returned completed questionnaires - a 49% return rate. This return rate far exceeded last year's response rate of 23% (15 completed questionnaires). Of the completed questionnaires:

- 15 were from Scrutiny Members
- 4 were from Cabinet Members
- 5 were from county councillors (non-Scrutiny or Cabinet members)
- 2 were from Co-opted Scrutiny Members; and
- 4 were from Corporate Executive Team (CET) members/Heads of Service

- 4.4 Elected members can view a breakdown of all responses received on the Modern.gov Library area by following the link below:

<http://mgintranet/ecCatDisplay.aspx?sch=doc&cat=13636&path=13634&LLL=0>

The main conclusions from analysing the responses were that:

- Scrutiny in Denbighshire does have a clear and valued role in the Council's governance arrangements;
- Scrutiny generally operates on a non-political basis and is councillor-led;
- Having Cabinet members present reports and being held to account by Scrutiny for their areas of responsibility works well; and
- On the whole a high level of mutual trust exists between Scrutiny and attendees at scrutiny meetings, be they Council attendees or representatives from partner organisations

- 4.5 The main areas identified for improvement under the self-evaluation exercise were:

- Provision of more scrutiny specific skills training events/material;
- The need to improve members' attendance at some scrutiny meetings;
- communication with the public and actively encouraging residents to engage with scrutiny on matters of concern or interest;
- exploring the potential to webcast some scrutiny committee meetings with a view to enhancing public engagement

- 4.6 Other suggested areas for improvement put forward by respondents included:
- members to undertake more independent research, perhaps by utilising data available from the Business Improvement and Modernisation Service (BIMS);
  - scrutiny specific training to be offered to Cabinet members as well as Scrutiny members (including chairing skills, skills in asking the 'right' questions, media and social media training, and 1:1 training sessions if required). Training events in the form of 'dummy meetings' may be useful for some new members following next year's local authority elections as well as having training events laid on in the morning, afternoon and evening;
  - the need for all members to read reports and prepare for meetings;
  - the need for Chairs to prepare for meetings, be strategic and effective in their role as Chair as well as to show leadership when required (refraining from asking too many questions from the Chair);
  - setting a clear set of goals for scrutiny;
  - working together with Cabinet to raise the profile of Scrutiny within the Council's governance arrangements;
  - regular meetings between SCVCG and Cabinet/Lead Members;
  - more and better use of external regulators' reports
  - monitoring the results and outcomes of the scrutiny process to ensure continual improvement and the delivery of the Council's objectives;
  - give individual scrutiny members more responsibility for specific areas, similar to the Service Challenge responsibility (asking them to examine specific matters and report back to their committee);
  - pre-meetings/briefing sessions to be arranged for entire committees ahead of specific scrutiny meetings to ensure that all members understand the subject matter and the issues i.e. ahead of a call-in meeting;
  - more use of Task and Finish (T&F) Groups, expert witnesses and public involvement with T&F Groups;
  - issues raised at Service Challenge meetings should appear on scrutiny agendas; and
  - improving public engagement with residents and communities through closer working between Scrutiny and Town & Community Councils, and by Scrutiny issuing regular press releases/messages on social media.

- 4.7 Having regard to the findings of the scrutiny self-evaluation the Council is asked to determine which areas for improvement scrutiny in Denbighshire should focus on for the remainder of this Council's term of office and in readiness for the new Council in May 2017. Areas suggested by members at the meeting will be considered by the SCVCG for possible incorporation into the Scrutiny Improvement Action Plan (Appendix 1).

## **5. Scrutiny Proposal Forms**

Attached to this report for information purposes are Scrutiny Proposal Forms:

Appendix 3: Member Proposal Form

Appendix 4: Scrutiny Request Form for residents/members of the public  
(bilingual version)

A presentation will be given at the meeting to accompany the discussion on this report. Reference will be made during the presentation to the above forms and their use.

**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, residents' wishes and within budget.

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

No additional costs will arise from the inclusion of improvement measures in the action plan. Any costs incurred with respect to the implementation of the actions in the action plan will be met from within the existing budgets

**8. What are the main conclusions of the Well-being Impact Assessment? The completed Well-being Impact Assessment report can be downloaded from the [website](#) and should be attached as an appendix to the report**

A Well-being Impact Assessment has been undertaken on the benefits of strengthening the Council's scrutiny function. It concluded that a strong and effective scrutiny function will, as an integral part of its work, consider the impact of policies, strategies and service delivery on the Well-being goals and the sustainable development principle.

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

The presentation of this report to County Council forms part of the consultation process on continually improving scrutiny in Denbighshire.

**10. Chief Finance Officer Statement**

The activities outlined in this report will be delivered using existing staff and financial resources.

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

Regular revision and monitoring of scrutiny practices and the Scrutiny Improvement Plan mitigates against the risk of adverse regulatory reports.

**12. Power to make the Decision**

Section 4.11.9 of the Council's Constitution states that County Council may consider reports from the Council's Scrutiny Committees.

**Contact Officer:**

Scrutiny Co-ordinator

Tel: 01824 712554

e-mail: [rhian.evans@denbighshire.gov.uk](mailto:rhian.evans@denbighshire.gov.uk)

## Scrutiny Improvement Action Plan

Scrutiny Environment				
No.	Area for Improvement	Proposed Actions	By when/date for review	By whom
1.	Improve public engagement and interaction with scrutiny (links to nos. 8 & 9 below)	1.1 Review seating arrangements at scrutiny meeting	Completed (revised seating arrangements used as and when the Committee Chair feels it's appropriate)	SCVCG
		1.2 Develop a short information leaflet on 'scrutiny' to be available to the public at scrutiny meetings (similar to the one produced by Wrexham CBC)	Completed and leaflet available	Scrutiny Coordinator
		1.3 SCVCG to discuss potential methods for raising scrutiny's profile amongst residents	Initial discussions underway. Corporate Facebook and Twitter accounts used periodically to advise the public of items of interest and to provide evidence of impact of budget cuts for the Cutting Our Cloth Task and Finish Group	SCVCG

		<b>1.4 Develop a protocol/memorandum of understanding for public interaction with scrutiny</b>	<b>December 2016</b> (in time for new Council)	<b>SCVCG and Democratic Services Officers</b>
<b>2.</b>	<b>Improve and enhance Scrutiny and Executive members' interaction and roles in actively promoting scrutiny's role, its value and benefits both internally and externally</b>	<b>2.1 SCVCG members to discuss with Cabinet arrangements for Lead Members' attendance and role at scrutiny committee meetings</b> (including the feasibility of Lead Members presenting reports to scrutiny)	<b>Completed</b> – Lead Members are now invited if appropriate to attend scrutiny meetings to present and answer questions	<b>Scrutiny Coordinator</b>
		<b>2.2 links to 2.1 above. SCVCG to discuss ways of actively promoting the benefits of scrutiny internally and externally</b> (e.g. utilising former scrutiny chairs and vice-chairs who now sit on Cabinet to promote scrutiny's benefits as part of their roles)	<b>Continual</b> – the benefits of scrutiny outlined during the presentation of the Scrutiny Committees' Annual Report to Annual Council in May 2015 and 2016.  Presentation to County Council on 18 October 2016 on 'Strengthening Scrutiny in Denbighshire' in a bid to further improve and enhance scrutiny's internal and external profile.  - Regular interaction with	<b>SCVCG/Scrutiny Coordinator</b>

			Cabinet members at scrutiny meetings and through the SCVCG meeting periodically with the Leader	
		<b>2.3 utilise the presentation of the National Scrutiny Improvement Study report to Council Briefing as an opportunity to highlight to all county councillors how they can promote scrutiny to their constituents and community groups</b>	<p>The recommendations from the National Study were incorporated into the presentation at Annual Council (May 2015) of the Scrutiny Committees' Annual Report. The presentation included the promotion of the 'Member Proposal Form' which any county councillor can complete and submit if he/she thinks a subject merits scrutiny's input.</p> <p>Presentation to County Council on 18 October 2016 on 'Strengthening Scrutiny in Denbighshire' with a view to seeking councillors to promote the role and benefits of scrutiny to constituents.</p>	<b>SCVCG/Democratic Services Manager/Scrutiny Coordinator</b>
<b>3.</b>	<b>Consider the resources allocated to dedicated scrutiny</b>	(Peer Assessment Team questioned Denbighshire's capacity to deliver the powers and duties conferred on scrutiny under	completed via the Freedoms and Flexibilities process, but due to financial constraints no additional resources can be made available	<b>Head of Legal &amp; Democratic Services and Democratic Services Manager (Head of</b>

	<p><b>support with a view to realising scrutiny's optimum potential to the Council</b></p>	<p>the Local Government (Wales) Measure with only one dedicated scrutiny officer)</p> <p><b>3.1 Consideration to be given as part of the budget setting process to the level of dedicated scrutiny support required in future</b> (having regard to financial constraints and legislative requirements)</p>	<p>at present or for the foreseeable future.</p>	<p><b>Democratic Services)</b></p>
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Scrutiny Practice				
No.	Area for Improvement	Proposed Actions	By when/date for review	By whom
4.	<b>4 (i) Highlight the importance of topic selection/ prioritisation to all scrutiny members</b>	<p><b>Scrutiny Chairs and Scrutiny Coordinator to emphasise to committees on a regular basis the importance of topic selection and prioritisation. The need to link to Council's corporate priorities, community/partners' needs, be outcome focussed to enable the impact of scrutiny to be evaluated, also to be emphasised</b></p> <p>(training events to be arranged on chairing, questioning and work programming skills as and when required)</p>	<p><b>Continual</b></p> <p>SCVCG has issued guidance to the scrutiny committees on the areas which scrutiny should focus on for the term of this Council. This guidance appears in every Scrutiny Work Programme report presented to the committees.</p> <p>A new Members' Proposal Form process has been introduced which seeks members to clearly stipulate why a topic merits scrutiny's input and how scrutiny can add value to the desired outcome. All requests, be they officer or member requests, and request from the public are considered by either the Committee or the SCVCG (the latter considers the majority of requests) who apply a strict test, called the 'PAPER' test, to determine whether the subject</p>	<b>Scrutiny Chairs and Vice Chairs/Scrutiny Coordinator</b>

			<p>does merit scrutiny’s time.</p> <p>Training sessions on chairing, questioning and work programming skills have been offered, but a couple were poorly attended or had to be cancelled.</p> <p>Training on ‘Effective Scrutiny for Positive Outcomes’ held by WLGA on 14 July 2016 – well attended</p> <p>Training programme for new Council in May 2017 – this programme will include training events on scrutiny specific skills.</p>	
	<b>4(ii) Topics to be carefully scoped and officers to conform with brief given</b>	<b>Committees to clearly define the reasons why a report is required, what information is expected, the desired outcomes from scrutinising the subject and the value scrutiny can add</b>	<p><b>Continual</b></p> <p>See 4.1 above</p> <p>(will form part of regular training programme)</p>	<b>Scrutiny Coordinator and Scrutiny Chairs and Vice Chairs</b>
<b>5.</b>	<b>Enhancing scrutiny’s effectiveness by applying effective questioning, listening and analytical skills</b>	<b>5.1 In conjunction with the Democratic Services Manager commission chairing, questioning, work programming and other required scrutiny specific</b>	<p><b>April 2015 - completed</b></p> <p>(events held on chairing, questioning and work programming skills during 2014/15 and ‘Effective Scrutiny</p>	<b>Scrutiny Coordinator and the Democratic Services Manager</b>

		<p><b>training from providers such as the WLGA, CfPS and possible observation sessions at other local authorities</b></p>	<p>for Positive Outcomes' in July 2016 – see 4(i) above).</p> <p>Any future events will have to be facilitated internally, commissioned or held on a regional basis as funding to the CfPS in Wales by WG has been withdrawn and funding to the WLGA for such work has been cut</p>	
6.	<p><b>Improve work planning methods with external bodies with a view to aligning scrutiny work programmes to achieve maximum benefits for all concerned</b></p>	<p><b>6.1 Discuss work programmes with Business Improvement &amp; Modernisation and external regulators/auditors/inspectors to see if scrutiny committees' work plans need to be re-aligned (having regard to the Corporate Governance Committee's role with respect to regulators' reports)</b></p>	<p><b>continual</b> – some preliminary enquiries made. However, this work will be on-going as the focus of audit and regulatory work changes in future and the proposals contained in the WG's White Paper on Reforming Local Government: Power to Local People are implemented.</p> <p>Some initial discussions took place on the interface between scrutiny and external auditors, inspectors and regulators, at the 'Many Hands' Conference in Llandrindod in March 2015</p> <p>Work on this area will continue via the SCVCG and the interaction with the Corporate Governance</p>	<p><b>Scrutiny Coordinator</b></p>

			Committee	
		<p><b>6.2 Contact Community Plan partners (PSB members) on an annual basis to establish which strategies/plans etc. they intend to introduce or consult on within the year so that the SCVCG can determine whether to include them in the committees' forward work programmes</b></p>	<p><b>Continual</b> the provisions of the 'Future Generations Bill' with respect of scrutinising PSBs are currently being examined. In the meantime the LSB/PSB's Strategic Well-being Plan continues to be monitored by Partnerships Scrutiny Committee.</p> <p>Report on arrangements for the establishment of the new Public Service Board and its scrutiny arrangements considered by Partnerships Scrutiny Committee on 14 January 2016.</p> <p>Implications of the Future Generations Act and how the delivery of its outcomes will be embedded in the Council's work are being monitored by the SCVCG – latest monitoring undertaken in September 2016, next monitoring due in March 2017. Report templates have been modified to ensure that all</p>	<p><b>Scrutiny Coordinator</b></p>

			<p>report authors have considered undertaking a Well-being Impact Assessment.</p> <p>PSBs are now required to consult with scrutiny on their Well-being Plans. This will take place once the needs assessment has been completed</p> <p><b>On-going - further report on potential options for scrutiny of the PSB was due to be discussed by the PSB in September 2016</b></p>	
7	<p><b>Apply varied scrutiny methods with a view to realising maximum benefits and adding value to the outcome</b></p>	<p><b>When appropriate make more use of alternative scrutiny methods tailored to the desired outcomes to be achieved (e.g. Task and Groups/Working Groups, Scrutiny Service Leads, expert witnesses etc.)</b></p>	<p><b>Underway and Continual</b>                  (more use of task and finish groups made during recent years. The need now is to utilise such groups in future to engage with the public and seek their views/evidence e.g. the Cutting Our Cloth T&amp;F Group has sought public input on how certain service changes have affected them etc.)</p>	<p><b>Scrutiny Chairs/individual committees/Scrutiny Coordinator</b></p>

Impact of Scrutiny				
No.	Area for Improvement	Proposed Actions	By when/date for review	By whom
8.	<p><b>Developing scrutiny's role in scrutinising external bodies (where appropriate on a collaborative/joint basis) and monitoring policy recommendations</b></p> <p>Also links to no. 1 above</p>	<p><b>8.1 Update/Develop, on a North Wales basis, protocols/memorandums of understanding (MoU) for scrutinising external bodies and for joint scrutiny of external partners</b> (based on the Framework developed by Denbighshire in 2009)</p>	<p>Partners and external bodies are currently invited to attend scrutiny as and when required</p> <p>Proposals for scrutinising aspects of GwE's work and the new PSB currently under consideration</p> <p><b>Ongoing – due for review April 2017</b></p>	<p><b>Scrutiny Coordinator/North Wales Scrutiny Officers Network/SCVCG</b></p>
		<p><b>8.2 obtain the agreement of all parties/partners to the protocols/MoU</b></p>	<p><b>April 2017</b> (not achieved to date as awaiting confirmation of the final arrangements for scrutinising the Joint PSB/GwE etc – work has been undertaken regionally in South Wales to develop a joint scrutiny handbook which was shared on a national basis in March 2015)</p> <p>WG have recently commissioned Public Governance Wales to</p>	

			<p>undertake work to research and develop a guidance on the scrutiny of PSBs. This work will be undertaken during the autumn/winter of 2016/17 with a view to publish the Guidance in early 2017 (possibly February 2017)</p> <p>Linked to 8.1 above</p>	
9.	<p><b>Improve public engagement and interaction</b> (see also no.1 above)</p>	<p><b>See actions listed in no. 1 and:</b></p> <ul style="list-style-type: none"> <li>- <b>review scrutiny page(s) on Council website to improve public information and make scrutiny accessible</b></li> <li>- <b>Set-up a Twitter account and include a link on the webpage</b></li> </ul>	<p><b>As per no.1 above</b></p> <p><b>April 2017</b></p> <p>(Scrutiny Twitter account now amalgamated with the Corporate Twitter account)</p> <p>Some use made of the Corporate Facebook page for Cutting our Cloth Task and Finish Group inquiry</p> <p>SCVCG will explore this area in more detail during the remainder of the Council's term of office and in readiness for the new Council in May 2017</p>	<p><b>SCVCG and Democratic Services Officer</b></p>

<b>Outcomes and Characteristics of Effective Local Government Overview and Scrutiny</b>				
<b>No.</b>	<b>Area for Improvement</b>	<b>Proposed Actions</b>	<b>By when/date for review</b>	<b>By whom</b>
<b>10</b>	<b>Adoption of the Outcomes and Characteristics for effective scrutiny as detailed in appendix 2 to the Wales Audit Office report 'Good Scrutiny? Good Question' (May 2014)</b>	<b>SCVCG to adopt the characteristics</b>	<p><b>Completed</b></p> <p>The Outcomes and Characteristics for Effective Scrutiny were used as the basis for the scrutiny self-evaluation exercise undertaken during the spring of 2015 and 2016</p>	<b>SCVCG/Head of Democratic Services/Scrutiny Coordinator</b>



## Appendix 2

# Outcomes and characteristics for effective local government overview and scrutiny

### Wales Scrutiny Officers Network

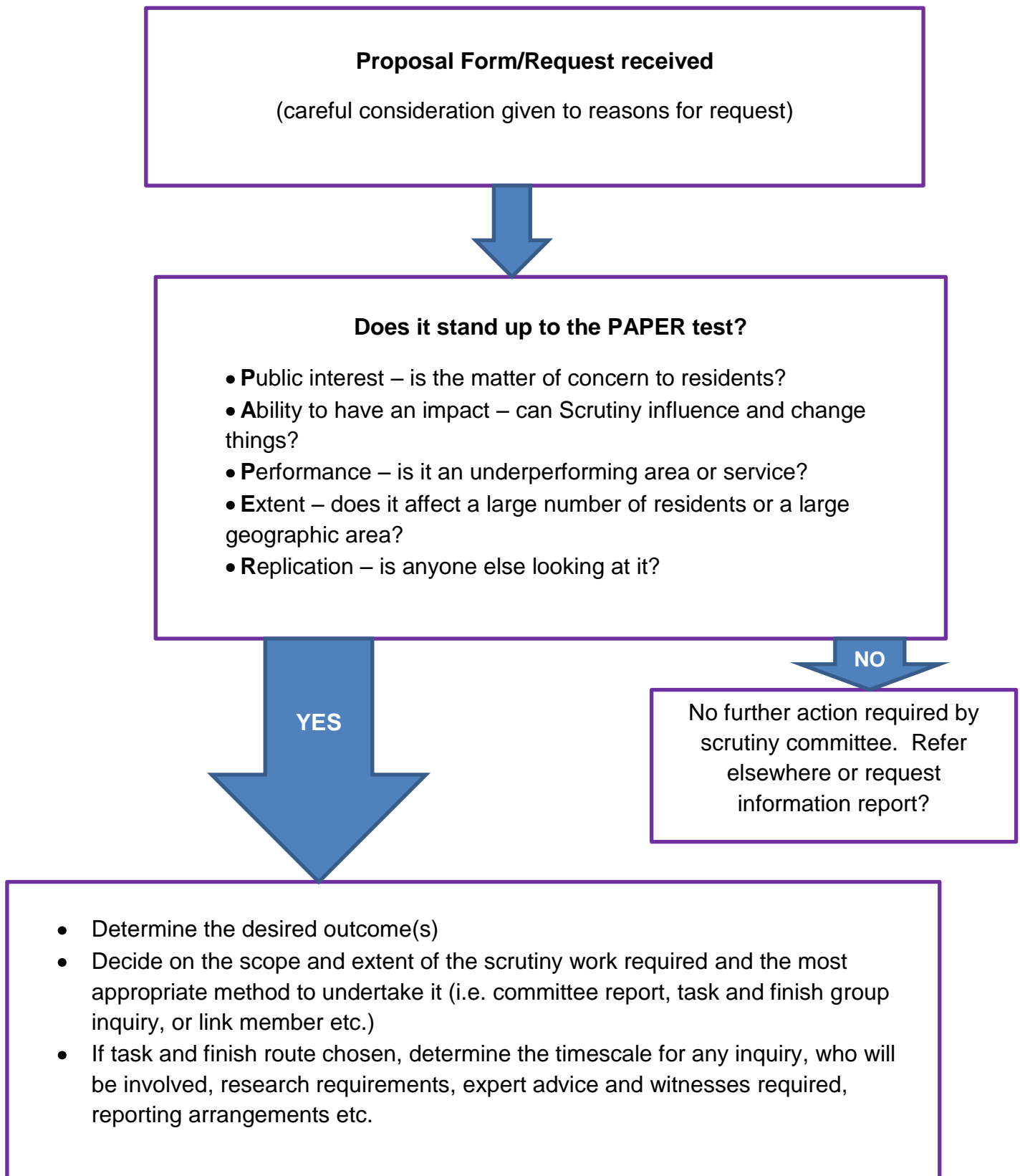
#### Outcomes and characteristics for effective local government overview and scrutiny

Outcome <i>What does good scrutiny seek to achieve?</i>	Characteristics <i>What would it look like? How could we recognise it?</i>
<p>1 Democratic accountability drives improvement in public services.</p> <p><i>'Better Outcomes'</i></p>	<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>i) Overview and scrutiny has a clearly defined and valued role in the council's improvement and governance arrangements.</li> <li>ii) Overview and scrutiny has the dedicated officer support it needs from officers who are able to undertake independent research effectively, and provides councillors with high-quality analysis, advice and training.</li> </ul> <p><b>Practice</b></p> <ul style="list-style-type: none"> <li>iii) Overview and scrutiny inquiries are non-political, methodologically sound and incorporate a wide range of evidence and perspectives.</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>iv) Overview and scrutiny regularly engages in evidence based challenge of decision makers and service providers.</li> <li>v) Overview and scrutiny provides viable and well evidenced solutions to recognised problems.</li> </ul>
<p>2 Democratic decision making is accountable, inclusive and robust.</p> <p><i>'Better decisions'</i></p>	<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>i) Overview and scrutiny councillors have the training and development opportunities they need to undertake their role effectively.</li> <li>ii) The process receives effective support from the council's corporate management team who ensures that information provided to overview &amp; scrutiny is of high quality and is provided in a timely and consistent manner.</li> </ul> <p><b>Practice</b></p> <ul style="list-style-type: none"> <li>iii) Overview and scrutiny is councillor-led, takes into account the views of the public, partners and regulators, and balances the prioritisation of community concerns against issues of strategic risk and importance.</li> <li>iv) Overview and scrutiny meetings and activities are well-planned, chaired effectively and make best use of the resources available to it.</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>v) Decision makers give public account for themselves at overview and scrutiny committees for their portfolio responsibilities.</li> </ul>

<p>Outcome <i>What does good scrutiny seek to achieve?</i></p>	<p>Characteristics <i>What would it look like? How could we recognise it?</i></p>
<p>3 The public is engaged in democratic debate about the current and future delivery of public services.</p> <p><i>'Better engagement'</i></p>	<p><b>Environment</b></p> <p>i) Overview and scrutiny is recognised by the executive and corporate management team as an important council mechanism for community engagement, and facilitates greater citizen involvement in governance.</p> <p><b>Practice</b></p> <p>ii) Overview and scrutiny is characterised by effective communication to raise awareness of, and encourage participation in democratic accountability.</p> <p>iii) Overview and scrutiny operates non-politically and deals effectively with sensitive political issues, tension and conflict.</p> <p>iv) Overview and scrutiny builds trust and good relationships with a wide variety of internal and external stakeholders.</p> <p><b>Impact</b></p> <p>v) Overview and scrutiny enables the 'voice' of local people and communities across the area to be heard as part of decision and policy-making processes.</p>

<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> (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> (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> (if 'yes' please state which priority/priorities)	<b>YES/NO</b>
<b>To your knowledge is anyone else looking at this matter?</b> (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



Oes rhywbeth yr hoffech chi i graffu edrych arno?

Rhowch ddisgrifiad cryno o'r pwnc yr hoffech chi i un o'r Pwyllgorau Craffu ei ystyried a pham y credwch y dylid ei ystyried

Hoffech chi fynychu cyfarfod Pwyllgor Craffu?

**HOFFWN/NA**

Byddai'n ddefnyddiol pe gallech roi'r manylion canlynol i ni er mwyn i ni allu ymateb i'ch cais

Eich enw:

Cyfeiriad:

Cod post:

E-bost:

Rhif ffôn:

*DYCHWELWCH Y FFURFLEN HON AT: Y CYDLYNYDD CRAFFU, Y GWASANAETHAU CYFREITHIOL A DEMOCRATAIDD, NEUADD Y SIR, FFORDD WYNNSTAY, RHUTHUN LL15 1YN neu anfonwch e-bost at [rhian.evans@denbighshire.gov.uk](mailto:rhian.evans@denbighshire.gov.uk)*

**SCRUTINY REQUEST FORM**

Is there something you would like scrutiny to have a look at?

Please give a brief description of the topic you would like to be considered by one of the Scrutiny Committees and why you think it should be considered

Would you like to attend a meeting of a Scrutiny Committee?

**YES/NO**

It would be useful if you could give us the following details so that we may respond to your request

Your name:  
Address:  
  
Postcode:  
Email:  
Telephone number:

*PLEASE RETURN THIS FORM TO: SCRUTINY CO-ORDINATOR, LEGAL AND DEMOCRATIC SERVICES, COUNTY HALL, WYNNSTAY ROAD, RUTHIN LL15 1YN or e-mail it to [rhian.evans@denbighshire.gov.uk](mailto:rhian.evans@denbighshire.gov.uk)*



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COUNCIL FORWARD WORK PROGRAMME

Meeting	Item (Description / Title)		Purpose of Report	Council Decision Required (yes/no)	Lead member and Contact Officer
<b>18 October 2016</b>	1	Annual Report of Corporate Governance Committee	To receive the Corporate Governance Annual Report	No	Cllr Jason McLellan / Gary Williams
	2	Annual Performance Report			Cllr Julian Thompson-Hill / Alan Smith
	3.	Strengthening and Improving Scrutiny in Denbighshire	To report on the progress to date in strengthening scrutiny in Denbighshire and to seek members' ideas for strengthening further and improving public engagement	No	Cllr. Huw Hilditch-Roberts/Gary Williams/Steve Price
<b>COUNCIL BRIEFING 14 November 2016</b>	1	North Wales Women's Centre	Presentation by Managing Director, Gemma Fox to show Members the work undertaken by the Centre.		Gemma Fox, MD of North Wales Women's Centre.
	2	Learning from Rotherham – Corporate Safeguarding Panel		N/A	Cllr Bobby Feeley / Nicola Stubbins
	3	Young People Not in Education, Employment or Training ('NEET')	To consider how the Council is working to improve the lives and prospects for young people who are 'NEET'	N/A	Cllr Eryl Williams/John Gambles
	4	Flexible Working	To inform Council of progress made	N/A	Cllr Barbara Smith/Julie Horman
<b>6 December 2016</b>	1	Approval of Rhyl Aquatic Centre	To inform Council of the Rhyl Aquatic Centre plans and obtain Members approval.	Yes	Cllr Hugh Irving (representing Cllr Huw L Jones) / Jamie Groves
	2	Welsh Language Committee	To consider proposals for establishing a committee of members on Welsh language issues.	Yes	Cllr Huw Jones / Nicola Stubbins / Emlyn Jones

COUNCIL FORWARD WORK PROGRAMME

<b>31 January 2017</b>	1	Approval of the Council's Budget	To agree the Council's budget for the 2017/18 financial year.	Yes	Cllr Julian Thompson-Hill/Richard Weigh
<b>14 February 2017</b>	1	Setting of the Council Tax	To set the Council Tax levels for the 2017/18 financial year.	Yes	Cllr Julian Thompson-Hill/Richard Weigh
	2	Annual Review of Political Balance and the 2018 Committee Timetable	To review the political balance of the Council's committees (subject to changes after the May 2017 elections) and confirm the 2018 committee timetable.	Yes	Cllr Barbara Smith/Steve Price
<b>COUNCIL BRIEFING 6 March 2017</b>	1	Member Training & Development Strategy	To consider and comment on the programme for training and development for 2017 onwards.	N/A	Cllr Barbara Smith / Steve Price
<b>4 April 2017</b>	1	Remuneration for Members	To consider and adopt the determinations of the Independent Remuneration Panel for Wales's Report	Yes	Cllr Barbara Smith / Gary Williams / Steve Price
<b>23 May 2017 Annual Meeting</b>	1	Appointment of Chairman and Vice Chairman of the Council	To appoint to these civic posts for the 2017/18 municipal year.	Yes	Gary Williams / Eleri Woolford / Steve Price
	2	Election of Leader of the Council	To elect the Leader of the Council.	Yes	Gary Williams
	3	Review of Political Balance	A statutory annual review of the political balance arrangements	Yes	Gary Williams / Steve Price

COUNCIL FORWARD WORK PROGRAMME

**Note for Officers – Full Council Report Deadlines**

<i>Meeting</i>	<b><i>Deadline</i></b>	<i>Meeting</i>	<b><i>Deadline</i></b>	<i>Meeting</i>	<b><i>Deadline</i></b>
		<i>October 2016</i>	<b><i>4 October 2016</i></b>	<i>December 2016</i>	<b><i>22 Nov 2016</i></b>
<i>January 2017</i>	<b><i>17 January 2017</i></b>	<i>February 2017</i>	<b><i>31 January 2017</i></b>	<i>April 2017</i>	<b><i>21 March 2017</i></b>
<i>May 2017</i>	<b><i>9 May 2017</i></b>	<i>July 2017</i>	<b><i>20 June 2017</i></b>	<i>September 2017</i>	<b><i>22 August 2017</i></b>
<i>October 2017</i>	<b><i>3 October 2017</i></b>	<i>Dec 2017</i>	<b><i>21 Nov 2017</i></b>		

Updated 10/10/2016 SP

Council Work Programme.doc

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