

To: Members of the Performance
Scrutiny Committee

Date: 9 March 2018

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Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **10.00 am** on **THURSDAY, 15 MARCH 2018** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams
Head of Legal, HR and Democratic Services

PLEASE NOTE THAT THERE IS A BRIEFING FOR ALL ELECTED MEMBERS AT 9.30 A.M. IMMEDIATELY PRIOR TO THE MEETING

AGENDA

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

1 APOLOGIES

2 DECLARATION OF INTERESTS (Pages 5 - 6)

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

3 URGENT MATTERS AS AGREED BY THE CHAIR

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

4 MINUTES OF THE LAST MEETING (Pages 7 - 20)

To receive the minutes of the Performance Scrutiny Committee meeting held on 01 February 2018 (copy enclosed).

10:00am – 10:05am

5 LIBRARY SERVICE STANDARDS AND PERFORMANCE (Pages 21 - 32)

To consider a report by the Principal Librarian (copy enclosed) which highlights the Library Service's performance against national standards.

10:05am – 10:35am

6 PERFORMANCE MANAGEMENT OF THE CORPORATE PLAN 2017-2022
(Pages 33 - 82)

To consider a report by the Strategic Planning Team Manager (copy enclosed) which seeks the Committee's observations on the performance management framework for the Council's Corporate Plan 2017-2022.

10:35am – 11:05am

~~~ BREAK 11:05pm - 11:15pm ~~~

7 INTERIM STRATEGIC EQUALITY PLAN 2016 - 2018 ANNUAL REPORT
(Pages 83 - 126)

To seek the Committee's observations and support for the Council's Interim Strategic Equality Plan 2016-2018 (copy enclosed)

11:15pm – 11:45pm

8 SCRUTINY WORK PROGRAMME (Pages 127 - 150)

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

11:45am – 12:00pm

9 FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

12:00pm – 12:05pm

PART 2 - CONFIDENTIAL ITEMS

It is recommended in accordance with Section 100A (4) of the Local Government Act 1972 that the Press and Public be excluded from the meeting during consideration of the following item(s) of business because it is likely that exempt information (as defined in Paragraph(s) 14 of Part 4 of Schedule 12A of the Act) would be disclosed.

10 IN HOUSE CARE SERVICES UPDATE (Pages 151 - 168)

To consider a confidential report by the Service Manager – Client Services (Community Support Services) (copy enclosed) which updates the Committee on the progress made to date in relation to the Council's social care establishments. The report also seeks the Committee's observations for submission to Cabinet in relation to the outcome of the open tender exercise for the proposed transfer of Hafan Deg Day Centre, Rhyl.

12:05pm – 1:00pm

MEMBERSHIP

Councillors

Councillor Huw Jones (Chair)

Councillor Hugh Irving (Vice-Chair)

Ellie Chard

Arwel Roberts

Ann Davies

Peter Scott

Martyn Holland

David Williams

Geraint Lloyd-Williams

Eryl Williams

Bob Murray

COPIES TO:

All Councillors for information

Press and Libraries

Town and Community Councils

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DEDDF LLYWODRAETH LEOL 2000

Cod Ymddygiad Aelodau

DATGELU A CHOFRESTRU BUDDIANNAU

Rwyf i,
(enw)

*Aelod /Aelod cyfetholedig o
(*dileuer un)

Cyngor Sir Ddinbych

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

Dyddiad Datgelu:

Pwyllgor (nodwch):

Agenda eitem

Pwnc:

Natur y Buddiant:

(Gweler y nodyn isod)*

Llofnod

Dyddiad

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

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, *(name)*

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

Denbighshire County Council

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

*(*please delete as appropriate)*

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

*(See the note below)**

Signed

Date

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

PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 1 February 2018 at 10.00 am.

PRESENT

Councillors Ellie Chard, Ann Davies, Martyn Holland, Huw Jones (Chair), Geraint Lloyd-Williams, Bob Murray, Arwel Roberts, Peter Scott and David Williams.

Cabinet Lead Members Councillor Huw Hilditch-Roberts, Councillor Richard Mainon, Councillor Julian Thompson-Hill, Councillor Graham Timms and Councillor Emrys Wynne and Emrys Wynne

ALSO PRESENT

Head of Education and Children's Services (KIE), Principal Education Manager (JM), GwE's Secondary Education Lead (PM-J), Head of Community Support Services (PG), Statutory & Corporate Complaints Officer (KR), Service Improvement Manager (FA), Legal & Procurement Operations Manager (HM), Procurement Business Partner (MW), Scrutiny Coordinator (RE) and Democratic Services Officer (KAE)

Co-opted members for education (agenda item 5 only) Mike Hall, Kathleen Jones and David Lloyd.

1 APOLOGIES

Apologies were received from Councillor Hugh Irving and Co-opted member Gareth Williams.

2 DECLARATION OF INTERESTS

Declarations of a personal interest were submitted by Councillors:

- Ellie Chard – Governor Ysgol Tir Morfa and Ysgol Mair
- Martyn Holland – Governor Ysgol Bro Famau and St Brigid's
- Huw Jones – Governor of Ysgol Caer Drewyn and Ysgol Carrog
- Arwel Roberts – Governor Ysgol Y Castell and Ysgol Dewi Sant
- Peter Scott – Governor Ysgol Brynhyfryd and St Asaph VP School and
- Graham Timms – Governor Ysgol Dinas Bran

3 URGENT MATTERS AS AGREED BY THE CHAIR

There were no urgent items.

4 MINUTES OF THE LAST MEETING

The minutes of the meeting of the Performance Scrutiny Committee held on 7 December 2017 were submitted. There were no matters arising.

RESOLVED that, subject to the above, the minutes of the Performance Scrutiny Committee meeting held on 7 December 2017 be received and approved as a correct record.

Prior to the commencement of the discussion on the following item of business the Chair thanked the Head of Education and Children's Services and the Principal Education Manager for the excellent training event on scrutinising education data they had facilitated earlier that week for all councillors. The session had been well received by all who had attended who had found it to be extremely useful for the purpose of understanding educational performance data.

5 VERIFIED KEY STAGE 4 EXAMINATION RESULTS

The Lead Member for Education, Children and Young People introduced the joint report of the Principal Education Manager and GwE's Secondary Lead (previously circulated) which presented the Committee with the verified performance of Denbighshire schools' external examinations results at Key Stage (KS) 4 and post 16.

During his introduction the Lead Member advised that the validated statistics presented to the Committee did not differ significantly from the data presented to the Committee in September 2017. However, the Head of Education and Children's Services confirmed that since the Committee had considered the provisional data the Welsh Government's (WG) Cabinet Secretary for Education had issued a statement cautioning local authorities against comparing the 2016/17 academic year external examination results with those of previous years, due to the introduction of the new examinations framework for the 2016/17 year. Under the new framework neither English nor Welsh Literature qualifications counted towards the Level 2+ (L2+) GCSE Key Performance Indicator (KPI) and there was a 40% cap on any vocational qualifications counting towards L1, L2 and L2+ KPIs.

The Head of Education and Children's Services and GwE's Secondary Lead advised the Committee that whilst it was pleasing to report that Denbighshire had two of the highest performing schools across the North Wales region, Ysgol Brynhyfryd and St. Brigid's, it also had two of the region's most challenging schools with respect to the number of pupils entitled to Free School Meals (FSMs) within its county area, Blessed Edward Jones Catholic High School and Rhyl High School, both of whom had in excess of 30% of pupils entitled to FSMs. Having schools in both these categories accentuated the diverse and complex profile of the county in general, as well as its schools and highlighted the need for intensive targeted specialist support in certain schools.

Nationally the performance data had shown a country-wide dip in performance where there were high levels of deprivation, measured on numbers of pupils entitled to FSM. The Welsh Government were well aware of this statistic and there was a

national debate was taking place with regards to the challenges of the new qualifications for some pupils entitled to FSMs.

GwE's Secondary Lead informed members that:

- it was pleasing to report that Prestatyn High School and St. Brigid's were both out of Estyn monitoring;
- the county's GCSE L2+ performance had been strong for the past 4 years. However, there had been a dip in performance during 2016/17 which was attributable to the new qualification requiring a higher level of reading and resilience skills. This aspect had proved difficult for some pupils entitled to FSMs;
- Welsh first language performance in Denbighshire was amongst the best in the region and in Wales. The Welsh first language examination paper and assessment had parity with the English Language assessment and examination. It was interesting that Denbighshire pupils' strong performance in Welsh first language was not reflected elsewhere in Wales;
- performance in the English language examination and assessment dipped in 2016/17;
- the general 'Science' qualification disappeared during 2016/17, pupils were now required to sit a specific science subject paper and two mathematical examinations – numeracy mathematics along with a mathematics and science exam; and
- for 'A Level' purposes WG required data to be reported on attainment of 3 A Level at A* to C. However, Welsh Baccalaureate (Welsh Bacc) statistics were not permitted to be included in this data. They were reported separately;

The Council's Principal Education Manager advised the Committee that the Authority was applying consistent strategies in a bid to improve school attendance. Whilst the Council's pupil exclusion rates for up to 5 days was one of the highest in Wales there was a reason behind this statistic. The Authority had taken a conscious decision that all pupils asked not to attend school for a period of 5 days or less should be reported by schools to the Authority as short-term exclusions to enable the Authority to engage with them and ensure that they were not 'lost' for the longer term.

The Council's performance in relation to fixed-term exclusions (5 days or more) or permanent exclusions was far better, which seemed to indicate that the stringent strategy applied for short-term exclusions, with a view to keeping pupils engaged in education and learning, was working. A detailed report on Behaviour and Absenteeism Management in the county's schools was scheduled for presentation to the Committee at its April 2018 meeting.

Responding to Committee members' questions the Lead Member, Local Authority and GwE Education officers:

- confirmed that in relation to 'A' Level results pupils in the county's schools gained more 3 A* or A grade results than those who studied in further education colleges, although local college results had improved. However, students attending the Prestatyn and Rhyl 6th provision consistently performed strongly in their 'A' Levels;
- historically 'A' Level results had not been subject to the same level of scrutiny from Estyn as performance at GCSE level. However, the WG and Estyn would shortly be undertaking a piece of work with a view to establishing better comparative information on 'A' Level and Vocational Qualification results;
- outlined the different strategies used to provide education for pupils who were at risk from disengaging with the education system i.e. Educated other than at school (EOTAS), vocational courses at colleges, pupils with significant additional needs (ALN), Special Educational Needs (SEN), pupils with behavioural problems. In a bid to keep pupils engaged in education and improve their life outcomes bespoke education programmes were devised for them;
- confirmed that there were a few students in the county which were schooled at home by parental choice, these children were known to the Council and therefore it could ensure that it fulfilled its safeguarding responsibilities towards them.

Whilst the Authority had a duty to provide children up to the age of 16 with a statutory education, if parents did not choose to engage with the Council this made it extremely difficult for the Authority to fulfil its educational duties and sometimes to fulfil its safeguarding duties. However, the Council would always make every effort to fulfil both duties.

A number of child advocacy organisations had praised Denbighshire's approach in attempting to engage with hard to reach or disengaged parents/guardians. It was also important to remember that a number of public bodies and organisations, including health practitioners, had a duty to report any safeguarding concerns to the Police and to local authorities;

- advised that pupils had to be registered at an examination centre to sit recognised examinations i.e. a school. The student would only be permitted to sit an exam at whichever centre they had been registered;
- confirmed that the Authority was confident that all of its pupils were known to the Council and consequently officers knew exactly the type of support each pupil required. Whilst absenteeism rates were in the main higher at primary and secondary schools in the county's coastal area it was important to understand that over 35% of the county's pupils attended these schools and a number of them were subject to deprivation and/or faced severe challenges;
- advised that whilst WG tended to focus and place increased emphasis on L2, L2+, 'A' Level and Level 3 pupil attainment, it was important to remember that for some pupils attaining L1 accreditation was an achievement. For these pupils L1 was more meaningful and would improve their life outcomes;

- confirmed that the reporting of attainment in relation to FSM was a WG requirement, but reassured members that individual pupils entitled to FSM were only known unto the school administration staff and county staff for statistical purposes. Peers would be unaware which pupils were receiving FSMs. It was also important to remember that being entitled to FSMs did not necessarily mean that a child would struggle to achieve academically, it depended on each individual child's circumstances and the support available to them at home and at school;
- explained the new 'Capped 9 Score' system which averaged an individual pupil's performance across his/her best 9 subjects (including English/Welsh language, two mathematical examinations and up to a maximum of two vocational qualifications). As the WG used this score as a performance measure for attainment, through the stipulation that the 9 best subjects could only include a maximum of 2 vocational qualifications, the Government seemed to be disregarding what was best for the pupil. It also seemed inconsistent with area 3 of the new Estyn inspection framework which focused on the quality of teaching, breadth, balance and appropriateness of the curriculum, and the provision of skills. WG was at present examining this inconsistency;
- explained that whilst the Welsh Bacc was not recognised for WG performance data purposes as either a GCSE or an 'A' Level qualification, all schools were required to report pupils' performance in gaining the qualification. Nevertheless, an increasing number of universities recognised the Welsh Bacc as an entry level qualification as did the Universities and Colleges Admissions Service (UCAS);
- advised that Qualifications Wales was the body that regulated external qualifications. It decided on the scope of a qualification and the method by which it would be assessed i.e. module based, examination based or a mixture of both;
- advised that pupils with autism and mental health problems faced a number of challenges in their daily life. Nevertheless a number of these pupils were high achievers. The Authority would not wait for an official diagnosis of a pupil's medical needs before providing the required support. Intervention strategies and work within schools ensured that appropriate support was provided as soon as needs were identified. However, the large increase in the number of pupils presenting with mental health problems in recent years was a great concern and consequently required considerable resources to support;
- advised that governors were being made aware of the impact of bad and disruptive behaviour on other pupils, and the need to reduce class sizes to manage the problem;
- confirmed that it was pleasing that the Council had included in its new Corporate Plan a priority to support the county's young people to acquire the skills required to achieve their potential. Effective careers advice would be crucial to ensure that pupils realised their full potential and to support the Council's aim of delivering the corporate priority;

- confirmed that the Education Service did analyse and compare educational attainment on a gender, month of birth, ethnicity etc. basis. This information was also available with respect of national tests and was used as part of the weighting for the overall performance analysis. In future analysis would be undertaken on data relating to most able learners in a bid to ensure that they were effectively and regularly challenged to realise their full potential;
- confirmed that the County's School Standards Monitoring Group (SSMG) questioned headteachers and chairs of governors on all aspects of their school's performance - education provision, leadership and management, including financial management. Whilst county Education Service officers had a strategic knowledge of schools' performance, the knowledge and information on the strengths and weaknesses of individual schools and the responsibility for managing and addressing them lay with the Headteacher and the Chair of Governors;
- advised that the new round of Estyn inspections, due to commence in September 2018, would also be examining the quality of leadership in individual schools. Estyn's new inspection framework had a far wider scope than the current inspection framework. Denbighshire's schools and the Education Authority could potentially perform well under the new framework as one of its strength was its education offer for all pupils rather than a narrow focus on only achieving qualifications;
- explained that the County's Education Service had a key role to play as 'gatekeepers' to ensure that no child in the county was failed, to make sure wherever possible that no child became disengaged and classified as 'not in education, employment or training' (NEET) and to ensure that every pupil at the end of their educational journey became economically active and responsible citizens. Officers were willing to speak up nationally on how Denbighshire viewed the importance of continually engaging with pupils and parents/guardians to ensure that disengagement was not an option;
- advised that the number of pupils in Denbighshire which had become NEET had fallen from 4% to 1.1%;
- confirmed that a lot of work had been undertaken by Public Health Wales (PHW) on the impact of Adverse Childhood Experiences (ACE) on children's lives and future choices. Whilst this study identified measures which needed to be taken in order to improve outcomes for children subject to adverse experiences, for them to be successful they needed a multi-agency approach and be owned by all partners.

In response to a number of enquiries raised during the discussion officers agreed to expand the report on Behaviour and Absenteeism Management to be presented to the Committee in April 2018 to include the following aspects:

- the challenge provided to schools in relation to behaviour and absenteeism;
- the Council's obligations and powers with respect to the provision of education to children from the Gypsy and Traveller community;

- whether there was any evidence that authorised absenteeism affected individual schools' overall performance;
- provisions available for parents who wish to take their children for extended visits abroad to attend religious events or to visit family etc. and safeguarding measures the Authority has in place to ensure that all pupils return to full time education following their visits;
- details of the increase in the number of pupils in the county's schools presenting with social problems in recent years, and of the work undertaken by Public Health Wales (PHW) on Adverse Childhood Experiences (ACE); and
- an overview of the analysis undertaken on any potential correlation between FSM entitlement, school attendance and attainment.

The Scrutiny Co-ordinator reminded the Committee that it had decided at an earlier meeting to invite Headteachers and the Chair of Governors of individual secondary schools, on a periodic basis, to future meetings to discuss with members their progress in delivering their school improvement plans. The objective of this approach was to provide constructive support to those in charge of schools with a view to improving all aspects of performance, be they academic, financial, managerial, attendance etc.

At the conclusion of the discussion the Committee congratulated pupils at Ysgol Plas Cefndy, the Council's Pupil Referral Unit (PRU), on their excellent performance in external examinations in 2016/17, and:

Resolved:

- (i) subject to the above observations, to receive the information provided on the performance of schools against previous performance and the external benchmarks currently available;***
- (ii) to confirm that, as part of its consideration, it had read, understood and taken account of the Well-being Impact Assessment (Appendix 5); and***
- (iii) that invitations be sent to the Headteacher and Chair of Governors of two of the county's consistently low performing secondary schools to attend a meeting of the Committee in the near future to discuss progress in delivering their school improvement plans***

6 YOUR VOICE COMPLAINTS PERFORMANCE (Q 3)

The Lead Member for Developing Community Infrastructure introduced the Statutory and Corporate Complaints Officer's report (previously circulated) which provided an overview of compliments, suggestions and complaints received by the Council under its customer feedback policy 'Your Voice' during the third quarter of the 2017/18 year.

The report also included the statistics on the number of complaints received under the Social Services statutory complaints procedure for the same period, along with

charts illustrating performance trends in dealing with complaints over a four year period.

During Quarter 3 of 2017/18 whilst two Stage 1 complaints had not been dealt with within the corporate target, the Council had still exceeded its target by dealing with 98% of complaints within the 10 working days target. Details were contained within the report on the reasons why the target had not been met in respect of the two complaints not dealt with within the set timescale.

Responding to questions the Lead Member, Head of Community Support Services and Corporate Complaints Officer:

- confirmed that the purpose of the report was to measure the Council's performance in dealing with complaints within the set timescale, it reported on the number received and the time it took the Council to respond to them. It did not analyse the nature of the complaint;
- advised that whilst Services had a maximum of 10 days to deal with a complaint, they were in most cases dealt with much sooner; and
- confirmed that the data generated under the performance monitoring process was used by services and departments to identify trends in the types of complaints received and to help instigate measures to improve in areas where complaints were deemed to be increasing.

The Service Improvement Manager introduced the 'Customer Dashboard – Update Report', appended to the 'Your Voice' report. This report provided an overview of customer effort and satisfaction results for Quarter 3 of 2017/18 following the contact they had made with the Council. The report outlined the number of responses received to requests for customer feedback, along with the main positive and negative responses received.

During her introduction the Service Improvement Manager acknowledged that there had been some reduction in satisfaction levels in November and December compared to October's results. However, October's customer satisfaction rate of 80% was the highest recorded to date. Work was currently underway to extend the customer satisfaction survey to certain public-facing services within the Council. These were services which generated the highest volume of calls into the Council. It was envisaged that this development would help improve customer services across a number of customer facing services.

Responding to members' questions the Service Improvement Manager, Head of Community Support Services and Corporate Complaints Officer:

- advised that the reason why 60 customers felt that the service received at the initial point of contact with the Council had not met their expectations was in the main due to them expecting their problem to be resolved immediately at the point of contact;

- confirmed that the Council was currently in the process of recruiting a Welsh Language Officer, whose role would include ensuring compliance with the Council's Welsh Language Standards;
- advised that all customer facing staff, and all other staff, were expected to show empathy and compassion when dealing with the public even if they were dealing with an irate complainant. However, it was important to remember that not all members of the public treated officers with mutual respect and courtesy;
- confirmed that if members had concerns about a Service's performance in dealing with complaints or on customer satisfaction rates in relation to a particular Service the Committee could invite them to a future meeting to examine and discuss those concerns; and
- outlined the process members should follow using the EMMA system when they needed to follow-up on a query/service request registered on the CRM system.

Members were advised by the Lead Member and the Service Improvement Manager that the contract for the delivery of a new Customer Relationship Management (CRM) system was still in the process of being drawn up. A meeting was scheduled for the following week with a view to seeking agreement on the final draft of the contract. Once agreed and signed provisions would be made for the system's implementation, including training for staff and members on its use etc.

At the conclusion of the discussion the Committee:

Resolved: to

- (i) receive the report on the Council's performance in dealing with complaints, compliments and suggestions received under the 'Your Voice' Corporate Complaints procedure during Quarter 3, 2017-18; and***
- (ii) receive the data on the Customer Effort and Satisfaction results for Denbighshire County Council for Quarter 3, 2017-18.***

7 MANAGED SERVICE FOR THE PROVISION OF AGENCY WORKERS

Introducing the Legal and Procurement Operations Manager and Category Manager (Professional Services) Collaborative Procurement Service's joint report (previously circulated) the Lead Member for Finance, Performance and Assets advised members that the report was being presented to the Committee at Cabinet's request.

During his introduction the Lead Member advised that approximately 10 years ago the Council, for best value purposes, entered into a Framework agreement for the purpose of employing temporary staff. As the Council now operated a joint Procurement Service with Flintshire County Council both authorities had decided to align its current Framework contract end dates to enable them to jointly go out to tender on a new Framework to commence on a mutually convenient date with a view to realising maximum financial benefits for both councils.

Cabinet when considering whether to approve the commencement of a procurement exercise with a view to entering into a contract to appoint an agency to supply temporary staff for use by the Council at its December 2017 meeting requested Scrutiny to examine in detail the following areas associated with the Framework and appointment of an agency to undertake this work:

- comparative data on Denbighshire and Flintshire's spending on agency staff in recent years;
- Denbighshire's spend prior to the commencement of the current Matrix agency contract and its spend with Matrix under a previous contract up until 2014;
- comparative details on rates of pay and conditions of service for the Council's permanent staff and those employed via an agency to undertake the same duties;
- potential alternative solutions to the Framework which were available for sourcing temporary staff at short notice; and
- the reasons why the Council required to use agency staff.

The requested data was included in the report and associated appendices and the Lead Member detailed their contents to Committee members prior to inviting questions. He advised that Cabinet had instructed officers to commence the tender process on the understanding that Scrutiny report its findings to Cabinet prior to it being asked to appoint a provider. The procurement exercise would be commenced using the Eastern Shires Procurement Order (ESPO) MSTAR 2 Framework.

Responding to members questions the Lead Member and Legal and Procurement Officers:

- explained how the Framework operated and advised that if staff were required all details would be entered onto the selected agency system (currently Matrix) which would then notify all recruitment agencies registered on the Framework of the Council's requirements and invite them to submit details of potential candidates;
- confirmed that the majority of large employers utilised agency staff to source specialist staff at short notice to for the purposes of relieving unforeseen pressures or to undertake time limited project work;
- advised that domiciliary care staff and supply teachers were not sourced using the Agency Workers framework, they were hired or commissioned using other systems or contracts;
- confirmed that the Matrix system currently utilised for the provision of agency staff had a section which included a list of all mandatory verified documentation which potential staff were required to provide i.e. professional qualifications, proof of residency/right to work documentation etc. The

Council could also add to this list other verified documentation/checks staff would require to provide i.e. Disclosure Barring Service (DBS) checks etc.;

- when entering details of posts which required to be filled on a temporary basis onto the Framework the Council would specify its rate of pay for the post. However, dependent upon the specialist skills required an agency may approach the Council requesting a higher rate/premium rate for such posts if they were encountering difficulties in attracting applicants at the Council's rate of pay. Only a handful of agency staff per year working for Denbighshire were likely to be paid 'premium' rates, they were specialist professionals that were in very short supply across the country e.g. Quantity Surveyors;
- advised that agency staff hired by the Council were provided with the same induction programme as staff which the Council appointed itself and would be afforded the same health and well-being rights as the Council's own staff. There had not been any incidents or tensions between Council staff and agency staff in Denbighshire, all staff respected one and other and proceeded to undertake their duties;
- assured members that Denbighshire County Council had adopted a proactive approach to managing the use of agency workers, ensuring they were hired mainly for time-limited projects or to relieve short-term pressures, hence the difference in the amount spent by Denbighshire in comparison to Flintshire County Council over the same period of time (as detailed in the appendices to the report);
- advised that they could include under the new Framework a question on whether potential applicants had 'current portable DBS checks' which could be used as verification instead of having to apply for a separate DBS check which could delay their appointment to a post;
- advised that a decision on whether overtime should be paid to Denbighshire employees to carry out roles within their service in order to relieve pressures or to deliver a project, rather than employ agency staff to undertake the work, was a decision for the Service concerned. However, before initiating a procurement exercise for hiring agency staff the Service requiring the staff would need to demonstrate that all potential measures to address the shortage of staff had been explored;
- confirmed that the Procurement Service closely monitored Services' use of agency staff and their contract period. Prior to the expiration of a contract period officers would contact the relevant service to confirm whether they still required the services of an agency worker for a further period of time. This contract monitoring work was important as agency staff employed for a period in excess of 12 weeks were eligible to certain employments rights; and
- advised that if the Council was to adopt a policy of paying the 'Real Living Wage' as the lowest pay scale point across the Authority this would impact on all other pay scale points . Consequently, it would increase the cost of agency staff as well as their rates were in the majority of cases set at the same rate as Denbighshire's pay rates for the equivalent post;

In response to a suggestion from the Chair of the Committee that the governance arrangements for the proposed new Framework contract could be strengthened from Denbighshire's perspective if a representative from the Council's Human Resources (HR) Department attended the regular quarterly review meetings in future - which was the approach taken by Flintshire - officers advised that discussions regarding HR representation at future review meetings had taken place the previous day with the HR Manager who had agreed that a representative from HR should in future attend review meetings. HR would also from now on produce and supply Service managers with data analysis information on their Service's use of agency staff.

Following detailed discussion the Committee:

Resolved: subject to the above observations –

- (i) to inform Cabinet that, having considered all the information it had asked Scrutiny to review in relation to the procurement exercise and any potential alternative options that may be available to the Council for the provision of a managed service for the supply of agency workers, it was satisfied that the current contract was effectively managed and used, and that alternative arrangements would not be an efficient or viable option for the provision of temporary or time-limited specialist staff going forward;***
- (ii) to recommend to Cabinet that it should proceed with the procurement process for a provider to supply agency staff for use across Council Services; and***
- (iii) at the conclusion of the procurement process, based on best value, to appoint the most economically advantageous tenderer to supply this service.***

8 SCRUTINY WORK PROGRAMME

The Scrutiny Co-ordinator (SC) presented the report (previously circulated) seeking Members' review of the Committee's work programme and providing an update on relevant issues.

A copy of the "Member's proposal form" had been included in Appendix 2. The Scrutiny Co-ordinator requested that any proposals be submitted to herself. The Cabinet Forward Work Programme had been included as Appendix 3, the table summarising recent Committee resolutions, advising on progress with their implementation, had been attached as Appendix 4.

In response to the number of enquiries raised during the earlier discussion regarding verified key stage 4 examination results it had been agreed to expand the forthcoming report on Behaviour and Absenteeism Management to include those queries for the Performance Scrutiny Committee in April 2018.

The Committee had also earlier requested that invitations be sent to the Headteacher and Chair of Governors of two of the county's consistently low

performing secondary schools to attend a meeting of the Committee in the near future to discuss progress in delivering their school improvement plans.

The SC referred the Committee to the Information Update report (previously circulated) and a letter received from the Welsh Government Cabinet Secretary for Economy and Transport indicating that he was happy for WG officials to attend a Performance Scrutiny Committee to discuss capital funding for highways projects. It was agreed to send an invitation with several date options.

The SC asked the committee for expressions of interest in representing the Performance Scrutiny Committee on the Adult Services In-house Social Care Task and Finish Group. Councillor Huw Jones responded that one of the care centres under discussion was in his ward and that he would like to be considered.

RESOLVED that –

- (i) subject to the above observations and amendments, the Forward Work Programme be approved; and***
- (ii) Councillor Huw Jones be appointed as the Committee's representative on the Adult Services In-house Social Care Task and finish Group***

9 FEEDBACK FROM COMMITTEE REPRESENTATIVES

Councillor Geraint Lloyd Williams informed the Committee that he would be attending the Facilities, Assets and Housing Service Challenge on the 14th February.

The meeting concluded at 13:15

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Report to:	Performance Scrutiny Committee
Date of Meeting:	15th March 2018
Lead Member / Officer:	Lead Member for Developing Community Infrastructure/ Head of Communications, Customers and Marketing
Report Author:	Principal Librarian
Title:	Library Service Standards and Performance

1. What is the report about?

The report highlights the Library Service's performance against National Standards.

2. What is the reason for making this report?

To detail the Council's performance at the end of the 5th Framework of Welsh Public Library Standards 2014-17 and the progress made in developing libraries as community hubs.

3. What are the Recommendations?

That the Committee considers and comments on the performance against the 5th framework of Welsh Public Library Standards and considers requesting a progress report in December 2018 on performance against the 6th Framework 2017-20.

4. Report details

4.1 Welsh Public Library Standards

Library authorities in Wales have a statutory duty under the Public Libraries and Museums Act 1964 to deliver a 'comprehensive and efficient' service to its residents. The Framework of Welsh Public Library Standards enables MALD (Museums Archives and Libraries Division of Welsh Government) to measure and assess how authorities are fulfilling their statutory duties.

4.2 Library Services submit an Annual Report each July, noting performance for the previous financial year, following which MALD responds with a formal assessment in September. The most recent Annual Assessment Report covers 2016-17 and performance against full 5th Framework 2014-2017, and consists of 18 Core Entitlements and 7 Quality Indicators with specific targets. The report is attached as Appendix A.

4.4 Throughout the 5th Framework (2014-17), Denbighshire has met 17 of the 18 Core Entitlements. The one partially met was in reference to providing public access to the service's strategy, policies and vision.

- 4.5 Of the 16 Quality indicators (QI) in the current Framework, 7 have been given set targets by MALD. All other indicators are comparative with performance across all other Welsh authorities. The 7 with set targets are:

QI 3	Support for individual user development (to access ICT infrastructure, digital content, information, and reader development activities)
QI 5	Location of service points
QI 8	Expenditure on books and resources for public use.
QI 9	Provision of appropriate reading material (% of the bookfund spent on the Welsh Language and on resources for children)
QI 10	Provision of public access computers and wifi
QI 13	Staffing levels and qualifications
QI 16	Opening hours

- 4.6 Of these, MALD assesses annually whether these have been met, partially met, or not met:

DCC quality indicators (out of 7)	Met	Partially met	Not Met
2014/15	3	4	0
2015/16	3	3	1
2016/17	4	1	1

Due to a change of Library Management System during the year, data was not available for any of the North Wales authorities to report on QI 9 which assesses the % of the material budget spent on children's and Welsh stock. This will have been addressed in time for us to report on 2017-18.

- 4.7 Performance improved in 2016/17 as we met an additional target with the provision of public Wi-Fi at all libraries (only 6 of the 8 libraries provided this facility in 15/16). We partially met QI13 on staffing levels and qualifications, but did not achieve this fully as the staff per capita level is below the target. We reported 1.99 FTE per 10,000 population (the target is 3.6). Frontline and managerial staff working in our libraries and one stop shops deliver a wide range of additional customer services which are not included within the requirements of the Welsh Public Library Standards. We report 50% of the total staffing levels and expenditure on staffing under the Library Standards. We did not meet QI8 on up-to-date reading materials: we acquired 155 new items (the target is 243), spending £1436 (target £2180), per 1000 population with a replenishment rate of 7.3% (target 11%).
- 4.8 In the narrative analysis of Denbighshire's performance, the assessment report commends us on our improvement in increasing the level of visits to libraries (a 5% increase and the fourth highest per capita in Wales), a tripling of the virtual visits, and in the increase in of active borrowers (up 15%).
- 4.9 A new 6th framework, *Connected and ambitious libraries: the sixth quality framework of Welsh Public Library Standards 2017-2020*, came into effect in April 2017 and Denbighshire will submit its first annual report against these standards in the summer of 2018. The new framework continues to provide opportunities for libraries to deliver services in innovative ways and to make the best use of the resources available to them. A welcome inclusion in the new framework is an indicator (QI 4) which

acknowledges the role libraries play in supporting health and well-being. The Wales Data Unit is also introducing a new Public Accountability Measure relating to libraries in 2018-19, based on the percentage of Welsh Public Library Standard targeted Quality Indicators achieved. This we believe to be a more meaningful measure to those used in past years in relation to libraries.

4.10 **Update on developments / Community Hubs**

The refurbishment works at St Asaph Library are due for completion at the end of March 2018. An improved entrance, a new internal layout with additional computers for public use, community kitchen facilities, and tourism information point, will offer a flexible resource for wider community use. Denbigh Library's refurbishment, funded by a £120,000 Welsh Government MALD grant, starts in March 2018 to provide an enhanced attractive and flexible community facility. Work to replace the roof at Rhyl Library also starts in March 2018. Corporate Wi-Fi and printing is available at all libraries and Council staff are increasingly using libraries to meet clients and to hot-desk.

4.11 Delivery of community services within libraries is increasing. The charging policy has been revised to offer free use of library spaces for activities which provide a direct customer service (see Appendix B). The Library Service is working closely with Community Support Services in refining the Talking Points initiative, and preparations are being made for the roll-out of Universal Credit, when libraries will provide digital assistance to claimants. Citizens Advice Denbighshire sessions at several libraries are seeing high levels of use, and the Strategic Employment teams, based at Rhyl Library, are using libraries across the county to engage with their clients. Cymraeg i Blant now delivers a weekly session at Rhuddlan Library to encourage families to bring up their children bilingually.

4.12 The Libraries' management team restructure was completed in October with the appointment of a new full-time Principal Librarian, and a small team of Customer Services Managers reporting to her. The transfer of the Income Management team to Finance and Assets was completed in December, and the staffing structure at Rhyl Library was revised as a result. Across the county, 64% of the staff are bilingual.

4.13 **Regional Collaboration**

Following the implementation of the shared all-Wales Library Management System in 2016, a shared North Wales Bibliographic Services Unit was established in August 2017, with subsequent improvements in service efficiency and sustainability, and financial savings.

4.14 To further explore opportunities for regional collaboration, MALD provided funding to the Heads of Library Services North Wales (HOLIS) to commission a feasibility study into a regional approach across North Wales for delivering public libraries' health and wellbeing offer. The report will be available by the end of March 2018.

4.15 Denbighshire's customers continue to benefit from a national collaborative approach to the procurement of library books and digital services. New all-Wales contracts for the procurement of adult and children's book stock for 2017-20 were awarded in April 2017 enabling Denbighshire to ensure the best value from its materials budget. A new contract for the supply of e-books and e-audiobooks will also be awarded in

March 2018, giving Denbighshire's customers access to the pooled resources of a shared all-Wales service.

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

The Library Service is a statutory responsibility of the Authority, and its service delivery contributes a number of corporate priorities such as fostering community resilience, service modernisation, digital inclusion, literacy, lifelong learning and community engagement.

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

The transformation of libraries into community hubs will enable a range of other council services and partners to reach out to local communities through the existing network of premises and facilities. There are no financial proposals involved with this information report.

7. What are the main conclusions of the Well-being Impact Assessment?

A Well-Being Impact Assessment has not been undertaken, but the 6th Framework of Library Standards is set up to demonstrate that libraries have a clear contribution to make to the seven goals of Well-being of Future Generations Act.

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

Performance Scrutiny in March 2017 considered the Welsh Government's Assessment of the Library Service's performance for 2015/16. There have been no further consultations regarding this particular report.

9. Chief Finance Officer Statement

Not applicable.

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

Not applicable

11. Power to make the Decision

Section 7.4.2(b) of the Council's Constitution stipulates that scrutiny may "review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas."

Contact Officer:
Principal Librarian
Tel: 01824 708207

Welsh Public Library Standards 2014-17

Denbighshire County Council

Annual Assessment Report 2016-17

This report has been prepared based on information provided in Denbighshire's annual return case studies and narrative report submitted to the Museums, Archives and Libraries Division of the Welsh Government.

1) Executive summary

Denbighshire met 17 of the 18 core entitlements in full and partially met 1.

Of the 7 quality indicators which have targets, Denbighshire achieved 4 in full, 1 in part and failed to achieve 1. Due to a change of LMS data was not available for one indicator (QI 9).

A review of the methodology in some areas following the merger with the One Stop Shop along with a change in LMS has led to Denbighshire experiencing difficulties in obtaining some data. However, there is encouraging evidence of improvement, with the rolling out of the Wi-Fi network to all static service points, increased audio-visual usage and increased visits. Low staffing levels remain a cause for concern but overall the service appears to be settling after a period of change.

- Denbighshire conducted a library user survey of adults and children in February 2017 and scored above the median for Wales in the areas of health and well-being and the proportion of adults rating the library as very good or good overall.
- Attendance at pre-arranged training sessions has increased this year, but the per capita level remains below the median for Wales.
- Denbighshire recorded the 4th highest number of library visits per capita and the 5th highest number of virtual visits following increases over last year.
- Denbighshire fails to meet any of the targets for the levels of acquisitions, and data is not available on materials expenditure on both children's and Welsh language materials. ICT provision per capita meets the target set, and all libraries provide ICT facilities.
- Overall expenditure levels have been maintained in Denbighshire, and total revenue expenditure per capita is above the median for Wales.

Considering the four areas in the framework (*Customers and communities; Access for all; Learning for life; and Leadership and development*) in comparison to the rest of Wales, Denbighshire generally performs well in the area of *Access for all*, with more mixed performance in other areas.

Compared to the previous year, there have been notable improvements in Wi-Fi provision and visitor numbers. Staffing and expenditure levels are not directly comparable following changes to the inclusion of One stop Shop resources, and the change of LMS during the year has affected some other areas.

2) Performance against the standards

The standards framework comprises of core entitlements, quality indicators with targets, quality indicators with benchmarks and impact measures. Section 2 summarises achievements against the core entitlements, the quality indicators which have targets, the quality indicators showing performance against others, and impact measures. A narrative assessment of the authority's performance is made in Section 3.

a) Core entitlements

Denbighshire is meeting 17 of the 18 core entitlements in full and partially meeting 1. The area in which it is not fully meeting all the core entitlements is *Leadership and development*, where the ways in which information is provided to customers is still under consideration.

b) Quality indicators with targets

There are 16 quality indicators (QI) within the framework. Of the 7 which have targets, Denbighshire is achieving 4 in full, 1 in part and is failing to achieve 1. Due to a change of LMS during the year, data were not available for QI 9:

Quality Indicator	Met?	
QI 3 Individual development:		Met in full
a) ICT support	✓	
b) Skills training	✓	
c) Information literacy	✓	
d) E-government support	✓	
e) Reader development	✓	
QI 5 Location of service points	✓	Met in full
QI 8 Up-to-date reading material:		Not met
a) Acquisitions per capita	✗	
or Materials spend per capita	✗	
b) Replenishment rate	✗	
QI 9 Appropriate reading material:		
a) % of material budget on children	n/a	
b) % of material budget spent on Welsh	n/a	
or Spend on Welsh per capita	n/a	
QI 10 Online access:		Met in full
a) All service points	✓	
Computers per capita	✓	
b) Wi-Fi provision	✓	
QI 13 Staffing levels and qualifications:		Partially met
a) Staff per capita	✗	
b) Professional staff per capita	✓	
c) Head of service qualification/training	✓	
d) CPD percentage	n/a	
QI 16 Opening hours per capita	✓	Met in full

Compared to last year, there has been an improvement in QI 10, with all static service

points now providing Wi-Fi access.

c) *Impact measures*

The framework contains three indicators which seek to gather evidence of the impact that using the library service has on people's lives. Through these and other indicators it is possible to see how the library service is contributing towards educational, social, economic and health and wellbeing local and national agendas. These indicators do not have targets. Not all authorities collected data for the impact indicators, and ranks are included out of the numbers of respondents stated, where 1 is the highest scoring authority.

Denbighshire conducted a library user survey of adults and children in February 2017. Due to staff shortages data were not collected on the numbers of attendees at training sessions who were helped to achieve their goals.

Performance indicator		Rank	Lowest	Median	Highest
QI 1 Making a difference					
b) % of children who think that the library helps them learn and find things out:	85%	17/19	68%	93%	100%
e) % of adults who think that the library has made a difference to their lives:	86%	10/19	36%	86%	97%
% of children who think that the library has made a difference to their lives:	82%	8/17	58%	82%	98%
QI 4 b) % of attendees of training sessions who said that the training had helped them achieve their goals:	n/a		80%	97%	100%

Denbighshire provided a single impact case study, which described the Talking Points service. This provides an opportunity for citizens to meet with health and social care staff from partner organisations to discuss issues relevant to them; the case study would have been strengthened by the inclusion of evidence from users.

d) *Quality performance indicators and benchmarks*

The remaining indicators do not have targets, but allow performance to be compared between authorities. The following table summarises Denbighshire's position for 2016-17. Ranks are included out of 22, where 1 is the highest, and 22 the lowest scoring authority, unless stated otherwise. Indicators where fewer than 22 authorities supplied data are those where relevant data elements were not available to some authorities. Figures reported in respect of the first two years of the framework for QI 4 to QI 16 are repeated for convenience of comparison. Note that indicators 'per capita' are calculated per 1,000 population.

Performance indicator		Rank	Lowest	Median	Highest	2015/16 Rank	2014/15 Rank
QI 1 Making a difference							
a) new skills	58%	15/19	23%	71%	93%	n/a	
c) health and well-being	58%	10/20	26%	56%	94%	n/a	
d) enjoyable, safe and inclusive	93%	19/19	93%	98%	100%	n/a	
QI 2 Customer satisfaction							
a) 'very good' or 'good' choice of books	90%	8 /20	74%	90%	98%	n/a	

Performance indicator	Rank	Lowest	Median	Highest	2015/16	Rank	2014/15	Rank
b) 'very good' or 'good' customer care	98%	12/20	90%	99%	100%	n/a		
c) 'very good' or 'good' overall	98%	5/20	92%	97%	100%	n/a		
d) child rating out of ten	8.7	16/19	8.6	9.1	10.0	n/a		
QI 4 User training								
a) attendances per capita	12	20	3	34	248	11	19	8 20
c) informal training per capita	n/a		1	156	712	n/a		206 7/21
QI 6 Library use								
a) visits per capita	4,805	4	2,453	4,033	6,751	4,579	8	5,082 5
b) virtual visits per capita	1,201	5/21	341	922	2,299	397	21	700 15
c) active borrowers per capita	183	7	77	153	235	159	11	179 7
QI 7 attendances at events per capita								
	298	5	62	214	496	393	2	464 1
QI 11 Use of ICT - % of available time used by the public								
a) equipment	n/a		16%	32%	69%	27%	16	34% 14
QI 12 Supply of requests								
a) % available within 7 days	73%*	8/21	48%	70%	82%	86%	1	81% 1
b) % available within 15 days	80%*	16/21	65%	85%	96%	95%	2	90% 3
QI 13 Staffing levels and qualifications								
(v) a) total volunteers	0	20	0	24	209	38	5	0 17
b) total volunteer hours	0	20	0	798	5,156	793	10	0 17
QI 14 Operational expenditure								
a) total expenditure per capita	£14,244	7/21	£6,745	£11,979	£16,968	£13,934	8/21	£16,749 5
b) % on staff	56%	13/21	46%	58%	75%	55%	14/21	57% 11
% on information resources	10%	18/21	4%	13%	25%	10%	16/21	11% 17
% on equipment and buildings	7%	4/21	0%	4%	20%	8%	4/21	4% 11
% on other operational costs	26%	8/21	9%	22%	37%	27%	9/21	28% 9
c) capital expenditure per capita	£2,280	3/21	£0	£341	£16,692	£111	12/21	£228 12
QI 15 Net cost per visit								
	£2.51	7/20	£1.50	£2.33	£3.30	£2.53	9/21	#
QI 16 Opening hours (see note)								
(ii) a) % hours unplanned closure of static service points	0.00%	1	0.00%	0.00%	0.48%	0.00%	1	0% 1
b) % mobile stops / home deliveries missed	n/a		0.00%	0.13%	8.33%	n/a		

Note: Rankings here have been reversed, so that 1 is the lowest scoring (best performing) authority.

* By agreement with MALD, figures are based on the first three months of the year only due to the mid-year implementation of a new library management system.

Income data for 2014-15 not provided to calculate this figure.

Data on Wi-Fi usage has only been provided by three authorities for 2016-17 and so is not included in the table above.

3) Analysis of performance

The core entitlements and quality indicators are divided into four key areas. This section of the report outlines performance against the quality indicators within these four areas, and compares results with those from the first two years of the framework.

a) Customers and communities

Denbighshire carried out a library user survey of both adults and children in February 2017, with a relatively small sample. The authority scores above the median for Wales in the areas of health and well-being and the proportion of adults rating the library as very good or good overall; however, it scores below the median in the areas of new skills and at 93% it is the lowest scoring authority in the proportion of adults who experience the library as an enjoyable safe and inclusive place. However, in a wider context, this is still a very good result.

There has been a 7% increase in attendance at pre-arranged training sessions, but this remains low. The number helped by means of informal training has not been recorded this year due to staff shortages. All service points provide the full range of services in support of individual development.

b) Access for all

Denbighshire meets the target for easy access to service points and recorded the fourth highest per capita visits to library premises in Wales with a 5% increase over last year. Virtual visits have tripled over the last year with the per capita level now the fifth highest in Wales. The total number of library members has more than halved over the last year, however, this is largely due to a change in LMS which provided the opportunity to cleanse the membership data, and the per capita level remains above the median for Wales as a whole. Active borrowers have increased by 15% despite the data only representing 7 months and not a full year. The service should be commended for these areas of improvement which is against the general trend in Wales.

Attendance at events and activities organised by the library is 24% lower than last year, although the per capita level remains above the median and is the fifth highest in Wales.

c) Learning for life

Denbighshire has seen increases in both the number of acquisitions and total materials expenditure in 2016-17, however, they still fail to reach the targets for acquisitions and record one of the lowest replenishment rates out of those authorities supplying data. Due to working with two different LMS' during the course of the year, Denbighshire have been unable to supply data for expenditure on children's materials or Welsh language materials. ICT provision per capita meets the target set, and all libraries provide facilities, although Denbighshire were unable to extract the data for the number of hours of both available and recorded use of ICT facilities and Wi-Fi – which is now available in all static service points.

The number of requests have fallen by 59% compared to last year and the percentage of those requests satisfied within 15 days has fallen below the median for Wales as a whole, however, it is noted that the adoption of a new LMS did impact on the delivery of requests over three-quarters of the year.

d) Leadership and development

There have been significant changes in the way that Denbighshire has calculated the staff figures in 2016-17. In last year's return the additional staff as a result of the merger with the One Stop Shop were counted in their entirety; however, for 2016-17, both the FTE and staff expenditure figures include only 50% of these staff as this is a more accurate reflection of the balance of work, and is similar to reporting from other authorities. As a result, direct comparisons cannot be made with the previous year.

Denbighshire does not currently achieve the targets for either overall or professional staff, with one of the lowest levels of total staff per capita in Wales. Denbighshire is one of only three authorities not to use volunteers this year, compared to 38 volunteers last year. Due to the number of new staff as a result of the One Stop Shop it has not been possible for Denbighshire to provide information on staff training.

Spending levels have been maintained in Denbighshire in 2016-17, with a slight increase in revenue expenditure overall, so that the per capita level remains above the median for Wales. The average net cost per visit in 2016-17 was £2.51 – down on last year's £2.53 due to the increase in virtual visits. Opening hours meet the target set, and there were no unplanned closures.

4) Strategic context

Denbighshire provided a clear statement demonstrating the service's contribution towards wider Welsh Government priorities and strategic goals, in the areas of early years development and Welsh culture, lifelong learning, community resilience and equality.

5) Future direction

Following re-structure in April 2016, future plans include further development of community hubs including planned refurbishments, new branding and marketing, a professional development framework and volunteer programme, and Dementia Friends awareness training.

6) Conclusion

A review of the methodology in some areas following the merger with the One Stop Shop along with a change in LMS has led to Denbighshire experiencing difficulties in obtaining some data. However, there is encouraging evidence of improvement, with the rolling out of the Wi-Fi network to all static service points, increased audio-visual usage and increased visits. Low staffing levels remain a cause for concern but overall the service appears to be settling after a period of change

Defnydd o ystafelloedd a gofod Llyfrgelloedd a Siopau Un Alwad

Mae Llyfrgelloedd a Siopau Un Alwad yn cynnig gofod o fewn y gymuned leol i drigolion Sir Ddinbych gael mynediad at, a derbyn, gwasanaethau a gwybodaeth am wasanaethau. Maent yn cynnig gofod anffurfiol, hygyrch, a di-duedd all fod yn fwy priodol na lleoliad mwy ffurfiol. Rhoddir blaenoriaeth i ddefnydd sydd o fudd i'r gymuned, yn hytrach nag ar gyfer cyfarfodydd busnes.

A) Defnydd am ddim:

- Gwasanaeth uniongyrchol sydd o fudd i'r gymuned, wedi eu darparu gan CSDd ac asiantaethau partner ee Pwyntiau Siarad, Cyngor ar Bopeth Sir Ddinbych, Grwp Cynefin, Swyddogion Cefnogi Cymuned yr Heddlu, Undeb Credyd
- Gweithgareddau sy'n cynnwys cleientiaid neu'r cyhoedd megis grwpiau hunan-gymorth a chefnogi ee Cruse, Cymorth i Ddiodefwr, Atgyfeirio i Ymarfer Corff, Iechyd Galwedigaethol CSDd, Hafal
- Apwyntiadau 1-1 gyda chleientiaid lle mae gofod cyhoeddus anffurfiol yn briodol
- Syrjeris aelodau etholedig CSDd neu cyfarfodydd 1-1 hefo aelodau o'u wardiau
- Stodinau gwybodaeth, arddangosfeydd i godi ymwybyddiaeth y cyhoedd o wasanaeth neu ymgyrch
- Digwyddiadau y Gwasanaeth Llyfrgell SUA ee Dechrau Da, grwpiau darllen, digwyddiadau awdur

Ni anogir cyfarfodydd/hyfforddiant caeedig mewnol CSDd – rhoddir blaenoriaeth i ddefnydd agored gyda budd uniongyrchol i'r cyhoedd. Does ond modd bwcio rhain mis neu lai cyn y dyddiad dan sylw.

B) Graddfa gostyngedig ar gyfer grwpiau cymunedol lleol/elusennau cofrestredig

£18.00 am sesiwn hanner diwrnod (bore/pnawn/fin nos) yn ystod oriau agor y llyfrgell

Mae'r gweithgareddau sy'n gymwys ar gyfer y raddfa yma yn cynnwys

- Colegau a grwpiau /sefydliadau addysgol eraill e.e Coleg Cambria, Llandrillo, U3A, Prifysgol Bangor
- Dosbarthiadau hamdden a drefnir gan fudiad ar gyfer ei aelodau ei hun e.e. Clytwaith, gwersi celf
- Syrjeris Aelodau Cynulliad ac Aelodau Seneddol
- Cyfarfodydd caeedig neu ddigwyddiadau hyfforddiant gan y sector cyhoeddus/tryddydd sector
- Digwyddiad i godi arian gan grwpiau cymunedol ee Ymchwil Cancr, Cymdeithas Alzheimer's

Ar gyfer llogwyr newydd yn unig: Os bydd 10 sesiwn neu ragor yn cael eu trefnu a'u talu amdanynt o flaenllaw, bydd 20% o ostyngiad. Ni roddir ad-daliad os bydd sesiynnau yn cael eu canslo.

Codir y raddfa ostyngedig ar wasanaethau a phrosiectau sy'n cael eu hariannu yn uniongyrchol i ddarparu'r gwasanaeth (ee trwy arian grant), neu fe gytunir ar raddfa benodol gyda rheolaeth y llyfrgell.

C) Graddfa llawn ar gyfer llogwyr masnachol, cwmnïau preifat, grwpiau gwneud elw ayyb

£40.00 am sesiwn hanner diwrnod (bore/pnawn/fin nos) yn ystod oriau agor y llyfrgell

e.e. Clarks shoes, Co-op, Nat West Bank

Os bydd 10 sesiwn neu ragor yn cael eu trefnu a'u talu amdanynt o flaenllaw, bydd 20% o ostyngiad. Ni roddir ad-daliad os bydd sesiynnau yn cael eu canslo.

Bydd angen trafod gyda rheolaeth y llyfrgell i ddefnyddio'r llyfrgell y tu allan i oriau agor fesul cais.

Dylid trefnu'r llogi trwy gysylltu â'r llyfrgell benodol yn uniongyrchol.

Daw'r polisi hyn i rym ar Ionawr 1^{af} 2018 ar gyfer llogwyr newydd, ac o Ebrill 1^{af} 2018 ar gyfer llogwyr presennol a rheolaidd.

Denbighshire County Council
Use of Library One Stop Shop rooms and spaces

Libraries and One Stop Shop offer a space within the local community for Denbighshire's residents to access and receive services and information about services. They provide an informal, accessible, neutral non-designated space which may be more conducive than a more formal setting. Priority will be given to use which has a community benefit, rather than for business meetings.

A) Free use:

- Direct services for the benefit of the community, delivered by DCC and partner agencies eg Talking Points, OPUS, Citizens Advice Denbighshire, Grwp Cynefin, PCSO, Credit Union
- Activities involving clients or the general public such as self-help and support groups eg Cruse, Victim Support, GP exercise referral, DCC Occupational Health, Hafal,
- 1-1 appointments with clients where an informal public space is suitable
- DCC elected members' surgeries or 1-1s with constituents
- Information stalls, displays or exhibitions to raise the public's awareness of a service or campaign
- Events and meetings organised by the Library OSS eg reading groups, Bookstart, author events

Use for closed internal DCC meetings/training is not encouraged – priority is given to open use with a direct benefit to the public. Bookings for this purpose can only be made 1 month or less prior to the date needed.

B) Discounted rate for local community groups / registered charities

£18.00 for a half day session (morning/afternoon/evening) within library opening hours

Activities which qualify for the discounted rate would include

- Colleges & other educational groups / establishments e.g. Coleg Cambria, Llandrillo, U3A, Bangor University.
- Leisure classes run by a third party for own members e.g. Patchwork, Life Drawing, Adult art classes
- AM and MP surgeries
- Closed meeting or training event organised by public or third sector
- Fundraising events by community groups e.g. Cancer Research, Alzheimer's Society

For new bookers only: If 10 or more sessions are booked and paid for in advance, a 20% discount will be applied. No refund if sessions are cancelled.

Services and projects which are funded directly to provide a service (eg via grant funding) will be charged the discounted rate, or a specific charge will be negotiated by library management.

C) Full hire rate for commercial bookings for private companies, profit making groups etc

£40.00 for a half day session (morning/afternoon/evening) within library opening hours

e.g. Clarks shoes, Co-op, Nat West Bank etc

If 10 or more sessions are booked and paid for in advance, a 20% discount will be applied. No refund if sessions are cancelled.

Bookings for use out of library hours will be negotiated individually with library management.

Bookings can be made by contacting the individual library directly.

Applicable from January 1st 2018 for new bookings, and April 1st 2018 for existing and regular bookings. This policy and pricing structure will be reviewed annually.

Report to:	Performance Scrutiny
Date of Meeting:	Thursday 15 March 2018
Lead Member/Officer:	Lead Member for Finance & Performance/ Head of Business Improvement & Modernisation
Report Author:	Strategic Planning Team Manager
Title:	Performance Management of the Corporate Plan 2017-2022

1. What is the report about?

Performance Management of the Corporate Plan 2017-2022

2. What is the reason for making this report?

- 2.1 To ensure understanding of, and consensus for, the information that will be drawn upon to evaluate progress and performance against our corporate priorities, and to ensure members and officers in the council are aware of and endorse the governance framework for delivery of the Corporate Plan.

3. What are the Recommendations?

- 3.1 That Performance Scrutiny considers and comments on the content, endorsing the content covered by the Current State and Future State descriptions, and also the indicators and thresholds in the attached performance report (or otherwise agreeing amendments). This will then be presented to Cabinet Briefing (9 April).

4. Report details

- 4.1 The main report provides readers with a broad outline of the success criteria (Future State) for the Corporate Plan (which will be used to evaluate achievement against our objectives), along with a brief indication of elements that will be addressed in order to deliver against the success criteria (where currently known).
- 4.2 It also provides a baseline (Current State) to enable us to assess the progress made between the opening of this plan and its eventual closure. This section is supported by Appendix A, which contains detail on the specific indicators that will be used to monitor performance. Collectively they should enable us to evaluate achievement against the success criteria and the overall outcome both as we progress through the programme of work and when we come to evaluate our success at the programme's close.

- 4.3 Some of these indicators are new, so measurement has not yet happened and/or no baseline exists. Nevertheless the aspirational thresholds are included, so that readers are clear about Denbighshire's level of ambition.
- 4.4 Included within this Technical Report are the projects and initiatives that will comprise the initial phase (or 'tranche') of work in support of delivery against the priorities. A key first task is to scope out these projects to ensure alignment with overall priority objectives.
- 4.5 Section two describes how delivery of the Corporate Plan will be managed, namely via programme boards accountable to the Corporate Executive Team (CET) and Cabinet, and also open to Scrutiny.

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

This decision will endorse the performance management framework of the Corporate Plan, so future reports on our progress against corporate priorities will be provided within the context of what is agreed today. It is therefore important that Cabinet agrees that the collection of indicators is relevant, and associated thresholds are fair.

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

There are no cost implications for this proposal.

7. What are the main conclusions of the Well-being Impact Assessment?

This report is for information and does not require a Well-being Impact Assessment.

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

Strategic Planning & Performance officers have worked with Heads of Services and officers from relevant services to agree a draft performance management framework for each priority, and to agree associated thresholds for performance.

This information will be presented to Cabinet Briefing on 9 April.

9. Chief Finance Officer Statement

This paper is for information only so a Finance Officer statement is not required.

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

There is a risk that the Performance Management Framework outlined does not enable us to record progress as effectively as we imagine it will. Therefore there will be opportunity to review its relevance during annual service planning exercises and also via Programme Board meetings, and make any necessary changes.

11. Power to make the Decision

- 11.1. Performance management and monitoring is a key element of the Wales Programme for Improvement, which is underpinned by the statutory requirements of the Local Government Act 1999 and the Local Government "Wales" Measure 2009.
- 11.2 Sections 7.3 and 7.4 of the Council's Constitution states that Performance Scrutiny Committee may review and scrutinise the performance of the Council and the achievement of its objectives.

Contact Officer:

Strategic Planning Team Manager

Tel: 01824 708079

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Working together for the future of Denbighshire

Corporate Plan
2017-2022

Performance Management of the Corporate Plan 2017-2022

This document outlines the performance management
framework for the Corporate Plan 2017-2022

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INTRODUCTION & SUMMARY

This document outlines the performance management framework for the Corporate Plan 2017-2022.

There are two sections, with the first section providing a summary of the broad success criteria (Future State) that will be used to evaluate achievement against our objectives, along with a brief indication of elements that will be addressed in order to deliver against the success criteria. It also provides a baseline (Current State) to enable us to assess the progress made between the opening of this plan and its eventual closure.

This section is supported by Appendix A (the Technical Report) that contains detail on the specific indicators that will be used to monitor performance. Collectively they should enable us to evaluate achievement against the success criteria and the overall outcome. Some of these indicators are new, so measurement hasn't yet happened and/or no baseline exists. Nevertheless the aspirational thresholds are included, so that readers are clear about Denbighshire's level of ambition. Included within this appendix are the projects and initiatives that will comprise the initial phase (or 'tranche') of work in support of delivery against the priorities. A key first task is to scope out these projects to ensure alignment with overall priority objectives.

Section two describes how delivery of the Corporate Plan will be governed, namely via programme boards accountable to CET and Cabinet, and also open to Scrutiny.

PRIORITIES

This document and the attached technical document details the baseline and aspiration for each priority in the Corporate Plan at its outset.

CORPORATE PLAN 2017-2022

<u>Priority :</u>	Housing: Everyone is supported to live in homes that meet their needs	<u>Priority :</u>	Resilient Communities: The council works with people and communities to build independence and resilience
<u>Priority :</u>	Young People: A place where younger people will want to live and work and have the skills to do so	<u>Priority :</u>	Environment: Attractive and protected, supporting well-being and economic prosperity
<u>Priority :</u>	Connected Communities: Communities are connected and have access to goods and services locally, online and through good transport links		

Housing: Everyone is supported to live in homes that meet their needs



It is recognised that there is a need to ensure housing is available to meet the needs of Denbighshire residents and that this is an important factor in retaining or attracting young people to live in the area. During the last Corporate Plan we made a commitment to develop housing availability, and we want to continue to expand on those successes over the course of this new Corporate Plan.

Current State	Future State
<p>1,194 people were on the SARTH list at Q3 2017-18.</p> <p>The Conwy & Denbighshire Wellbeing Assessment highlighted that in the year ending March 2016 only 127 new homes were built Denbighshire, despite Local Development Plans (LDP) predicting a new dwelling requirement of over 400 each year. This suggests a significant under provision of new housing.</p> <p>There is lack of good quality housing that is affordable and fit for purpose.</p> <p>Links between the Council, private owners and housing associations could be improved to provide more housing options across the board.</p>	<p>There will be 1,000 more homes available within Denbighshire, including:</p> <ul style="list-style-type: none"> • 170 additional Council homes; • 260 additional affordable homes provided by private developers and RSLs.
<p>The percentage of the population who cannot live independently (aged 18 or over) is higher than the rest of Wales.</p>	<p>There will be fewer people in residential care through mechanisms including:</p>

<p>Spend on residential care placements has risen in 2016/17, despite efforts to reduce the extent to which this model of care is used.</p> <p>The average length of time in a residential care home for adults aged 65 and over in Denbighshire is currently above the national average.</p> <p>At present there are three Extra Care Facilities in Denbighshire providing 139 units/homes in total, but this does not equate to sufficient Extra Care Placements available to meet the increasing needs of older people with support needs.</p>	<ul style="list-style-type: none"> Over 90 additional Extra Care Homes will be available for residents across Denbighshire (63 in Denbigh & approximately 30 in Ruthin)
<p>Community Support Services are encountering clients whose physical and learning disabilities are increasingly complex. There is insufficient supported housing to meet their needs.</p>	<p>There will be more people living in their own homes for longer (including people with support needs) through mechanisms including:</p> <ul style="list-style-type: none"> An additional eight Supported Housing Units in central Denbighshire to support adults with low level support needs.
<p>There is a lack of affordable housing that retains or attracts young people to live in the area.</p> <p>Links between the Council, private owners and housing associations could be improved to provide more housing options for young people.</p>	<p>More young people (up to the age of 35) will be able to afford housing through mechanisms including:</p> <ul style="list-style-type: none"> Mortgage deposit loan schemes; Supporting young people into stable tenancies.
<p>Less than 20% of empty properties were brought back into use in Denbighshire in 2016/17, but Denbighshire has still ranked in the top 4 best performing councils in Wales since 2014.</p>	<p>500 empty dwellings will have been returned to occupation and used for housing needs in the area.</p>

- | | |
|--|--|
| <ul style="list-style-type: none">• People want to see more empty buildings made available for housing where possible. | |
|--|--|

Connected Communities: Communities are connected and have access to goods and services locally, online and through good transport links



Denbighshire understands that access to goods and services is key to maintaining people’s independence, however, depending on where you live, this is not always easy. During the course of this new Corporate Plan, Denbighshire will make it a priority to ensure that communities throughout the county are connected and have access to the goods and services they need.

Current State	Future State
<p>Many residents have no access problems because they are mobile and work/services/education are accessible to them, i.e. they are generally car owners. There are also many people who are mobile and do not own a car but can still access work/services/education because they can walk or cycle, or live near a frequent bus route. There are others who experience mobility and accessibility issues to an extent that travelling to employment, services or work is very challenging.</p> <p>There are some key bus routes in rural areas but buses cannot meet people’s</p>	<p>Improved travel connectivity across the county.</p> <ul style="list-style-type: none"> • Those with no access problems will consider private travel less and active travel/public transport more; • There is help with mobility issues for those who don’t have or who cannot drive; • A public travel network has been established that is underpinned by active travel; • Improved travel to key areas where transport can support the Growth Bid (Abergele, Prestatyn, St Asaph and Deeside); • Non-emergency patient transport, community car

<p>needs to access work, education or services.</p> <p>Access to employment in Deeside/Wrexham areas is via private car only and there is a need for a more frequent service to St Asaph Business Park, Kimmel Bay and Abergele Hospital.</p> <p>Public transport in the north of the county is self-funding and commercially viable, with a network of robust, frequent and accessible buses. Newer vehicles have a good internal environment, including (in some) USB charging points. People in North Denbighshire can more easily get to work or education, retail and public services than those in the south.</p> <p>The local authority is the main funder for rural bus services. There is some community transport in Denbighshire but the number of volunteer drivers has reduced recently and it is difficult to recruit new volunteers.</p> <p>Some towns have poor traffic flow/pedestrian options and we would like to see more people walking/cycling instead of driving.</p>	<p>schemes, and a third tier model will be more flexible and provide more bespoke solutions;</p> <ul style="list-style-type: none"> • Residents can use smart phones to access responsive and bespoke non-emergency patient transport; • There will be more effective traffic flow, park and pedestrianised areas in town centres to support regeneration.
<p>Although under pressure, our current road and bridge infrastructure is acceptable, but will require significant investment just to maintain this standard.</p>	<p>Our road and bridge infrastructure continues to be viable because we have continued to invest in it.</p>
<p>We currently have poor or no coverage in terms of superfast broadband and mobile network in some areas of Denbighshire, and the roll out of</p>	<p>County-wide superfast broadband and mobile networks, including 4G and 5G. Mechanisms include:</p>

superfast and availability of 4G and 5G is expected to continue to lag behind that for Wales and the UK. This affects residents' ability to work, learn, conduct business, manage their online accounts and socialise. It also jeopardises our regional and local economic growth vision.

As at January 2018, 90.4% of Denbighshire has superfast coverage (>30 Mbps). In terms of rank, out of all 650 constituencies in the UK, Vale of Clwyd was 351, Clwyd West ranked as 544 and Clwyd South 498 for the percentage of Superfast Broadband coverage (Over 24 Mbps).

The availability of broadband of 10 Mbps or below is a legal right by 2020 according to the Universal Service Obligation agreed by the UK government. Denbighshire performance is far worse than the UK, 10.1% of premises in Denbighshire had 6.3 Mbps or below in Q4 2017-18.

In February 2015, Ofcom varied the licences of the UK's four mobile networks to commit the operators to providing 90% geographic coverage for 2G (voice only) calls by the end of 2017. In December 2016, Denbighshire had 52.71% geographic coverage.

3G is quickly being superseded in terms of acceptability and usefulness by 4G, and in urban/commercial areas of the UK, by 5G.

32.32% of indoor premises in Denbighshire had mobile 4G signal in December 2017, compared to 34% in Wales and 58% across the UK.

- Using public service assets to address gaps in coverage, where possible.

Our ambition is to have, by 2022:

- 100% superfast coverage in Denbighshire (over 30Mbps);
- Zero premises with broadband of 10 Mbps or below;
- 95% 2G geographic (outdoor) signal from all operators from all operators;
- 80% indoor premises with mobile 4G signal;
- 80% mobile 4G road signal;
- We would like to see at least one 5G site in Denbighshire by 2019 (this is ambitious)*.

*5G is being trialled now and currently no Universal Service Commitments are in place. The focus of implementation is on areas with significant commercial benefits.

<p>4G road (A and B roads) signal in Denbighshire is also extremely low: 14.72% mobile 4G road signal in December 2017, compared to 53% in Wales and 68% across the UK.</p>	
<p>The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels in Denbighshire was 47% in Q3 2017. This is a cheaper way to deliver a service, and is also more convenient for many customers.</p>	<p>There will be an increasing proportion of information and services with an online option and more Council transactions taking place on line.</p>
<p>More and more organisations are moving to online platforms (some solely online like Universal Credit). However, not all customers are able to access successfully, either due to digital access and/or digital literacy.</p> <p>There is a high likelihood of digital exclusion in Denbighshire either due to digital access (because of our poor broadband and mobile coverage) or digital literacy issues. Literacy issues are particularly prominent among older people, those with a slightly higher proportion of people with disabilities, people on low incomes, and people with lower level education/qualifications.</p>	<p>All residents skilled and confident in accessing goods and services online.</p> <p>Those most likely to be digitally excluded are offered training and support to improve their digital access skills.</p> <p>Digital literacy in financial products and services is a priority area for support.</p>
<p>People told us that events are important to them, either as attendees or as organisers.</p> <p>Attending and organising events supports people's well-being and the county's economic prosperity.</p> <p>Many locations where Denbighshire County Council host events require</p>	<p>An increased number of events will be staged in the county.</p> <p>Improved infrastructure will be in place that will make it cheaper and easier to hold events, such as installing better fixed solutions (pop up power, etc.);</p>

<p>better infrastructure. The events arena is an example. Individual event set-up costs are high because the infrastructure to support the event is hired in for each event, e.g. power, venue deposits, weather protection, etc.</p> <p>It is currently less appealing to run more events in Denbighshire for event promoters and providers due to the set up costs.</p>	<p>Improved Wi-Fi/mobile coverage, charging points or travel connectivity will help communities organise events.</p>
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Resilient Communities: The council works with people and communities to build independence and resilience



In Denbighshire we aim to promote people’s health and well-being and encourage them to remain as independent as possible. In order to do this, we need to work with everyone in the community, to ensure that there are strong support networks in place and ensure people have more involvement in decisions affecting their future well-being. At the same time, we will continue to make sure that people at risk of abuse or exploitation are safeguarded.

Current State	Future State
<p>There is much community capacity, valued community assets, and people feel able to make a valuable contribution to their communities when given the tools to do so.</p>	<p>Community groups will be thriving, with practical advice and support available to help them be effective.</p> <p>The Community Planning website will be available to support good practise in terms of planning, engagement, alignment with public sector strategic objectives, etc.</p>
<p>People want to easily access information that supports their independence and resilience.</p>	<p>People will be more resilient and independent because they have access to good information that will help them. Dewis Cymru will be developed to support this aim.</p>

<p>People wish to be more involved in shaping and improving services.</p> <p>Ongoing and meaningful engagement is important but people feel DCC could improve on how it involves, listens to, and works with communities.</p>	<p>Residents will feel informed and empowered to influence services. In place will be:</p> <ul style="list-style-type: none"> - A citizen’s panel; - An engagement portal to manage new pieces of consultation, make consultation feedback mandatory, and enable residents to express preferences according to consultations they’d be interested in; - An engagement toolkit to support best practise.
<p>For many years it’s been recognised that domestic abuse tends to be under reported. The latest data has shown an increase in the number of incidents reported, and an increase in the number of repeat victims.</p> <p>Domestic abuse is a key community safety concern affecting hundreds of people in the county each year – not just victims but their families too.</p>	<p>Everyone will feel safer in their communities, particularly those suffering the consequences of domestic abuse.</p>
<p>The numbers of people providing unpaid care is increasing and is expected to continue to do so, and this care is increasingly provided by those over the age of 65.</p> <p>Breakdown of carer support is a key trigger for the person being cared for requiring more formal packages of care, including residential care.</p> <p>Housing that is adaptable can enable people to stay in their own homes for longer.</p>	<p>People will be able to live in their own homes for longer. There will be:</p> <ul style="list-style-type: none"> - Greater support for carers to enable them to sustain their carer roles; - More flexible housing that is able to accommodate to people’s changing needs; - Measures to help prevent loneliness and isolation that can lead to greater care demands.

Health and social care services need to be more integrated and include a focus on prevention.

There's an appetite to realise the potential of new technology to enable services to be delivered within localities.

Vulnerable people receive more effective support from public sector organisations.

Environment: Attractive and protected, supporting well-being and economic prosperity



Denbighshire aims to ensure that the environment is both attractive and protected, but also supports community well-being and economic prosperity. To achieve this we will reduce our carbon impact and increase the use of renewables throughout the county. We also plan to increase the biodiversity value of the county by protecting vulnerable species and habitats for the benefit of both wildlife and people who live and visit Denbighshire. Alongside this, Denbighshire aims to raise the profile of the county as a place to hold outdoor events that capitalise on our unique environment.

Current State	Future State
Only 46% of council homes have at least a 'C' energy efficiency rating – the rest have lower energy efficiency ratings. This impacts not just on the environment, but also on household fuel costs.	All existing and acquired council homes will have at least a 'C' energy efficiency rating.
No new council housing has been built recently, but there is now opportunity to do so and – with it – opportunity to have an ambitious energy specification.	All our new council housing built will achieve an 'Excellent' energy rating.
The numbers of black grouse, little terns, adders, sand lizards & bees are considered of particular importance due to a combination of their small or declining populations, limited range, and also because they tend to be indicative of healthy ecosystems.	There will be growing numbers of black grouse, little terns, adders, sand lizards & bees.

<p>The tree canopy coverage in Rhyl and Upper Denbigh is among the lowest in Wales.</p>	<p>There will 18,000 more trees across Rhyl and Denbigh</p>
<p>Over 9,000 properties in Denbighshire are at sufficient risk of flooding that a scheme has been developed to address the risk. All require significant capital investment to deliver (subject to approved funding), but could be match-funded from the Welsh Government (WG).</p> <p>£5 million has been committed to the East Rhyl Flood Defence Scheme, which is already underway and due for completion in July 2020.</p>	<p>500 properties will have benefitted from a reduced risk of flooding through the Rhyl East scheme.</p> <p>Other flood schemes will have been delivered, dependent on resources, but possibly including:</p> <ul style="list-style-type: none"> • Barkby Beach to Point of Ayr Coastal Risk Management Strategy • Rhyl Yacht Club Wall Replacement Scheme • Glascoed Road, St Asaph Flood Risk Management Scheme • Dyserth Flood Risk Management Scheme • Llanbedr DC Flood Risk Management Scheme • Heol Esgob, St Asaph Flood Risk Management Scheme • Ffordd Derwen, Rhyl Drainage Study • Rhyl Central Coastal Defence Improvement Scheme
<p>There's an expectation (especially among young people) that in the future green energy will be the main source of energy due to opportunities afforded by technological advances and the climate impact of fossil fuels.</p>	<p>Renewable energy provision across the county has increased.</p>
<p>The Climate Change Strategy for Wales sets a 3% target reduction in carbon output each year.</p>	<p>Carbon emissions from Council assets have reduced by at least 15% by 2022</p>
<p>People feel there is untapped potential to see more tourism/leisure spend in the</p>	<p>The county has a higher profile as a location to visit, so that we can</p>

<p>county, due to its attractive environment, heritage in the area, and the potential to hold more community (and larger scale) events in the county,</p>	<p>capitalise on Denbighshire's economic potential.</p> <p>Tourism spend in the county has increased.</p>
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Young People: A place where younger people will want to live and work and have the skills to do so



We want Denbighshire to be a place where young people can and want to flourish. To do this there must be excellent education provision working alongside a strong employment offer for all, focusing on skills for work and skills for life. We also know that physical and emotional well-being from an early age is important, preventing problems occurring later in life. We want to make sure that we give young people the best start in life, and will work with our partners, schools and businesses to make this happen.

Current State	Future State
<p>Based on attainment in Summer 2017, 89% of pupils achieved the expected standard (Level 4, Key Stage 2) at the end of primary school. 50% achieved 5 GCSEs A*-C (Level 2 Key Stage 4), including English or Welsh (1st language) and Maths, at the end of secondary school. A gap of 39%.</p>	<p>All young people are being supported to achieve their potential. We would expect to see a reduction in the number of pupils not achieving the expected standard at the end of secondary where they did achieve the expected standard at the end of primary.</p>
<p>22 schools provide education through buildings in condition categories C & D.</p>	<p>Review education provision in Denbigh, Rhyl and Llangollen under the 21st Century Schools programme.</p>

<p>Young people don't feel they are sufficiently aware of some key practical topics, ranging from understanding mortgages, paying taxes, managing household finances, to also understanding how to support their own mental well-being.</p> <p>A great deal of work is being undertaken on the well-being agenda, but it could be better targeted and coordinated.</p>	<p>Young people are resilient and have the right skills to thrive, including practical, financial and emotional skills.</p>
<p>There are a number of programmes available to support parenting in the county, but the council does not have a coordinated approach to these or understand their effectiveness as a whole.</p>	<p>Parents have access to the right support so that they can give their children the best start in life.</p>
<p>Young People are unsure about the steps that they need to take to follow their career ambitions.</p> <p>Many young people are unsure about what jobs are available, and don't think about it until late in their school life when subject choices have already been committed to.</p>	<p>Help and advice is available so that young people make the right choices to prepare them for the work that they want to do, and feel confident and well-supported to enter employment.</p>
<p>The curriculum offers little opportunities for practical work experience any more.</p> <p>Although there are volunteering opportunities through the Welch Baccalaureate there is no concerted campaign to encourage young people into volunteering.</p>	<p>Quality mentoring and work opportunities are available to young people to help them develop their skills.</p>

<p>Set within the context of the North Wales Economic Ambition Board's work and the North Wales Growth Deal, the council remains committed to its Economic Ambition Strategy 2013-2023, which seeks to develop sectors that have potential to offer quality, sustainable jobs in Denbighshire.</p>	<p>Young people can find employment that appeals to them and matches their skills.</p>
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Delivery of the Corporate Plan will be via a programme management methodology. Programme management should be used where there is major change that brings complexity and risk, many interdependencies to manage, and conflicting priorities to resolve – all factors that apply to this corporate plan.

The Programme Board will work with County Council services, programmes and projects which contribute to the overall ambition of the Corporate Plan priorities, and principles of equality & diversity and support for the Welsh language will underpin the work of this Programme Board.

Projects within the scope of the Programme Board will be developed, managed and implemented by nominated project managers with support from the Programme Board.

The Programme Board will have synergy with other forums, for example the Conwy and Denbighshire Public Service Board (PSB), and it will align with key strategies such as the Carers' Strategy, the Homelessness Strategy, Digital Futures Programme and so forth.

Relationship with Corporate Executive Team

The Programme Board will have programme level authority to implement the priorities for the Corporate Plan, and to take decisions derived from CET, handed down by Cabinet. The Programme Board Chair Person (Corporate Director) is empowered to make judgements as to which decisions can be made at the Programme Board and relayed directly to relevant Service Areas and/or public sector partners, and which decisions need to be referred back to CET and/or Cabinet. The latter are most likely to be decisions that will impact upon the wider organisation, those which may attract significant negative publicity or where the Programme Board view differs significantly from that of a Service Area and/or public sector partner.

Relationship with Council, Cabinet and Strategic Investment Group

There will be clear and identified routes in relationship to working with the Council, Cabinet and Strategic Investment Group where resources are required, and political agreement is required for Programme Board activities. Cover reports for project briefs, business cases and highlight reports will outline key recommendations and the power to make a decision.

Relationship with Scrutiny Committees

The Programme Board's work will be reported to Performance Scrutiny at quarterly intervals as part of current performance management arrangements. At any other time the Programme Board may be asked to present its programme to Scrutiny Committees, which will play a key role in providing assurance to the Council that the Programme and its Board are delivering in line with the Corporate Plan.

Reports on Programme Board activities may be requested by Scrutiny at any time. The Programme Board Chair Person (Corporate Director) will provide these reports.

Working together for the future of Denbighshire

Corporate Plan
2017-2022

Appendix 2 – Corporate Performance Report

QUARTER 3, 2017-18

This document provides an update on performance against the council's corporate priorities at the end of quarter 3, 2017-18

Corporate Plan 2017-2022

General Information

Contributing Services	Business Improvement & Modernisation, Community Support Services, Customers, Communications and Marketing, Education & Children's Services, Facilities, Assets & Housing, Finance, Highways & Environmental Services, Legal, HR & Democratic Services, Planning & Public Protection
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Housing: Everyone is supported to live in homes that meet their needs

Indicators

PPPAH001	The additional supply of affordable housing, including social housing, provided during the year
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Latest Data Comment

Quarter 3	Thresholds are to be amended to reflect the 260 additional affordable homes. This will be available in Q4.
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CPBIM101i	% of residents reporting they felt satisfied with the availability of housing in their area (Residents Survey)
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CPBIM102i	% of residents reporting they are satisfied with the standard of housing in their area (Residents Survey)
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CPPPP103i	Number of additional homes provided in Denbighshire
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Latest Data Comment

Quarter 3	Data taken from Land Availability Study Annually – available approx. May time each year
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CPFAH104i	The additional supply of Council Houses provided
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Latest Data Comment

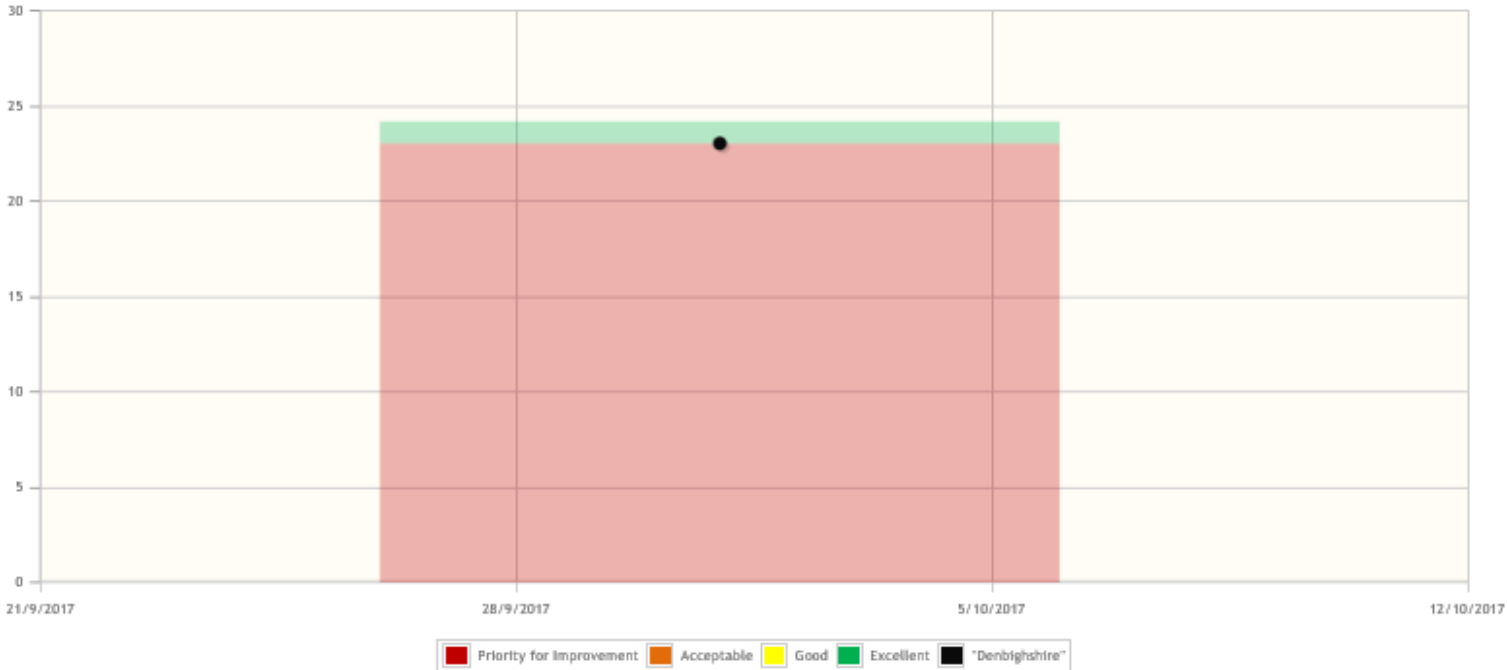
Quarter 3	October 2017 Baseline - no additional council homes provided as at the end of Q3. Project currently in development
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CPCSS105i	Number of additional Extra Care Homes supported by DCC
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Latest Data Comment

Quarter 3	October 2017 Baseline - no addition ECH provided as at the end of Q3. Project currently in development
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CPCSS106i	Number of additional specialist homes supported by DCC (including DFGs and Major Adaptations)
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Latest Data Comment

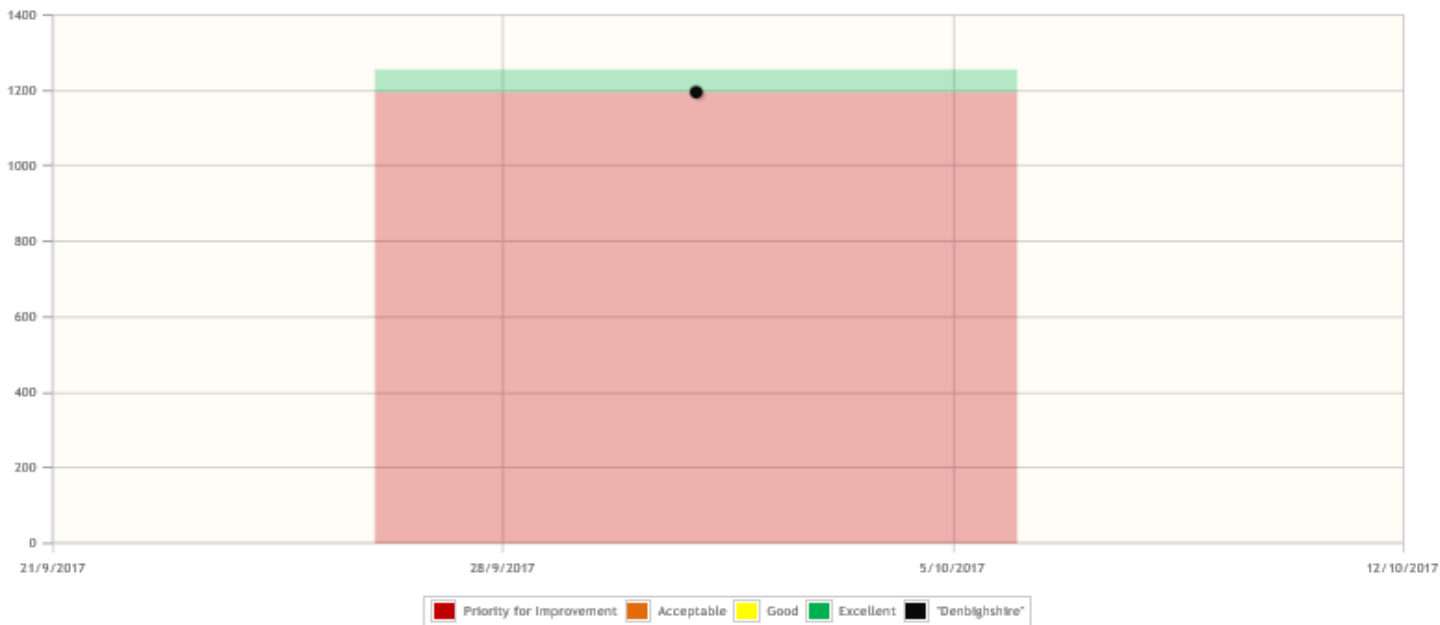
Quarter 3 Apr - Dec 17 - 23 DFGs completed. Additional data re other Major Adaptations unavailable until Q4.

CPPPP107i	Number of empty properties brought back into use
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Latest Data Comment

Quarter 3 Thresholds have been agreed and will be reported on an annual basis. 2017/18 data due in Q4.

CPCFAH108i	Number of people on SARTH waiting list
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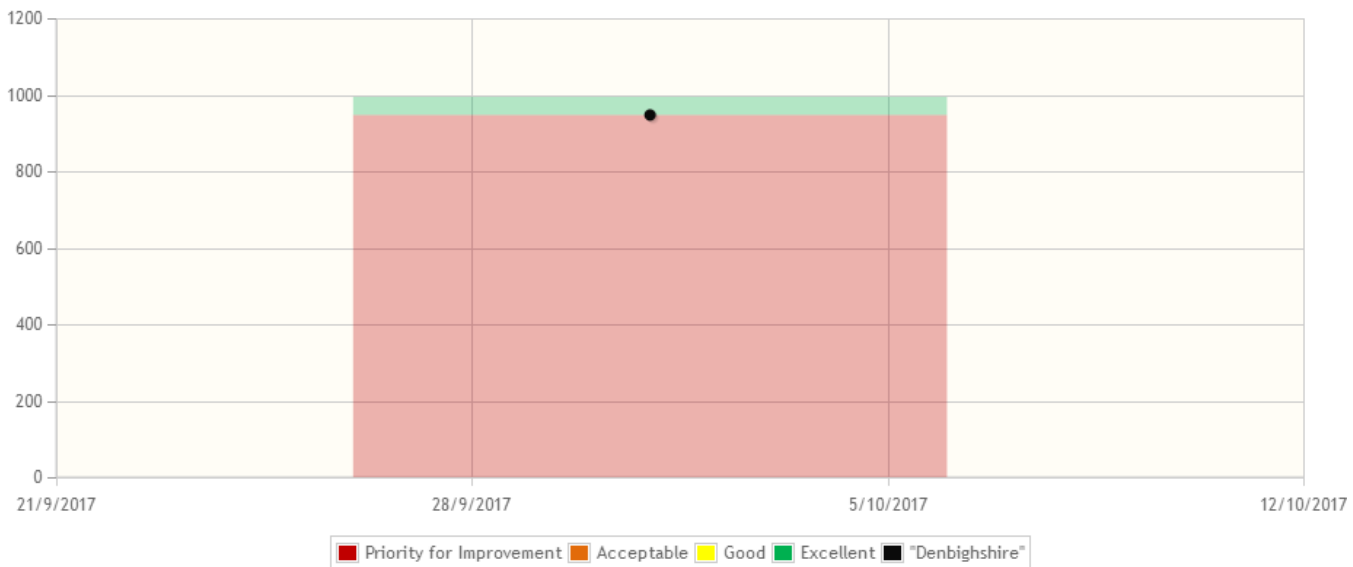


Latest Data Comment

Quarter 3 The SARTH waiting list changes on a daily basis so this figure is as at Q3 2017-18: 1,194

CPBIM103i

Number of people supported into homes that meet their needs (Community Support Services Provision)



Latest Data Comment

Quarter 3 As at end of Apr - Dec 2017 924 in total (see breakdown in comments):

- Supporting People/Young Peoples PP – 888 successfully supported out of 1105 referrals
- Community Living (internal & external) – 15
- Adult Placements – 5
- ECH Placements - 16

NEW SUGGESTED

The number of private sector homes improved in standard and quality due to intervention from the Council

Latest Data Comment

Quarter 3 (Agree contributing stats e.g. Private sector dwellings returned to acceptable level, grants, energy efficiencies etc.?)

Activities

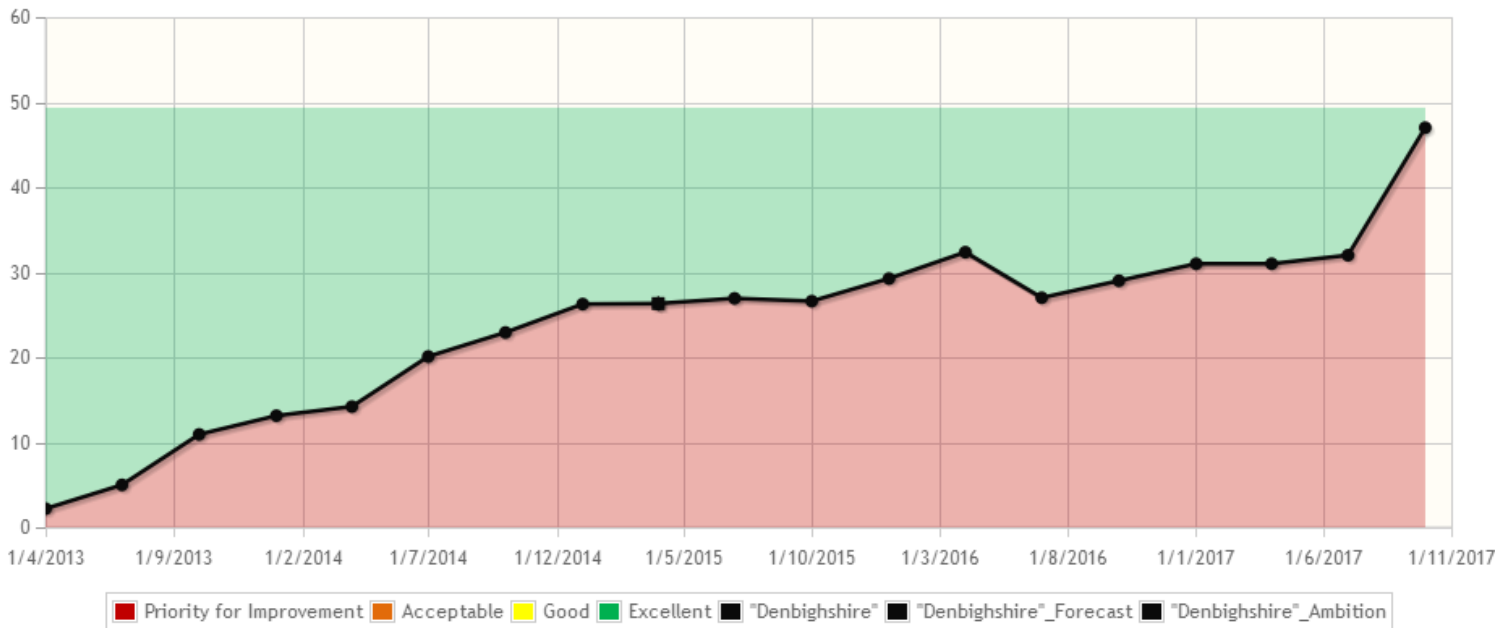
PR003628	Denbigh Extra Care Housing	14/03/16	31/10/18
PR004023	Ruthin Extra Care Housing (Phase 2)	14/02/17	14/02/22
PR004433	Additional Council Housing Developments		
NEW	Additional Affordable Homes		
NEW	Additional specialist housing to support people with disabilities and low level support needs		
NEW	Help young people access suitable homes they can afford		
NEW	Bring 500 empty properties back into use		

Connected Communities: Communities are connected and have access to goods and services locally, online and through good transport links

Indicators

CES301

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



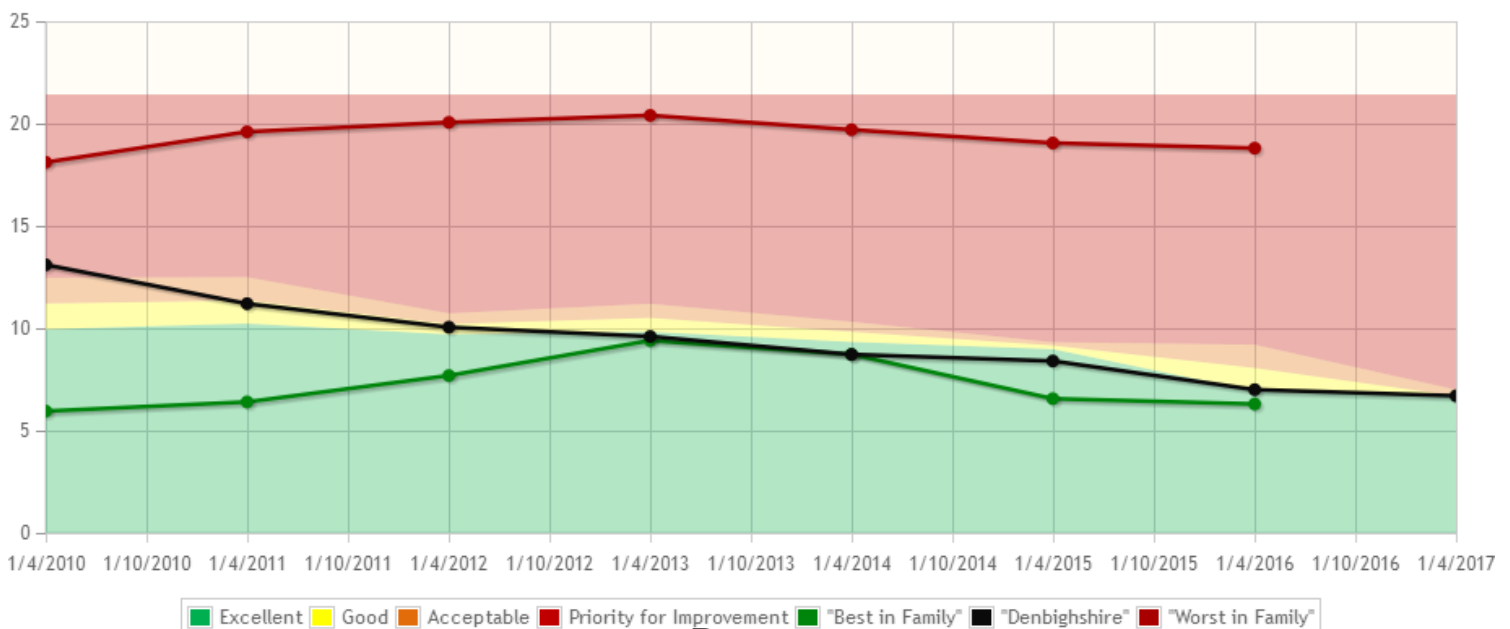
Latest Data Comment

Quarter 3

From a total of 2888 transactions undertaken (using only 9 identified common transactions that are available) 1370 of these were undertaken via the website. There was an increase in the number of reports concerning missed bins and damage to pavement & potholes during December 2017. This was as a result of adverse weather conditions that effected services during this month. This resulted in causing additional unforeseen damage to roads and pavements for which reports were submitted.

THS012

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

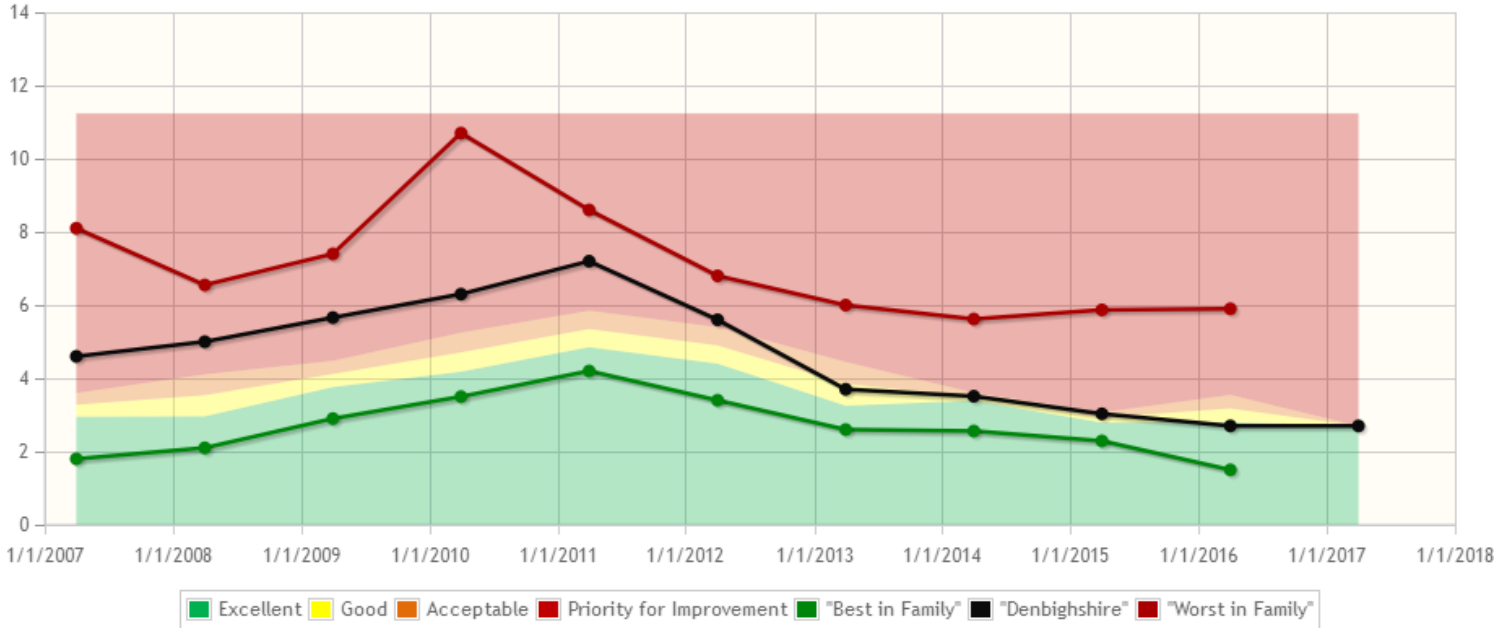


Latest Data Comment

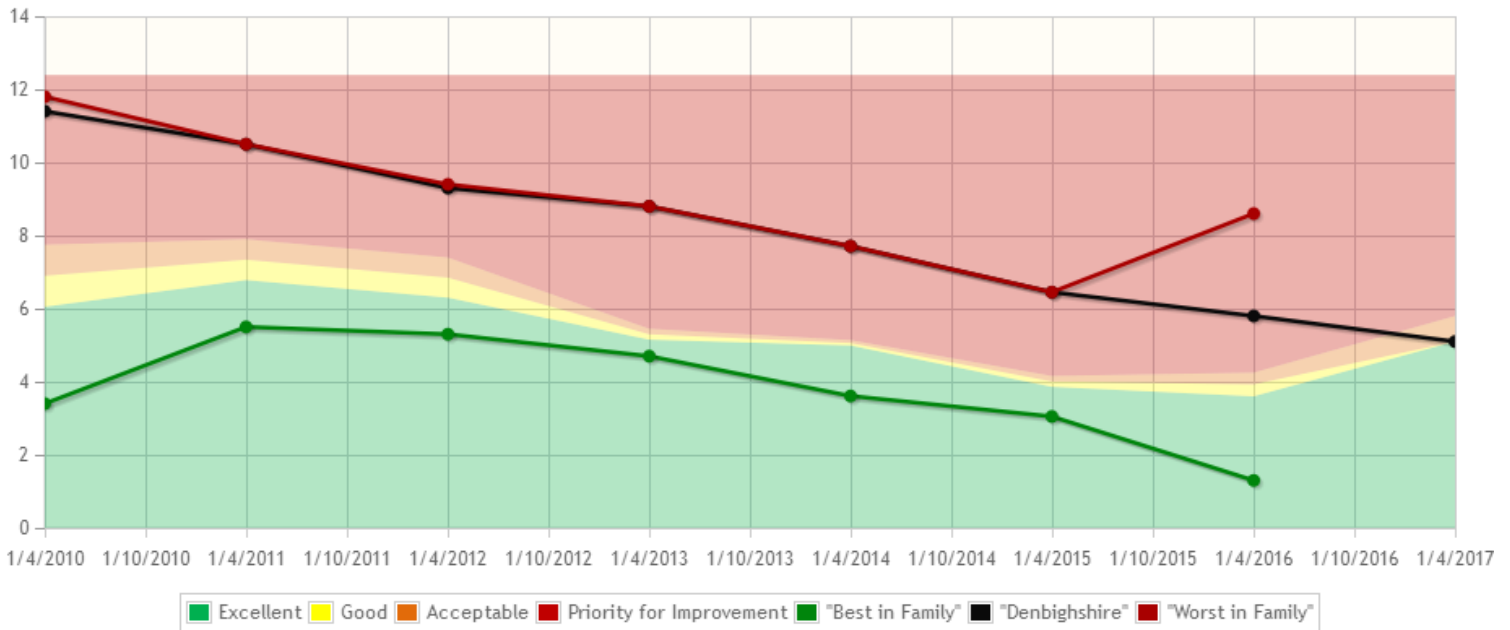
Annual 2017/18 = 6.7%. Performance to be 'good' against thresholds based on the 'family group'.

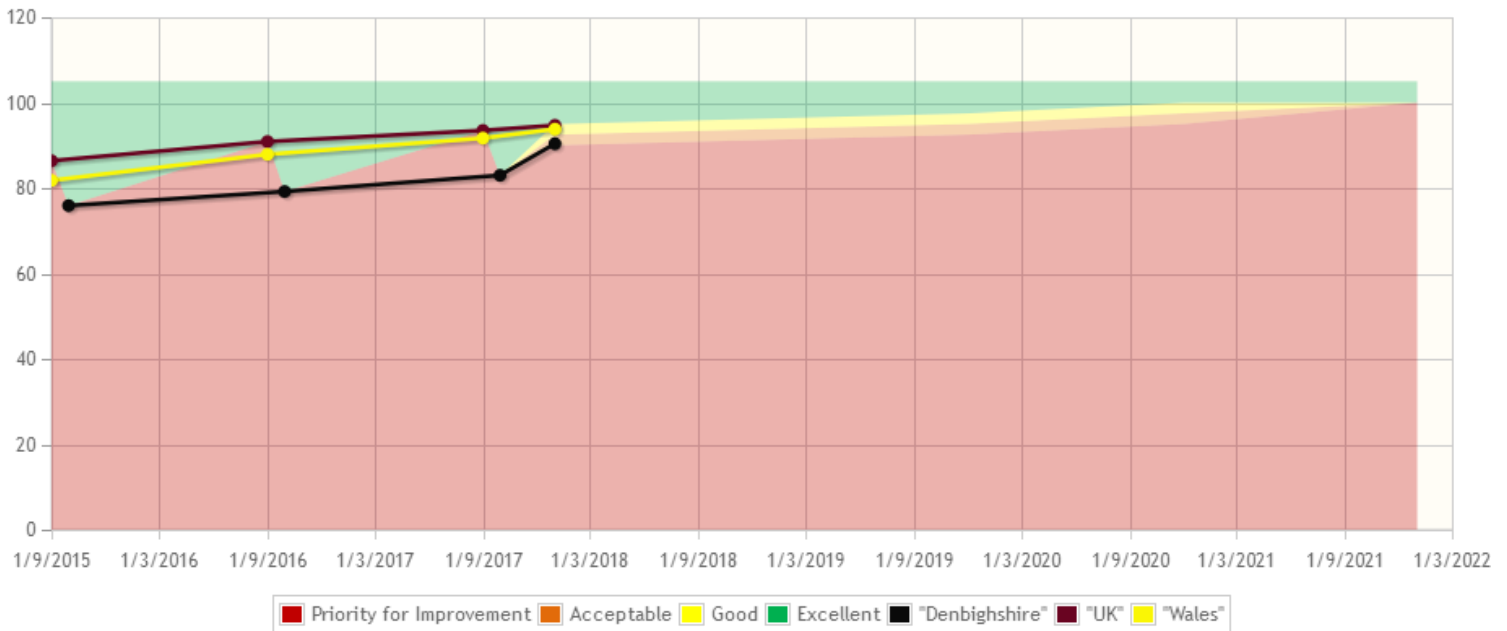
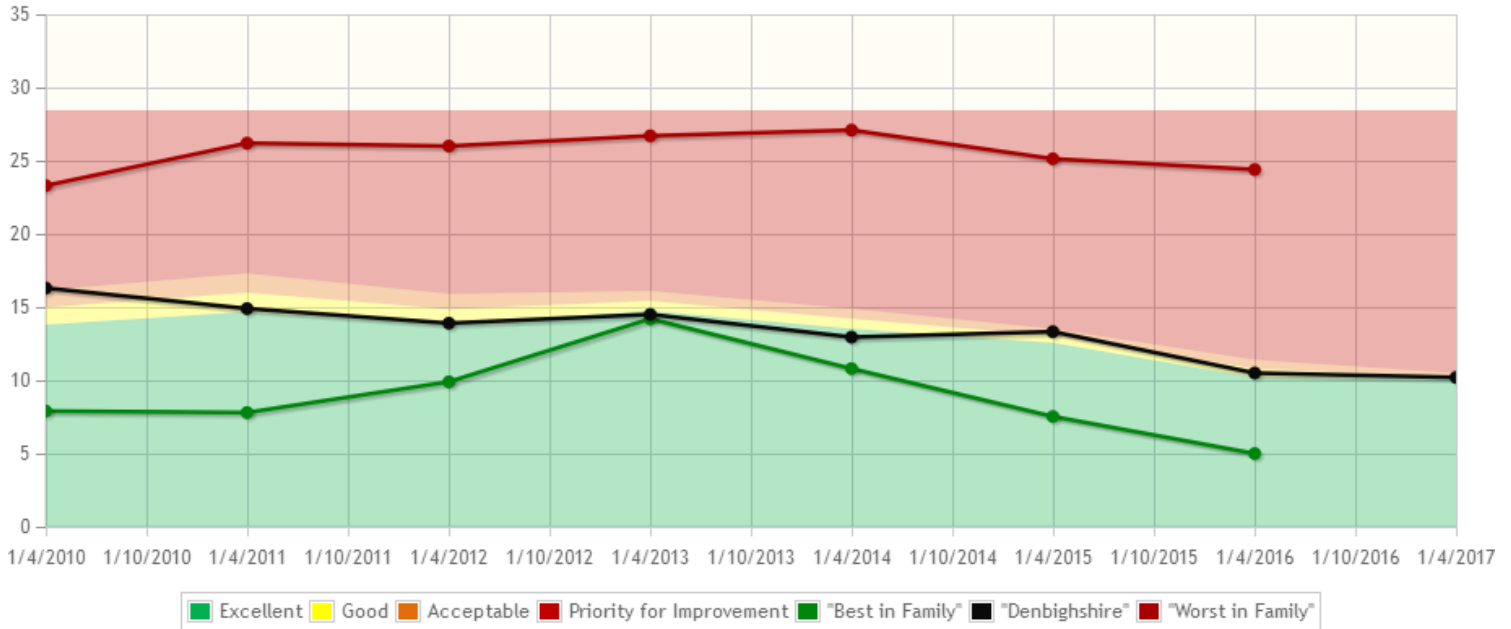
THS012a, THS012b and THS012c all at an 'acceptable' level.

THS012a The percentage of principle A roads that are in overall poor condition



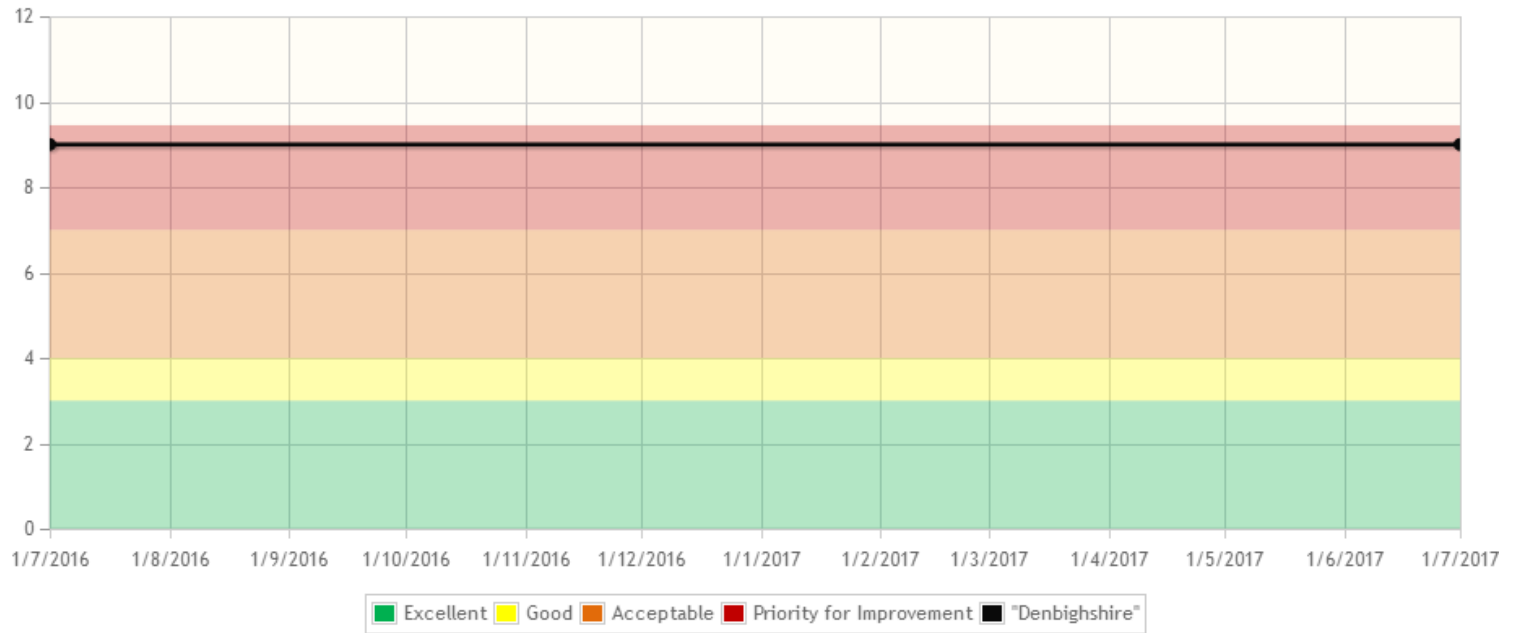
THS012b The percentage of non-principal/classified B roads that are in overall poor condition





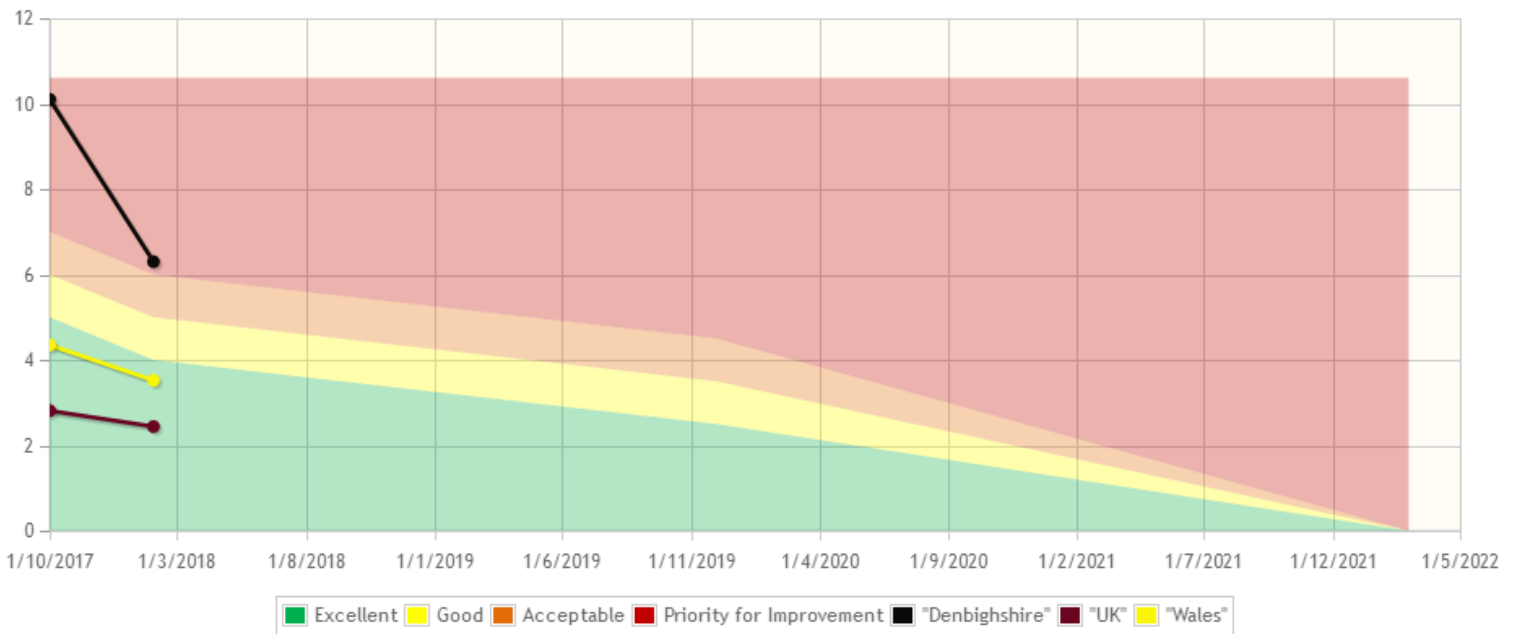
Latest Data Comment

Quarter 3 90.4% superfast coverage in Denbighshire as at January 2018. Our ambition is to have, by 2022, 100% coverage. In terms of rank, out of all 650 constituencies in the UK, Vale of Clwyd was 351, Clwyd West ranked as 544 and Clwyd South 498 for the percentage of Superfast Broadband coverage (Over 24 Mbps).



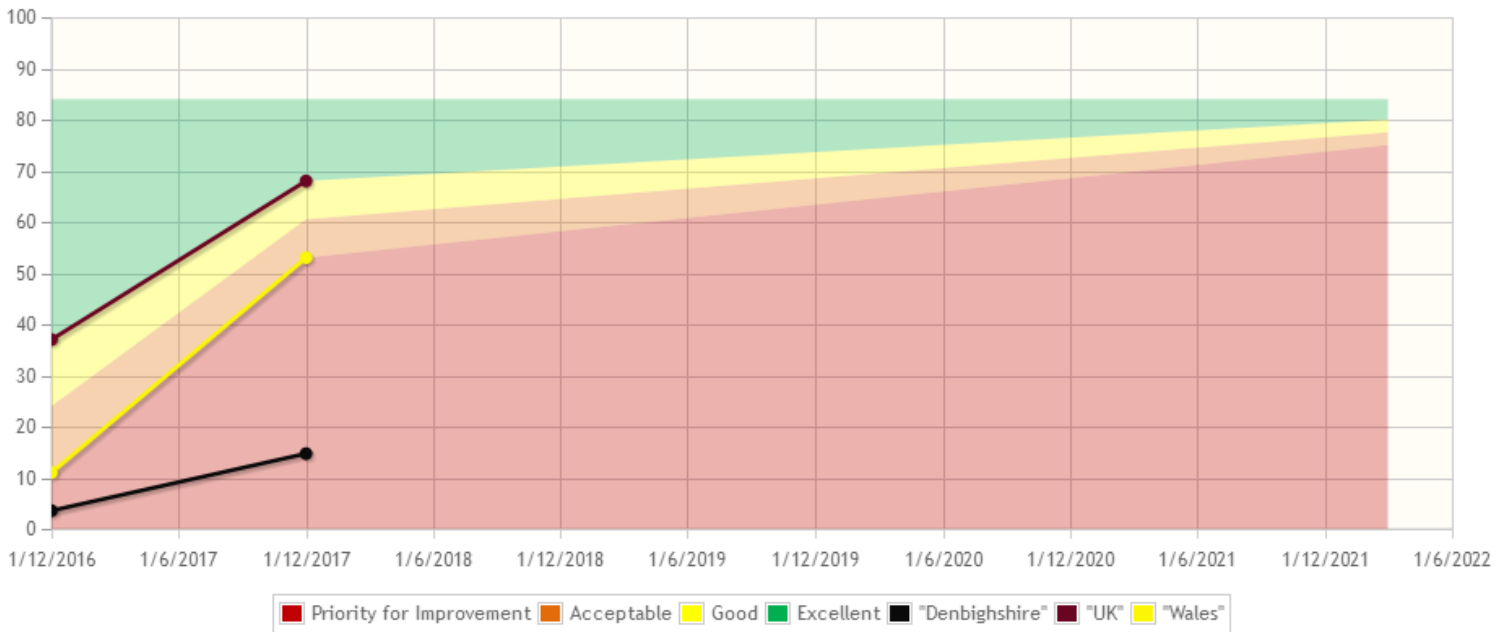
Latest Data Comment

Quarter 3 The likelihood of exclusion is ranked on a 9-point scale, with 9 indicating the highest likelihood. The score is based on a combination of digital indicators and social indicators.



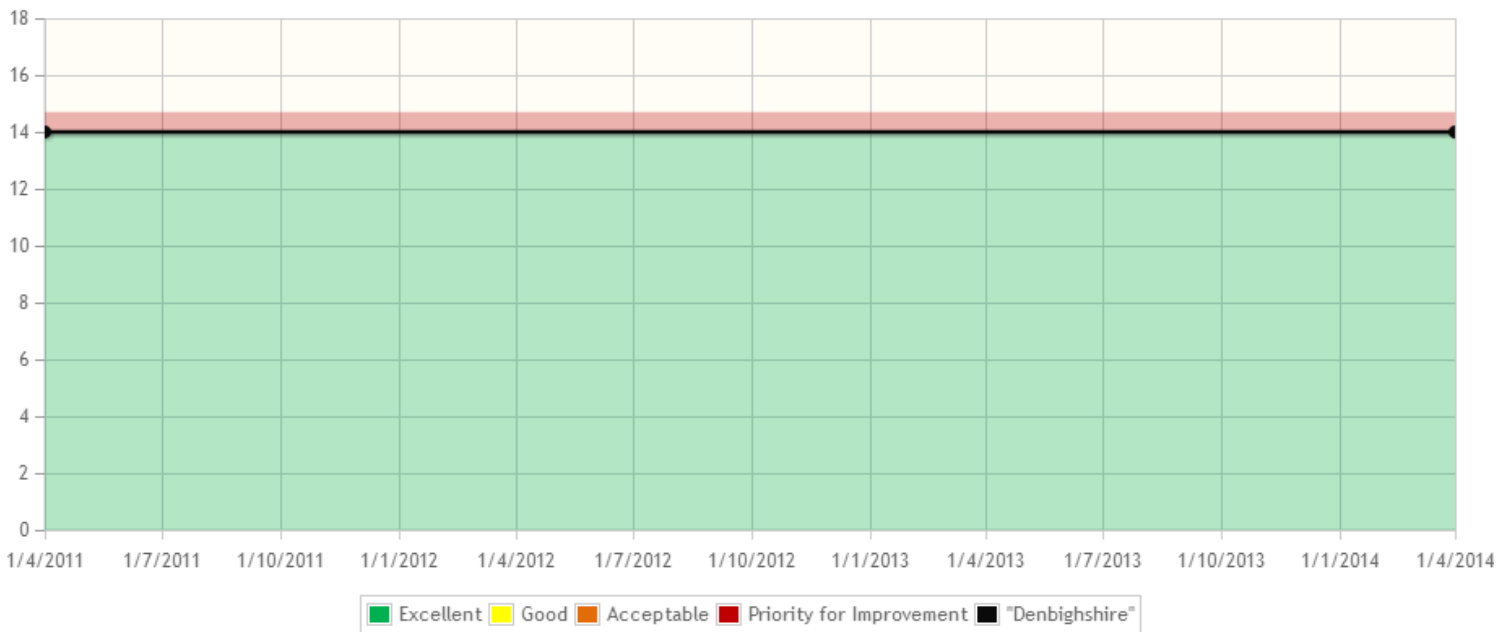
Latest Data Comment

Quarter 4 6.3% of premises in Denbighshire have Broadband of 10 Mbps or below. Our ambition is to have, by 2022 zero premises with broadband of 10 Mbps or below.



Latest Data Comment

2017	As at December 2017, 14.72% of A and B roads in Denbighshire had mobile 4G signal. Our ambition is to have 80% coverage by 2022 but the thresholds will need to be kept under review should the pace of change quicken.
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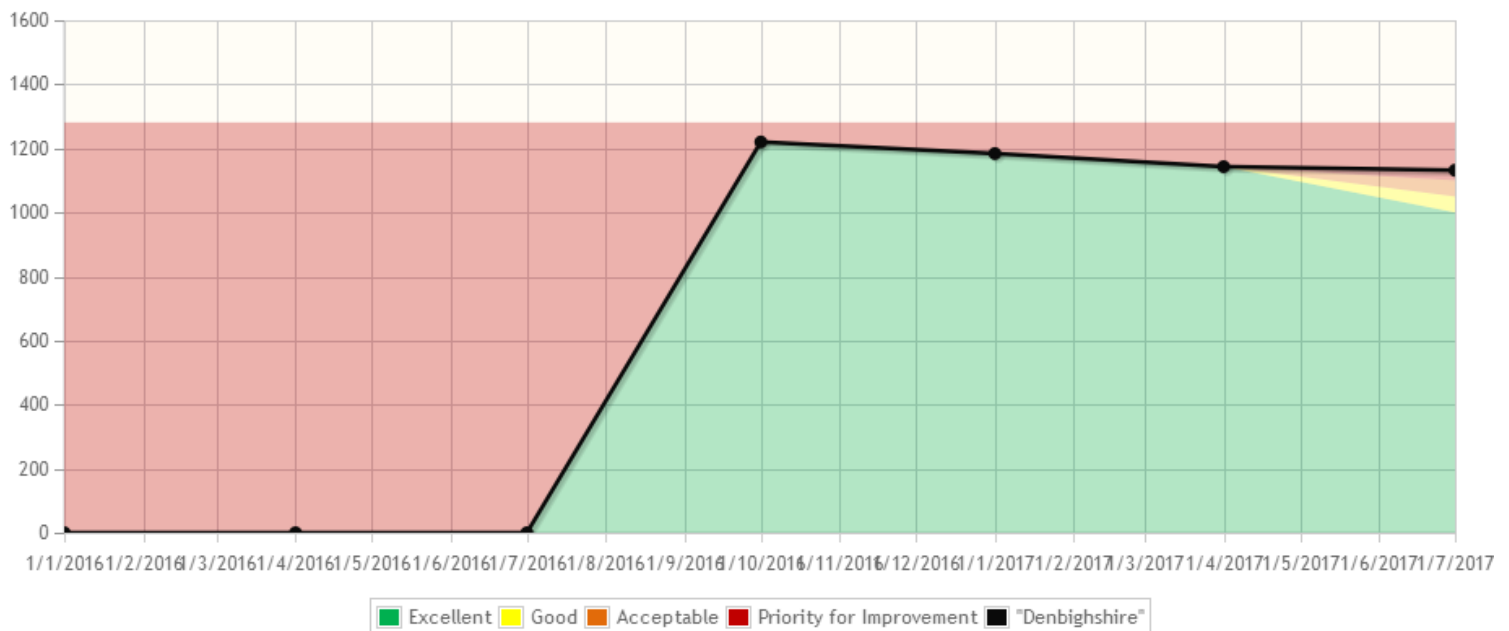
Latest Data Comment

2014	8 of 58 of LSOAs in Denbighshire are among the 10% most deprived in Wales (2014). Llandrillo is the 7th most deprived in Wales
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Activities				
PR004434	Digital Access Points		14/09/17	31/03/22
Projects to be developed				
CPHES201a	Invest in roads and bridges		01/04/18	31/03/19
CPHES202a	Improve infrastructure for events		01/04/18	31/03/19
CPHES203a	Better enable people to travel to work, education and services		01/04/18	31/03/19
CPHES204a	Target those most likely to be digitally excluded		01/04/18	31/03/19
CPHES205a	Ensure council information and services are accessible online		01/04/18	31/03/19
CPHES206a	Make superfast broadband and mobile networks available to everyone		01/04/18	31/03/19

Resilient Communities: The council works with people and communities to build independence and resilience

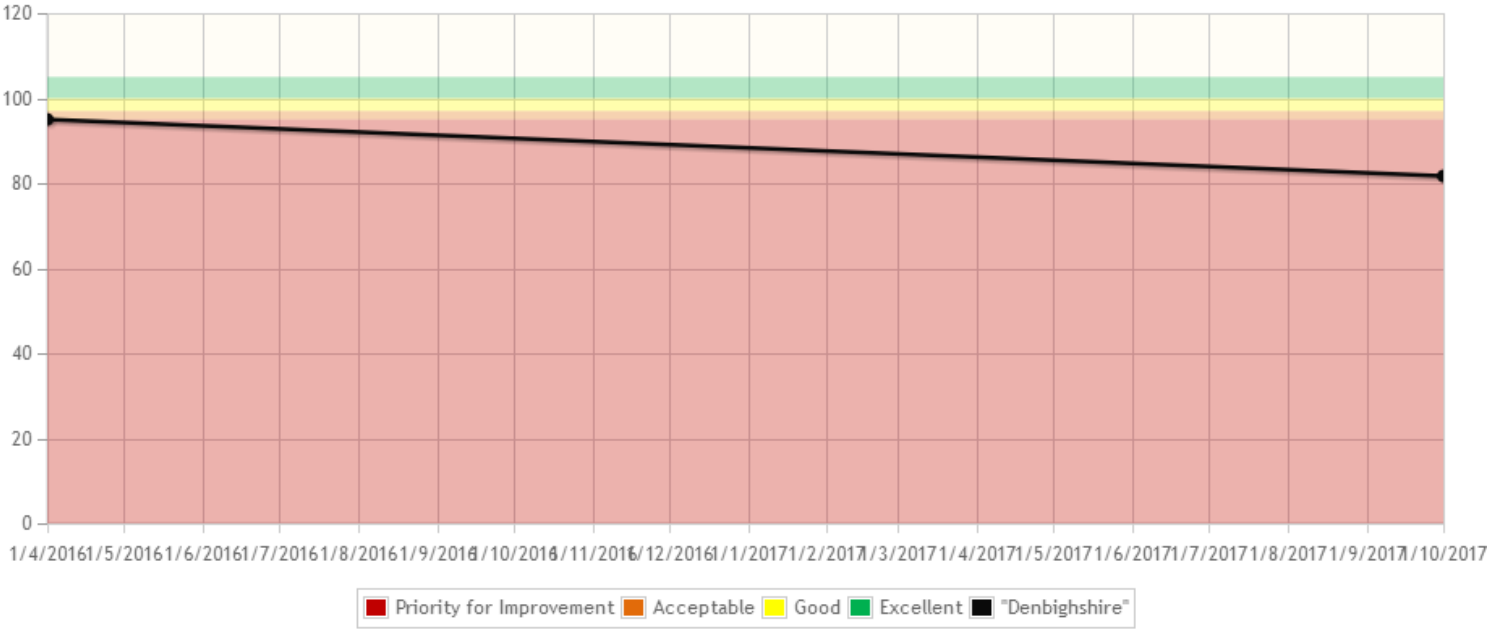
Indicators	
QCSS005m	The average length of time adults (aged 65 or over) are supported in residential care homes



Latest Data Comment

Denbighshire's current figure as at Q3 is 1187 days which is over the acceptable threshold the acceptable threshold of 1100 days (inverted indicator). These thresholds were set by CSSLT last November in readiness for their service challenge and they were of the view these figures should hopefully see a decline over the next 3 years and would like to get under the 1000 days over the next few years. Wales's average is 800 days currently.

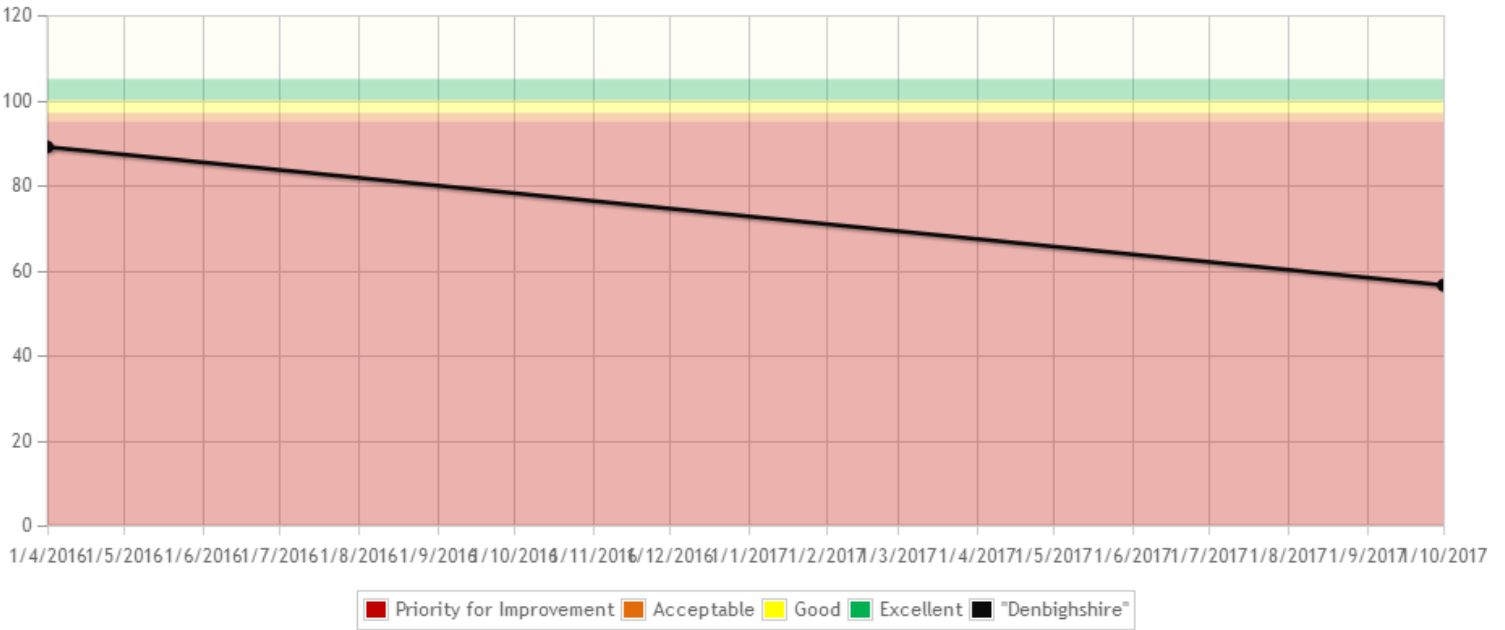
AnnualCSS002m The percentage of people reporting they have received the right information or advice when they needed it



Latest Data Comment

Q3 In Q3 81.7% people (236 from a total of 289 reported that they received the right information or advice when they needed it.

AnnualCSS004m The percentage of carers reporting they feel supported to continue in their caring role

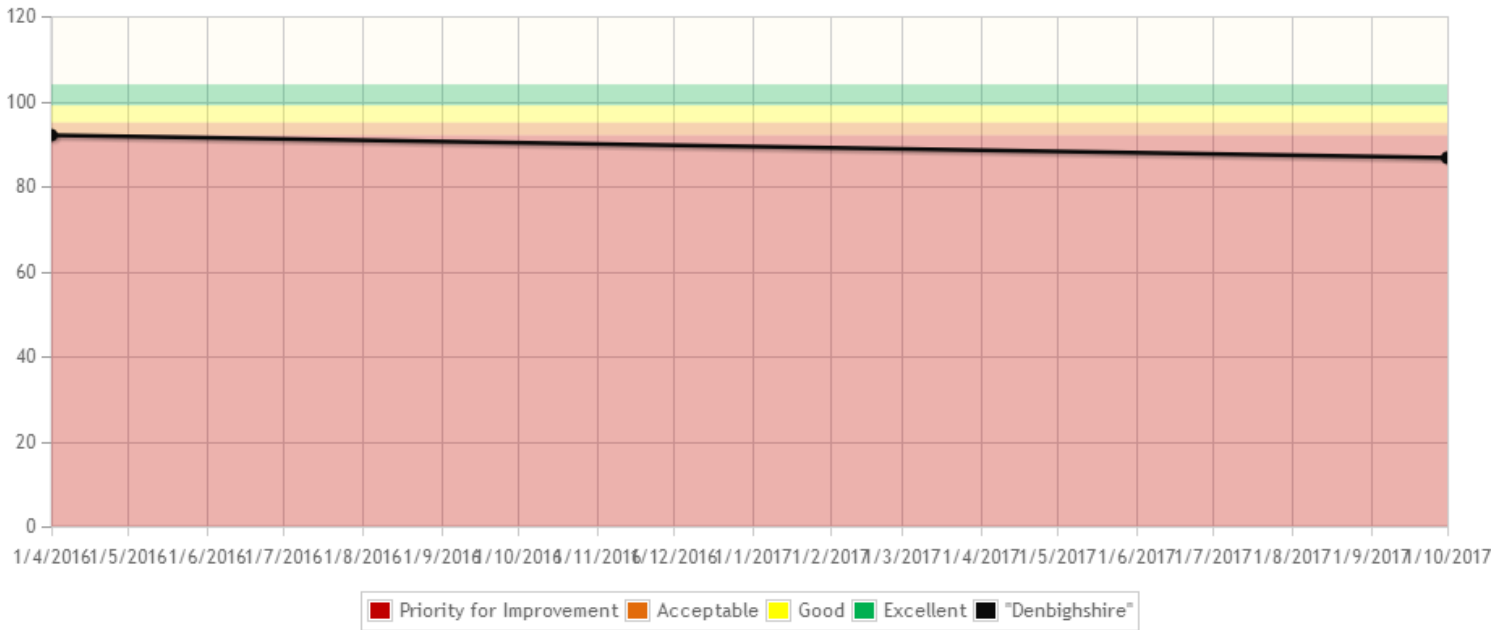


Latest Data Comment

Q3 Only 65 people out of a total of 115 people confirmed that they felt supported to continue in their caring role.

AnnualCSS014m

The percentage of people reporting that they know who to contact about their care and support

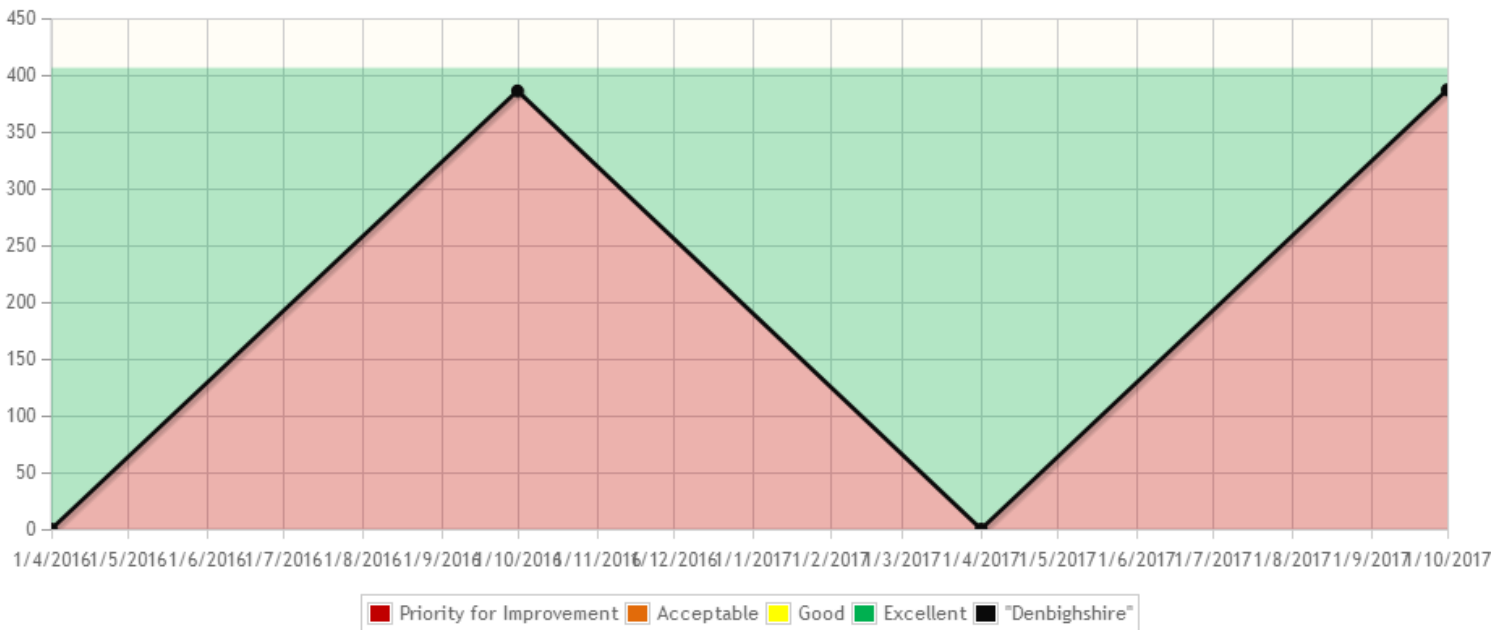


Latest Data Comment

Q3 From a total of 278 people, 241 confirmed they knew who to contact about their care and support.

CSSAGGR03

Number of assessments of need for support for carers undertaken during the year



Latest Data Comment

Q3 387 assessments of need for support for carers were undertaken for the year. We reported the number of these that led to a support plan for the carer was 106.

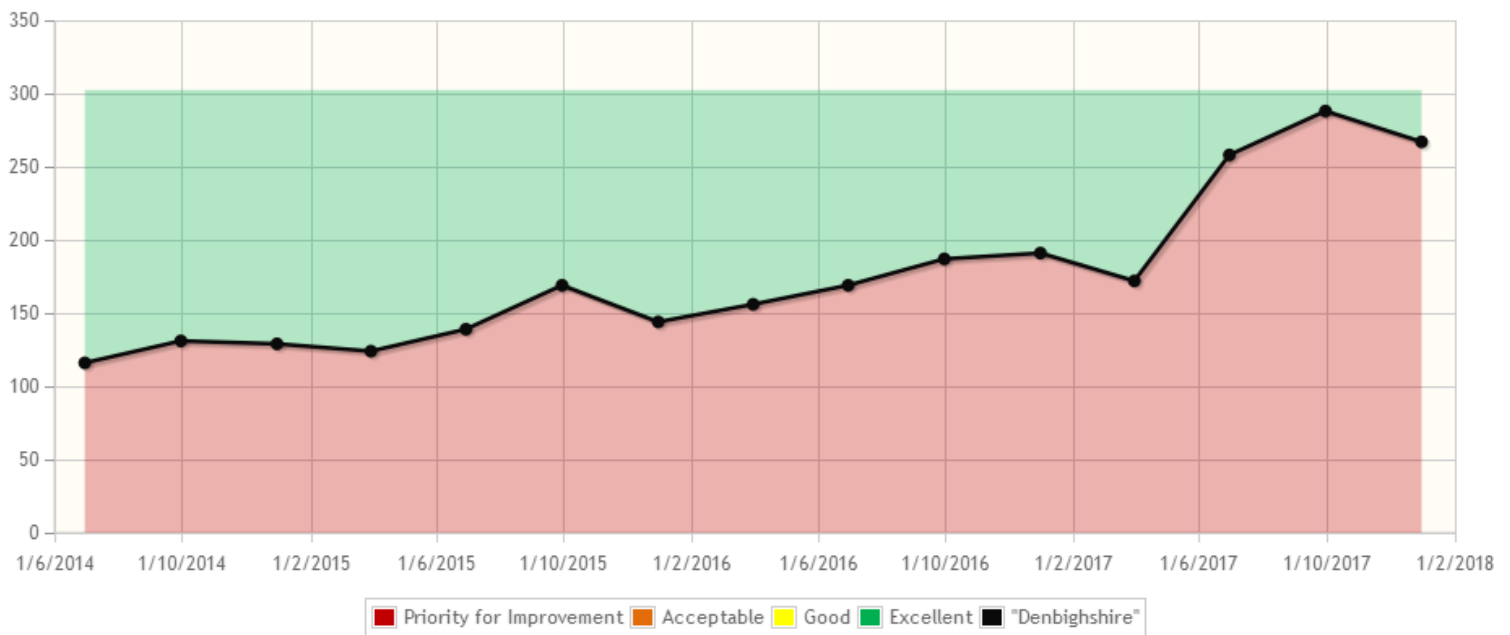
CPBIM301i	The percentage of people who agree "my local area is a place where people will pull together to improve the local area".
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CPCCM302i	The number of hits on the Dewis Cymru Platform
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CPBIM303i	The percentage of people who feel able to influence decisions affecting their local area.
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CPBIM304i	The percentage of projects which have considered the 10 National Principles of engagement within their Wellbeing Impact Assessments
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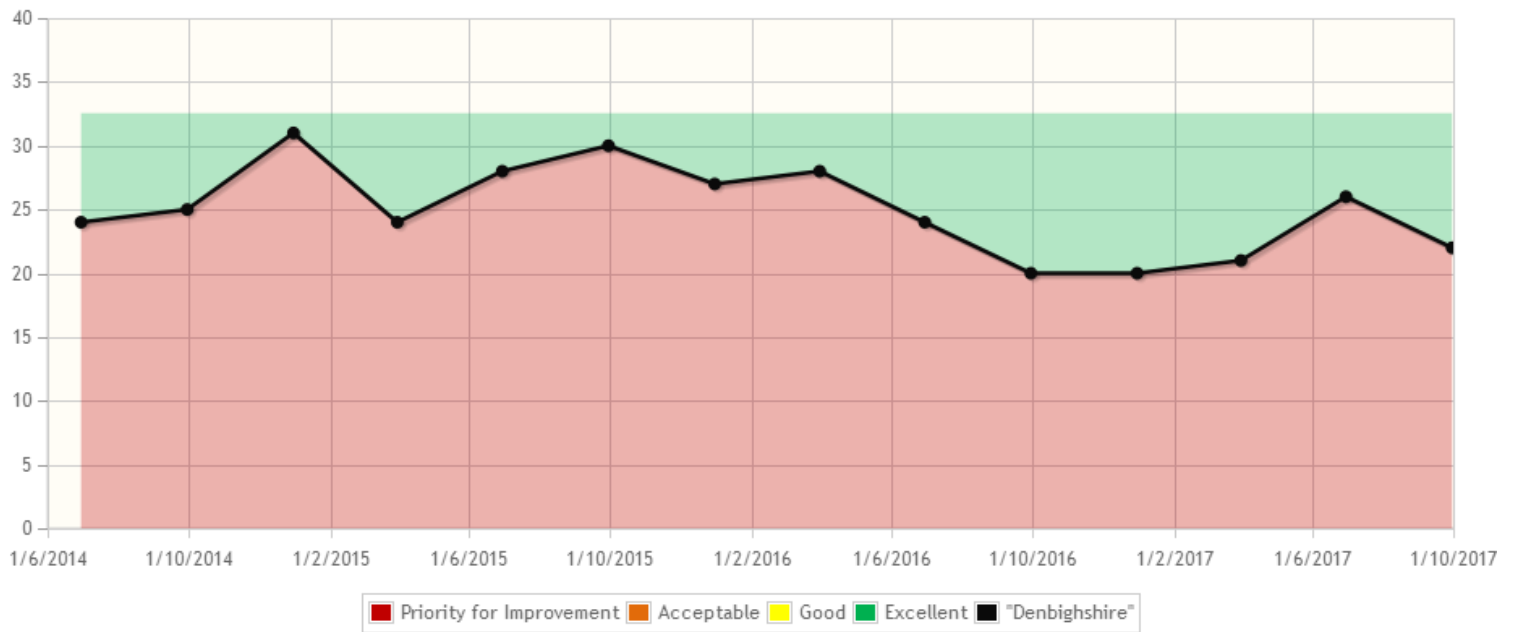
CPBIM305i	The number of recorded incidents of domestic abuse.
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Latest Data Comment

31/12/17 Figures are much increased since last year in terms of being reported. Her Majesty's Inspectorate visited all Police forces in England and Wales in 2016 and found that crime reporting could be improved. We are seeing the results of the new capturing crimes reporting methods on the police system which highlights an increase in all crimes this year and the end of last year.

CPBIM306i	The number of repeat offenders of domestic abuse.
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Activities

PR004413	Community Planning and Development Resource	16/11/17	31/03/18
NEW	Citizen's Panel to be set up		

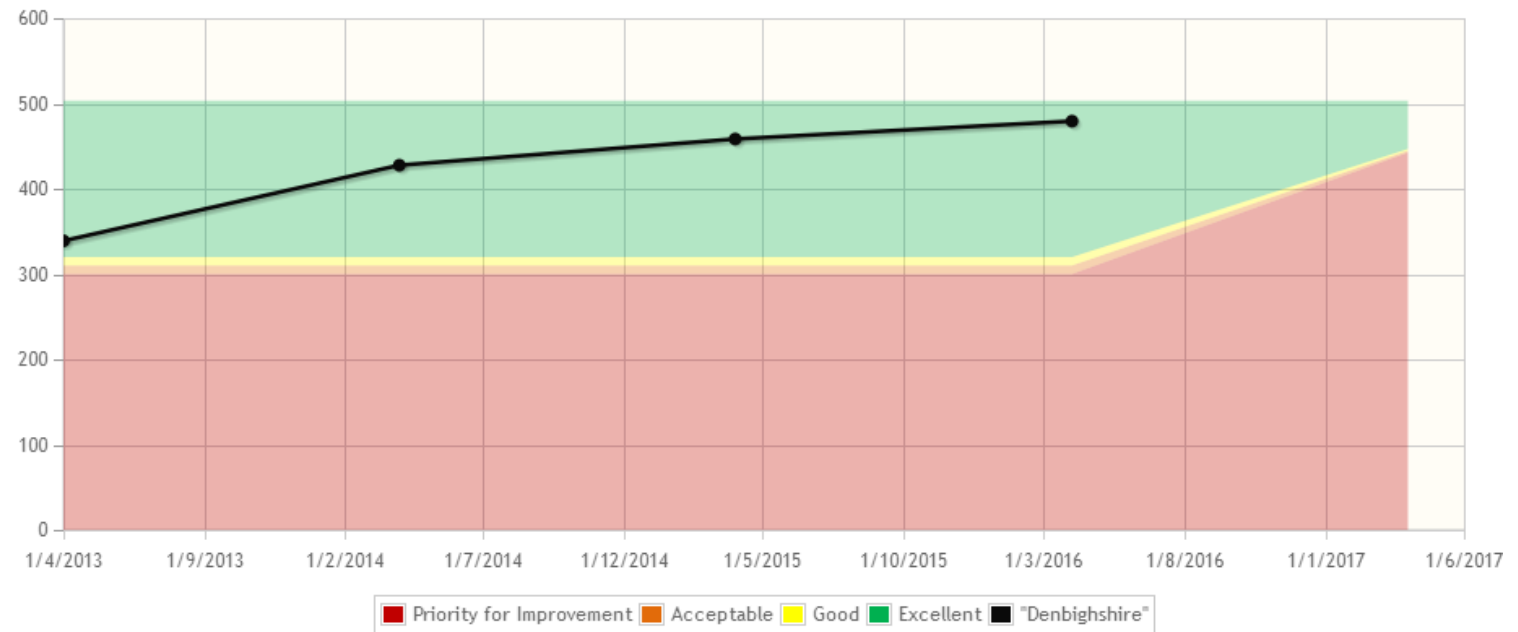
Projects to be developed

Currently Project Brief stage	People are involved in shaping and improving services.	01/04/18	31/03/18
Currently at Project Brief stage	Accessible information supporting independence and resilience.	01/04/18	31/03/18
Currently at Business Case stage	Carers in Denbighshire are well supported.	01/04/18	31/03/18
Currently at Project Brief stage	Act to reduce domestic abuse.	01/04/18	31/03/18
Project Brief to be created	Seamless Health & Social Care Services.	01/04/18	31/03/18

Environment: Attractive and protected, supporting well-being and economic prosperity

Indicators

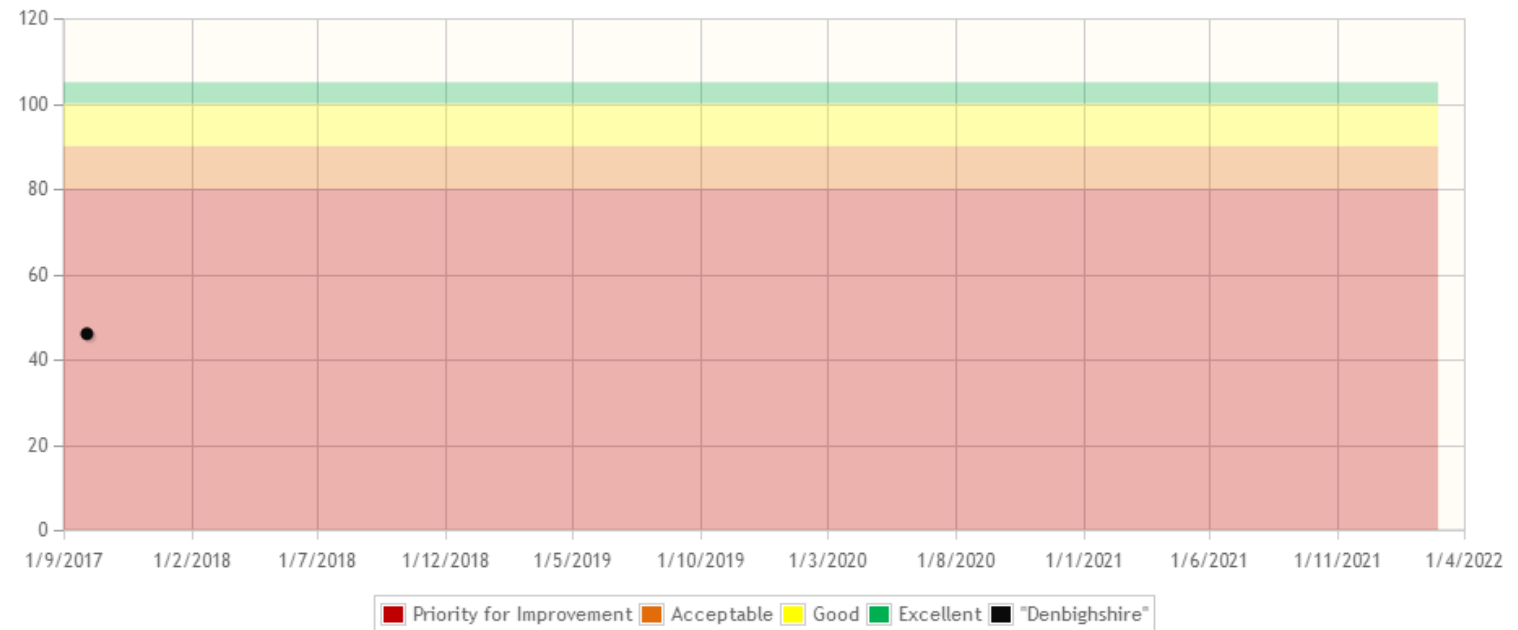
CMLi10 STEAM - Total Economic Impact of Tourism (£ million)



Latest Data Comment

Annual The economic impact of tourism has increased 3.2% on the 2015 figure (£millions)

CPFAH401i % of existing and acquired Council housing stock (1st April 2017 baseline) achieving an EPC (Energy) rating of C or above



Latest Data Comment

Quarter 3 46% of current existing stock (1,570 properties) as at the end Q2 are reported to have achieved an energy rating of C or above. However, it is noted that not all stock condition surveys have been completed at this time and this figure is subject to change.

CPFAH402i % of all new build council housing achieving an EPC (Energy) rating of A

Latest Data Comment

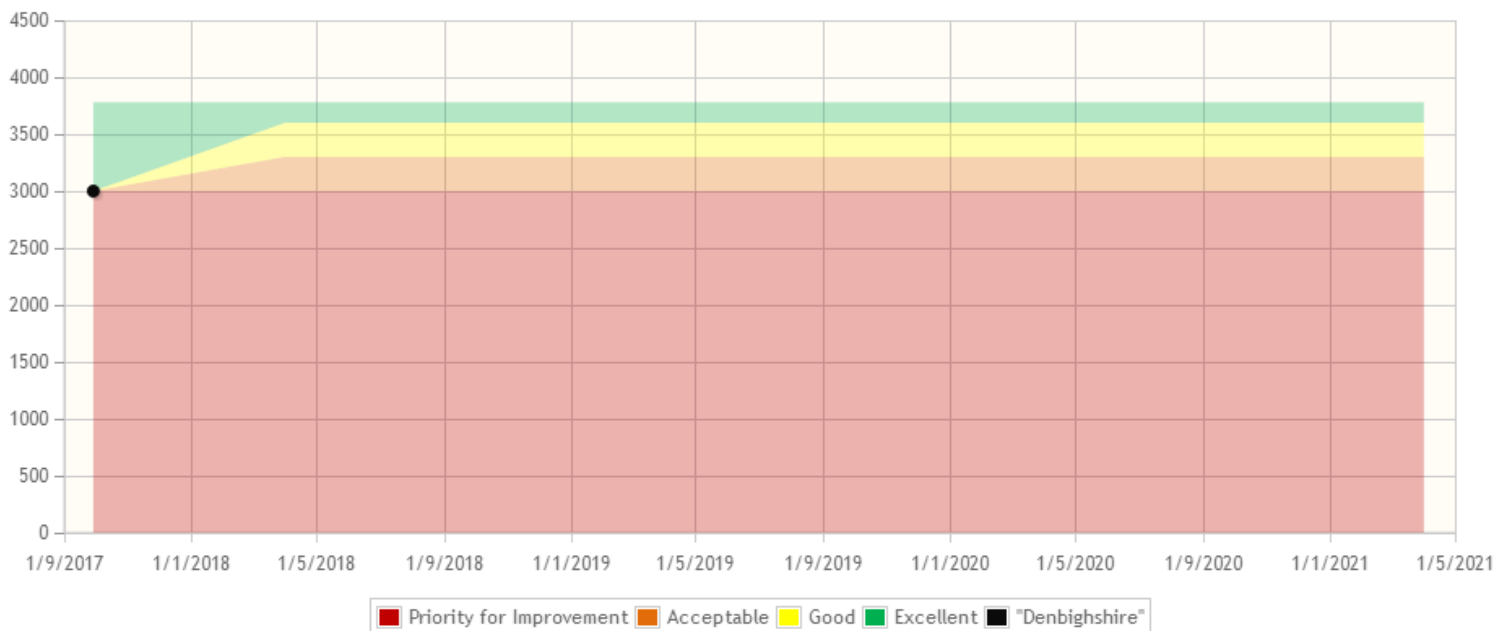
Quarter 3 At present we haven't built any new council housing to achieve an EPC (Energy) rating of A.

CPBIM403i Percentage reduction - from a 31/03/17 baseline – in carbon emissions (tonnes) from Council assets

Latest Data Comment

Quarter 3 The current baseline for Council buildings is 10,907 (tonnes) with a target to reduce this to 9,271 (tonnes) by 2022. Current baseline data for fleet carbon emissions is awaited.

CPHES404i No. of trees planted to increase canopy cover in Rhyl and Denbigh



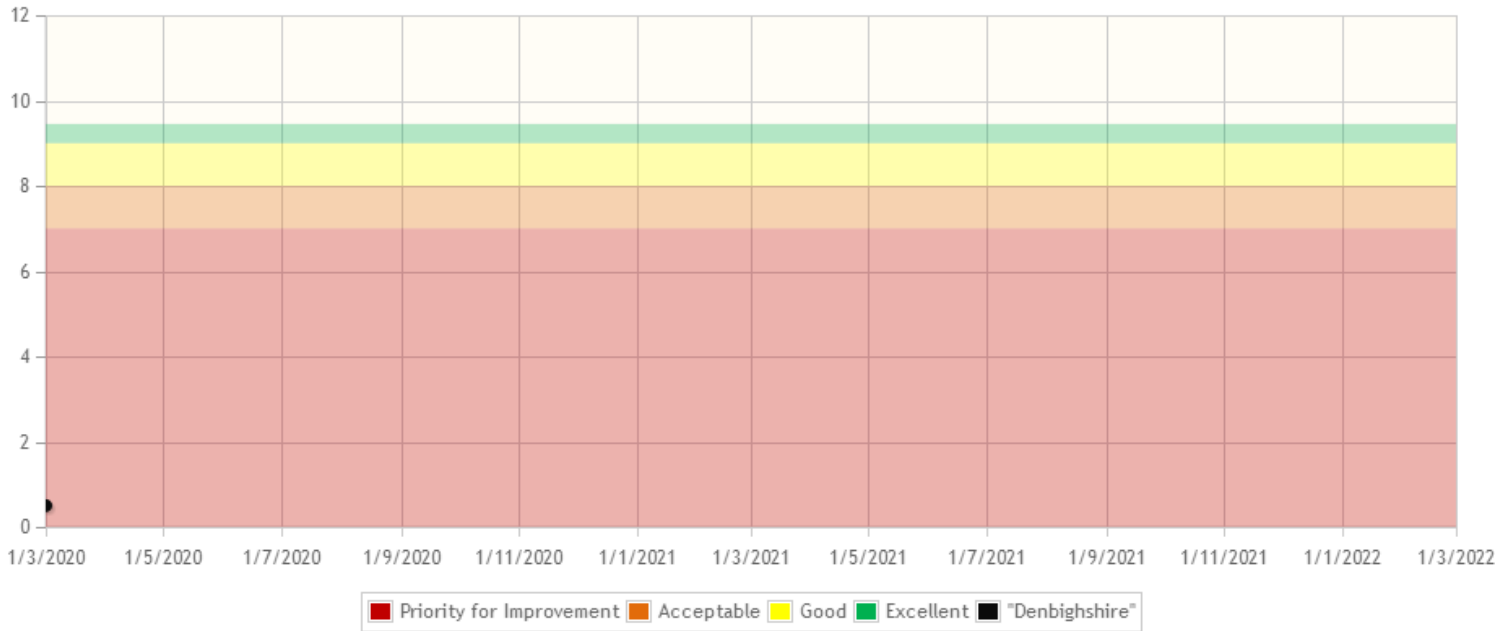
Latest Data Comment

Quarter 3 We will have planted 3,000 in Rhyl by end of 2017/18.

CPHES405i Growing numbers of black grouse, little terns, adders, sand lizards & bees

Latest Data Comment

Quarter 3 The numbers of black grouse, little terns, adders, sand lizards & bees is currently at an 'acceptable' level within the county. These species and groups of species are considered to be of particular importance due to a combination of their small or declining populations, limited range, and also because they tend to be indicative of healthy ecosystems.

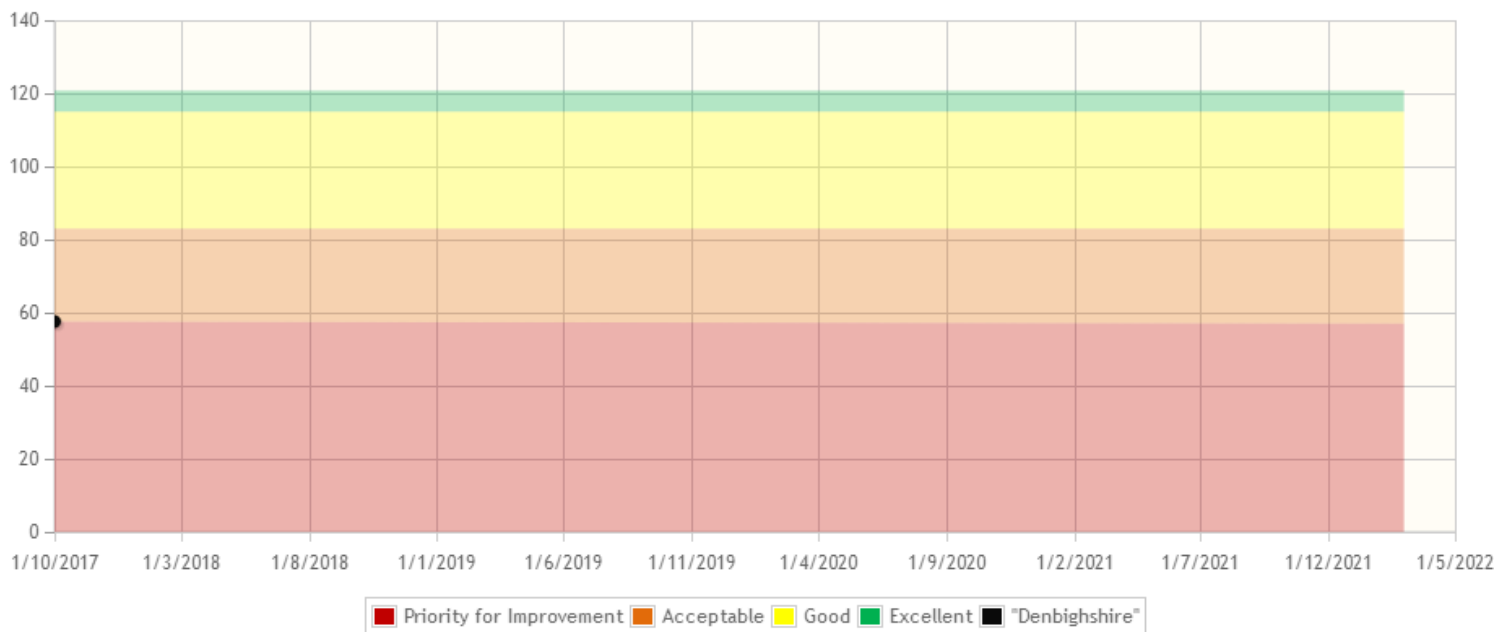


Latest Data Comment

Quarter 3 It is anticipated that approximately 500 properties in East Rhyl will benefit from a reduced risk of flooding (1 in 200 year standard of protection in 100 years' time). It is anticipated that this scheme will be completed in July 2020. The overall ambition is that approx. 9,000 properties will benefit from a reduced risk of flooding in Denbighshire by 2022.

Latest Data Comment

Quarter 3 We will use the results of the Resident's Survey 2018 to inform us as to whether people are satisfied or dissatisfied with their local open spaces.



Latest Data Comment

Quarter 3 This is the baseline for this indicator. 56.958 Electricity Generation Technologies (MWe) and 0.595 Heat Generation Technologies (MWh). Baseline 57.553 in total for the County. The ambition is to see this double by 2022.

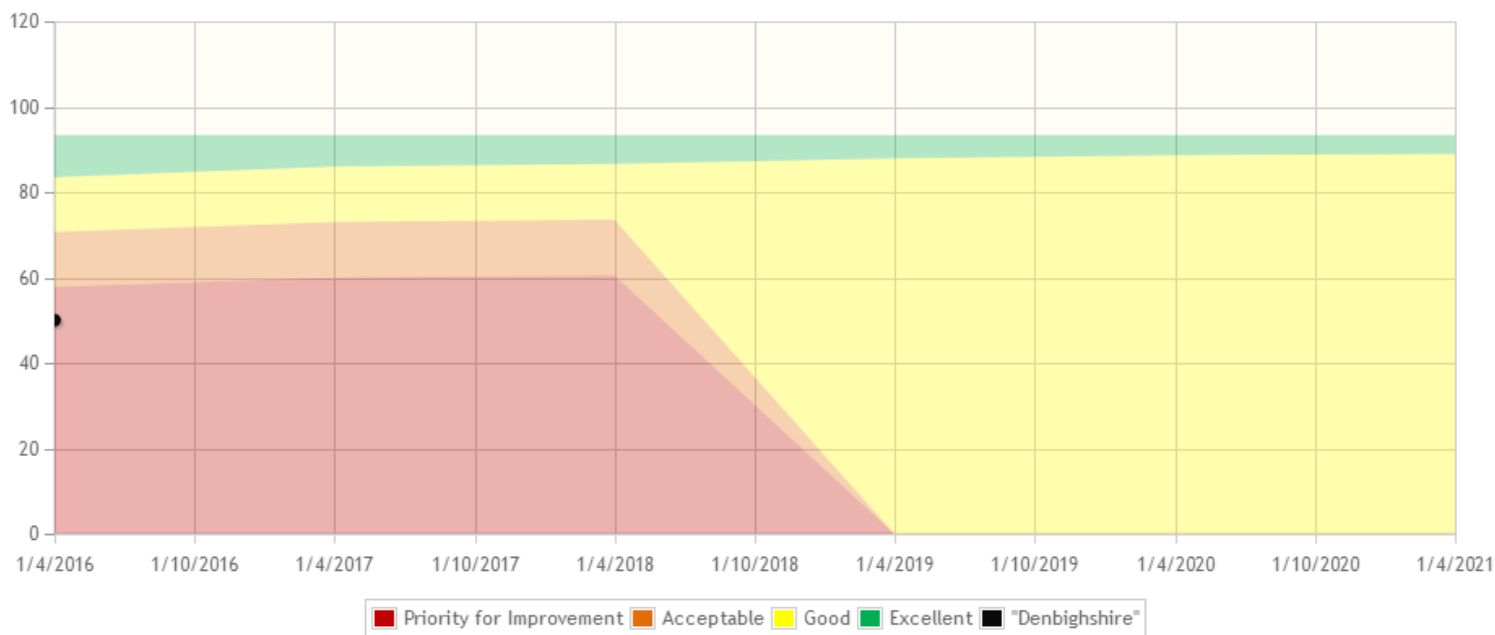
Activities

PR003864	East Rhyl Coastal Defence Scheme	01/01/14	31/12/20
PR004410	PLANT Project : Urban Tree Planting	02/01/18	02/01/22
PR004418	Biodiversity Corporate Plan 2017-2022 – Environment Priority	01/04/17	31/03/22
	Barkby Beach to Point of Ayr Coastal Risk Management Strategy		
	Rhyl Yacht Club Wall Replacement Scheme		
	Glascoed Road, St Asaph Flood Risk Management Scheme		
	Dyserth Flood Risk Management Scheme		
	Llanbedr DC Flood Risk Management Scheme		
	Heol Esgob, St Asaph Flood Risk Management Scheme		
	Ffordd Derwen, Rhyl Drainage Study		
	Rhyl Central Coastal Defence Improvement Scheme		
	Prestatyn Central Coastal Defence Improvement Scheme		
	Denbighshire as a place to visit		
	Improve the energy efficiency of council houses		
	Increase renewable energy provision across the county		
	Reduce carbon emissions from Council assets		

Young People: A place where younger people will want to live and work and have the skills to do so

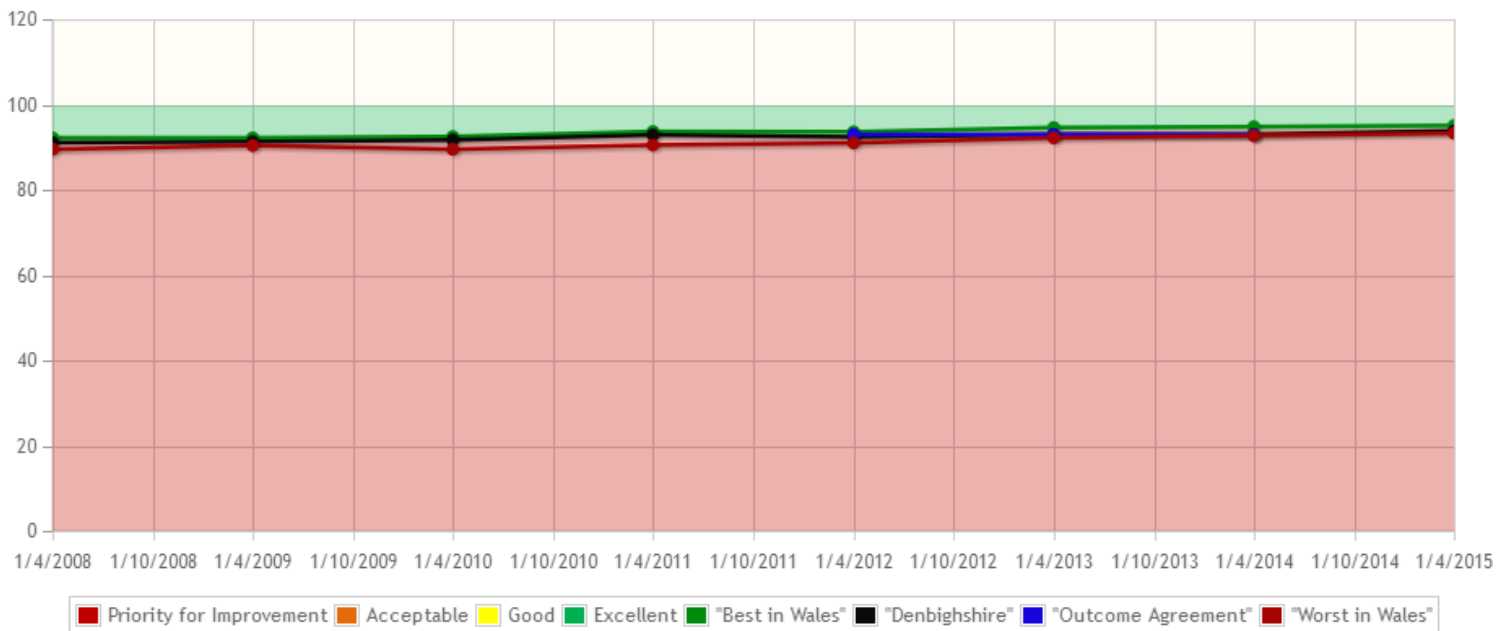
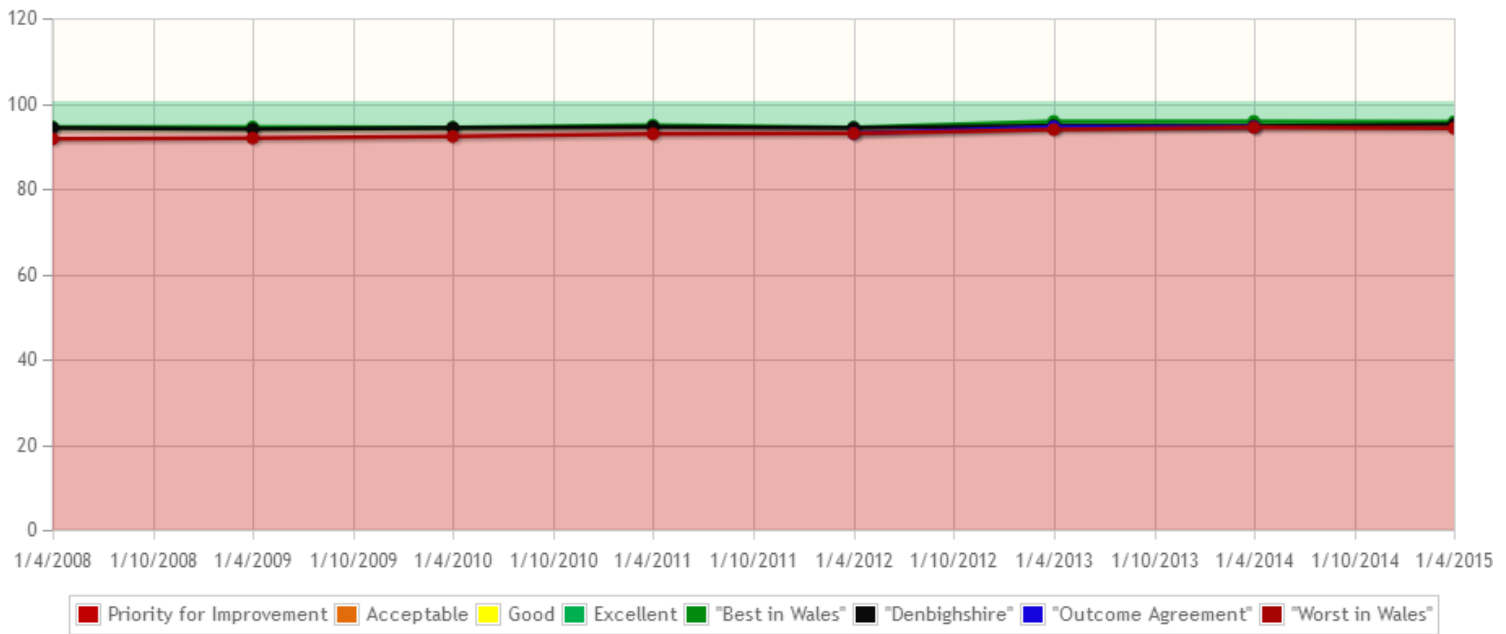
Indicators

	CPEDU003/017	The percentage of children achieving 5 GCSEs A*-C (Level 2, Key Stage 4), including English or Welsh (1st language) and Maths, by the end of secondary school, against the percentage that achieved the expected standard at the end of primary school (Level 4, Key Stage 2)
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Latest Data Comment

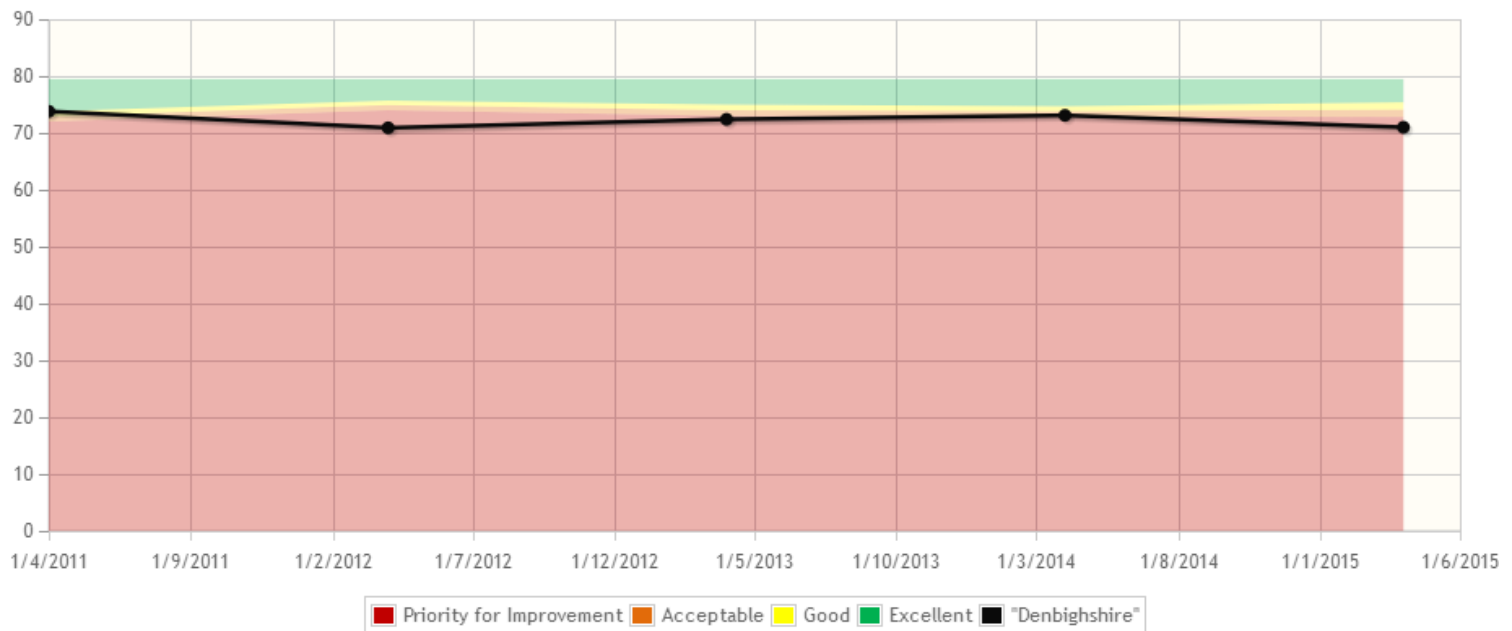
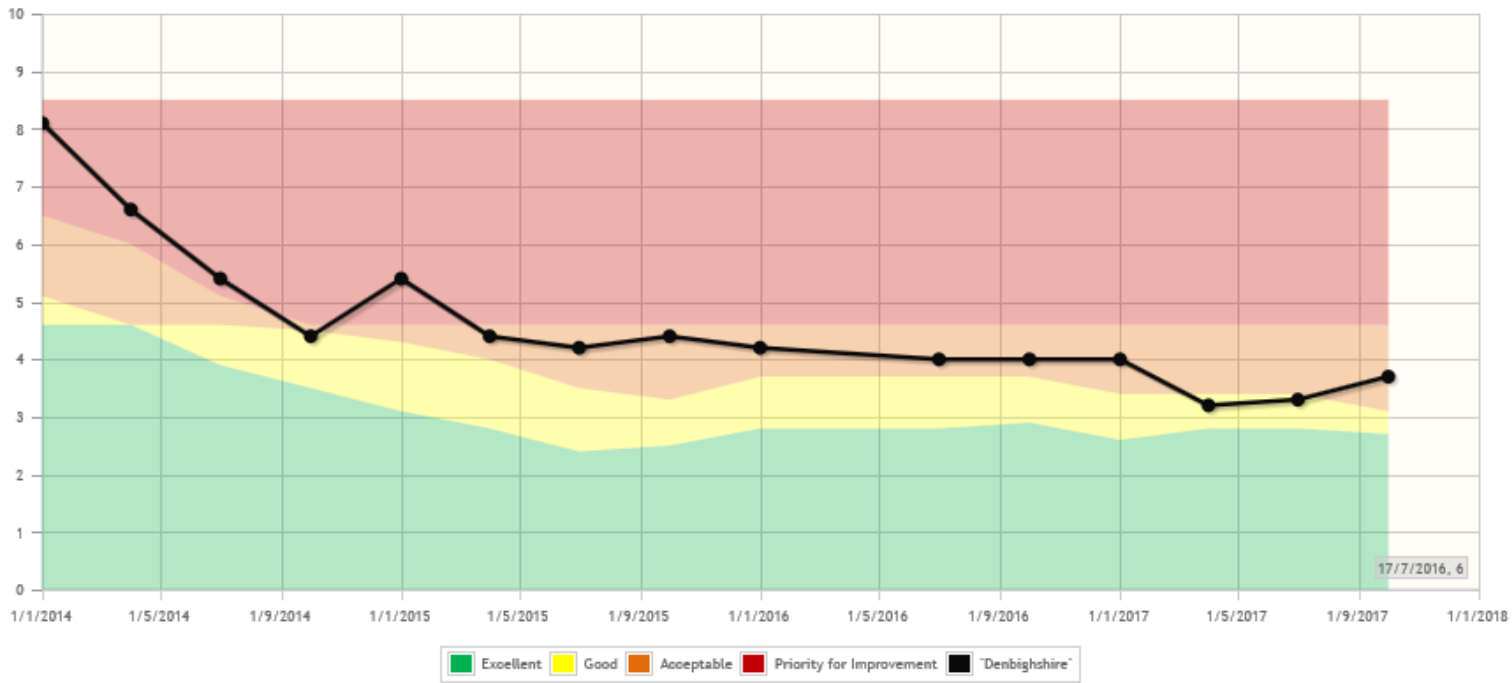
01/04/16	<p>This measure is under development. It seeks to plot recent Yr 11 performance against their achievements 5 years ago. Therefore, in this example, 50% of Yr11 pupils achieved 5 GCSEs A*-C (including English or Welsh (1st language) and Maths, against 83.5% of them achieving the commensurate grade at the end of Yr6. The threshold for Red: Priority for Improvement uses Welsh Government modelled outcome figures for what Denbighshire should be achieving for L2+ KS4 (not yet published beyond 2018/19).</p> <p>N.B: The Green: Excellent projected threshold represented above shows Core Subject Indicator performance for Key Stage 2 between 2013-17, our latest position therefore being on the far right of the graph under 2021 (88.93%).</p>
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Latest Data Comment

01/04/15

Secondary attendance in Denbighshire improved by 0.8% in 2015-16 academic year. Continued improvement elsewhere means the median increased from 93.8% to 94.3%. Although we are catching-up with the Median, it remains 0.5 points ahead, meaning that this indicator remains a priority for improvement.

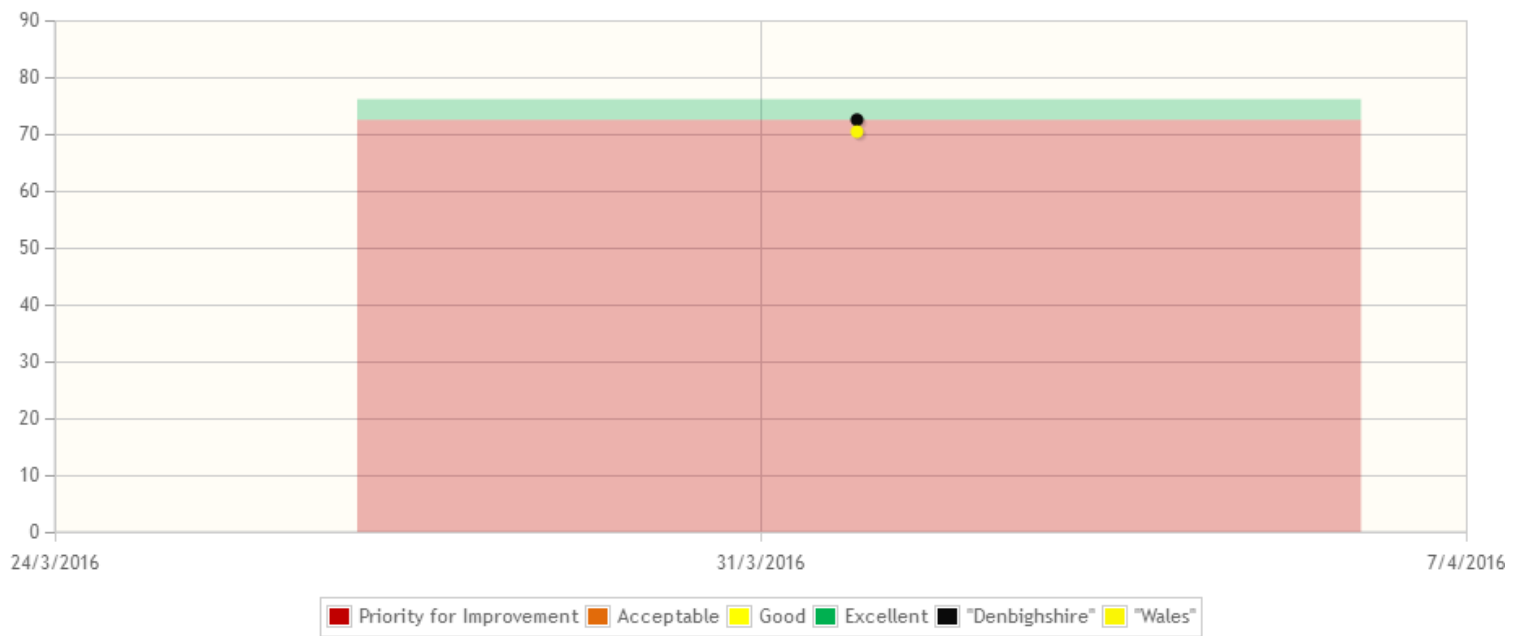


Latest Data Comment

01/04/15

Denbighshire currently falls 1.8% below the Welsh median, with 29% of children aged 4-5 being of an unhealthy weight or obese.

CPECS501i	The percentage of Yr11 pupils who achieved KS4 Welsh Bacculaureate Skills Challenge Certificate (Level 2)
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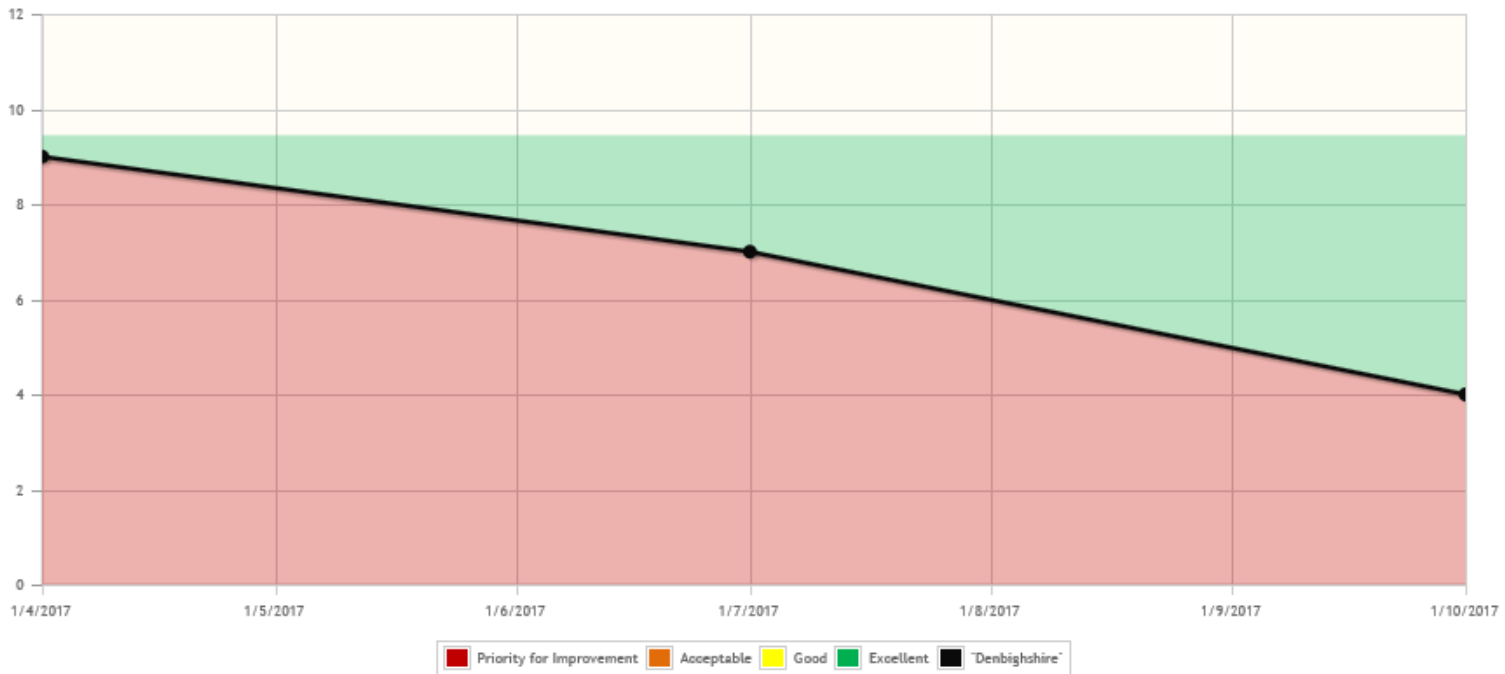
Latest Data Comment	
01/02/18	This is the first year data for the above measure has been published. 72.5% of Denbighshire Yr11 pupils achieved the Welsh Bacculaureate Skills Challenge Certificate Level 2, above the Wales average, 70.4%. The Welsh Bacculaureate Skills Challenge Certificate allows learners to consolidate and progress the development of essential and employability skills, developing skills, attributes and behaviours. It provides experiences that will enable learners to prepare for university, further training or employment; and builds on the candidate's previous education and allows for progression along and between the chosen pathway for each individual.

CPECS503i	The percentage of pupils (using Pupil Attitudes to Self and School - PASS) who show a Green or Yellow status against pupils' feelings about school
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Latest Data Comment	
01/02/18	The deadline for schools to complete the first PASS survey has just passed at the end of January. The data from this is expected to be available nearer the end of February.

CPECS504i	The number of pupils involved with businesses on the Business Register
CPECS505i	The number of pupils benefiting from the Public Service Mentoring Scheme

Latest Data Comment	
01/02/18	Both these measures form part of the Ready to Work project's benefit matrix, data for which is expected in July following the first quarter 2018/19.



Latest Data Comment

01/02/18

This measure is currently a count only and no thresholds for performance have been applied. Significant work would be needed to drive up the numbers of young volunteers recorded through the council's Kinetic system.

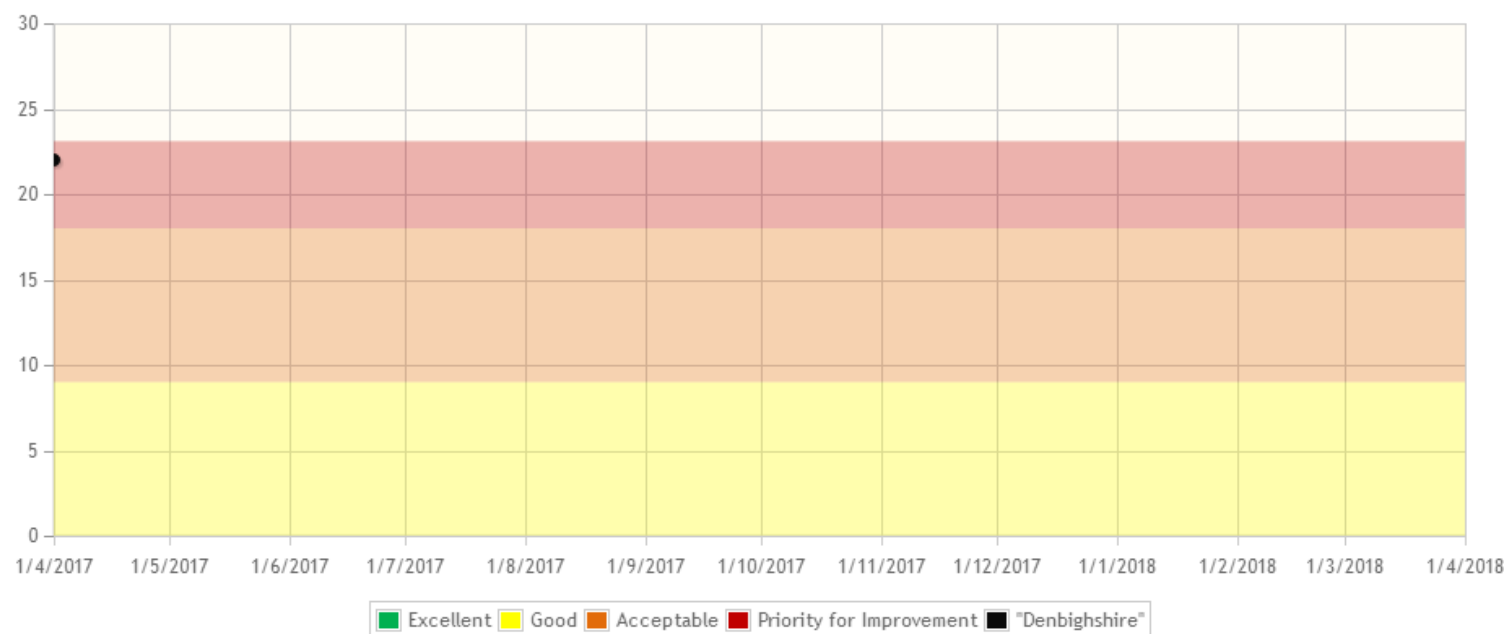
Latest Data Comment

01/02/18

We would like to include a measure around the ACE agenda within the framework, however, none exist currently on a Local Authority basis. Regional and national developments around this agenda will hopefully lead to local measurement, but further work is needed to explore this.

Measures

CPECS502i	The number of schools providing education through suitability and condition categories C & D
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Latest Data Comment

01/04/17	Currently 22 schools are providing education in buildings that have the lowest suitability and condition categories (C & D). The 21st Century Schools Programme of course will reduce this figure, and the Service has set ambitious local thresholds where 0 schools represents Green: Excellent performance.
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Activities

ECA 4.1b,4.2a-c,4.3a	Ready for Work	01/09/17	31/03/20
ECA 4.2c	The Denbighshire Working Start Scheme	01/09/17	01/04/22
MOD.ED	Modernising Education		

Projects to be developed

CPECS501a	Improving standards and tracking pupil attainment	01/04/18	31/03/19
CPECS502a	Health and wellbeing of pupils (link to PASS project)	01/04/18	31/03/19
PR004438	Support for parents	01/04/18	31/03/19
CPPPP504a	Develop greater employment opportunities for young people	01/04/18	31/03/19

Report to:	Performance Scrutiny Committee
Date of Meeting:	15 March 2018
Lead Member/Officer:	Lead Member for Corporate Standards/ Head of Business Improvement and Modernisation
Report Author:	Strategic Planning Team
Title:	Interim Strategic Equality Plan 2016 – 2018 Annual Report

1. What is the report about?

- 1.1 The Council is required to publish an annual report on its equality objectives and Strategic Equality Plan by 31 March each year. This report is about the Council's draft annual document, entitled "Interim Strategic Equality Plan 2016 – 2018 Report".

2. What is the reason for making this report?

- 2.1 A decision is required to support the draft Interim Strategic Equality Plan 2016 – 2018 Report, attached as **Appendix 1**.
- 2.2 Publication of an annual report upon performance for equality and diversity is a statutory requirement under the Public Sector Equality Duty (General Duties) of the Equality Act 2010.

3. What are the Recommendations?

- 3.1 It is recommended that, subject to any agreed changes, Members support the Interim Strategic Equality Plan 2016 – 2018 Report so that it may be translated and published by the required date.

4. Report details

- 4.1 Appendix 1 contains a narrative summary of performance against the Council's Interim Strategic Equality Plan which comes to an end in March. The law requires that we demonstrate "due regard" through our Public Sector Equality Duty in all our decision making. Legislation demands detailed and challenging requirements for authorities yet leaves authorities with greater freedom to produce distinctive local solutions and greater accountability to their communities. This is reflected within the draft report.
- 4.2 The draft report offers details of those services and activities which contribute to the equality and diversity agenda for the Council and which fulfil our statutory requirements under the Equality Act 2010. The Act provides the legislative framework to protect the rights of people with protected characteristics. Our work under the Equality Act 2010 requires us to:

- Remove or minimise disadvantages experienced by people due to their protected characteristics
- Take steps to meet the needs of people from protected characteristics where these are different from the needs of other people
- Encourage people with protected characteristics to participate in public life or in other activities.

4.3 The Interim Strategic Equality Plan commits us to meeting four objectives, based upon ensuring that our communities do not, nor will they, suffer unequal or unfair treatment on the basis of any protected characteristics. Those objectives are:

- Enhanced involvement of service users and better use of evidence
- A fairer and healthier Denbighshire
- A fairer, more prosperous Denbighshire
- A Denbighshire of safe, cohesive communities.

4.4 Specific Duties (Wales Regulations 2011) under the Equality Act 2010 requires us to make appropriate Engagement provisions, for example:

- Assessing Impact of relevant policies and plans
- All published information accessible
- Engagement and involvement with groups with “protected characteristics”
- Collection of Employment Information
- Addressing unfair Pay Differences
- Staff Training and Awareness
- Using Procurement practice to contribute to the delivery of equality objectives.

The draft report highlights where we have met the Specific Duties.

4.5 Agreement and authorisation of previous Strategic Equality Plans for the Council was given by the former Corporate Equality Group (which ceased March 2017). When that forum ceased, recommendation was made for the Performance Scrutiny Committee to be the appropriate benefactor for overseeing the equality and diversity agenda, mindful it would provide robust challenge to our commitments.

4.6 From the start of the 2018 – 2019 financial year we will be reporting upon our commitment and contribution to equality and diversity via our new Corporate Plan 2017 - 2022. Instead of having separate equality objectives and a separate plan, equality will be a principle running through all that we do, embedded fully in all our services and activities.

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

5.1 The Council is required to have a strategic equality plan and equality objectives under legislation within the Equality Act 2010. Furthermore, the Council is required to demonstrate ‘due regard’ through our Public Sector Equality Duty in all decision-making. Assessing the potential impact on equality of proposed changes to policies, procedures and practices is key to meeting our corporate priorities. Equality and diversity should be embedded throughout all our corporate priorities, benefitting our diverse communities.

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

- 6.1 There is no cost associated with this decision, other than translation costs which are a corporate requirement. Upon agreement of the recommendation, the document will be made available online.

7. What are the main conclusions of the Well-being Impact Assessment?

- 7.1 A Wellbeing Impact Assessment is not required for this report. The report provides a retrospective evaluation of the Council's contributions towards equality and diversity. All content contributes towards impact upon people sharing protected characteristics. An Equality Impact Assessment on the Interim Strategic Equality Plan would have been undertaken when the Interim report was created early 2016.

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

- 8.1 The report has been developed by the Strategic Planning Team, in consultation with all Council services. The information within Appendix 1 has been provided by services, and shared with the Senior Leadership Team prior to being submitted to the Performance Scrutiny Committee for it to support it.

9. Chief Finance Officer Statement

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

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

- 10.1 Failure to publish the Interim Strategic Equality Plan 2016 – 2018 Report by 31 March deadline would be likely to result in statutory recommendations from the Equality and Human Rights Commission (the national body which oversees equality and diversity) and Wales Audit Office, with implications for the reputation of the Council and potential for High Court challenges, Judicial Reviews and decisions being deemed unlawful.

11. Power to make the Decision

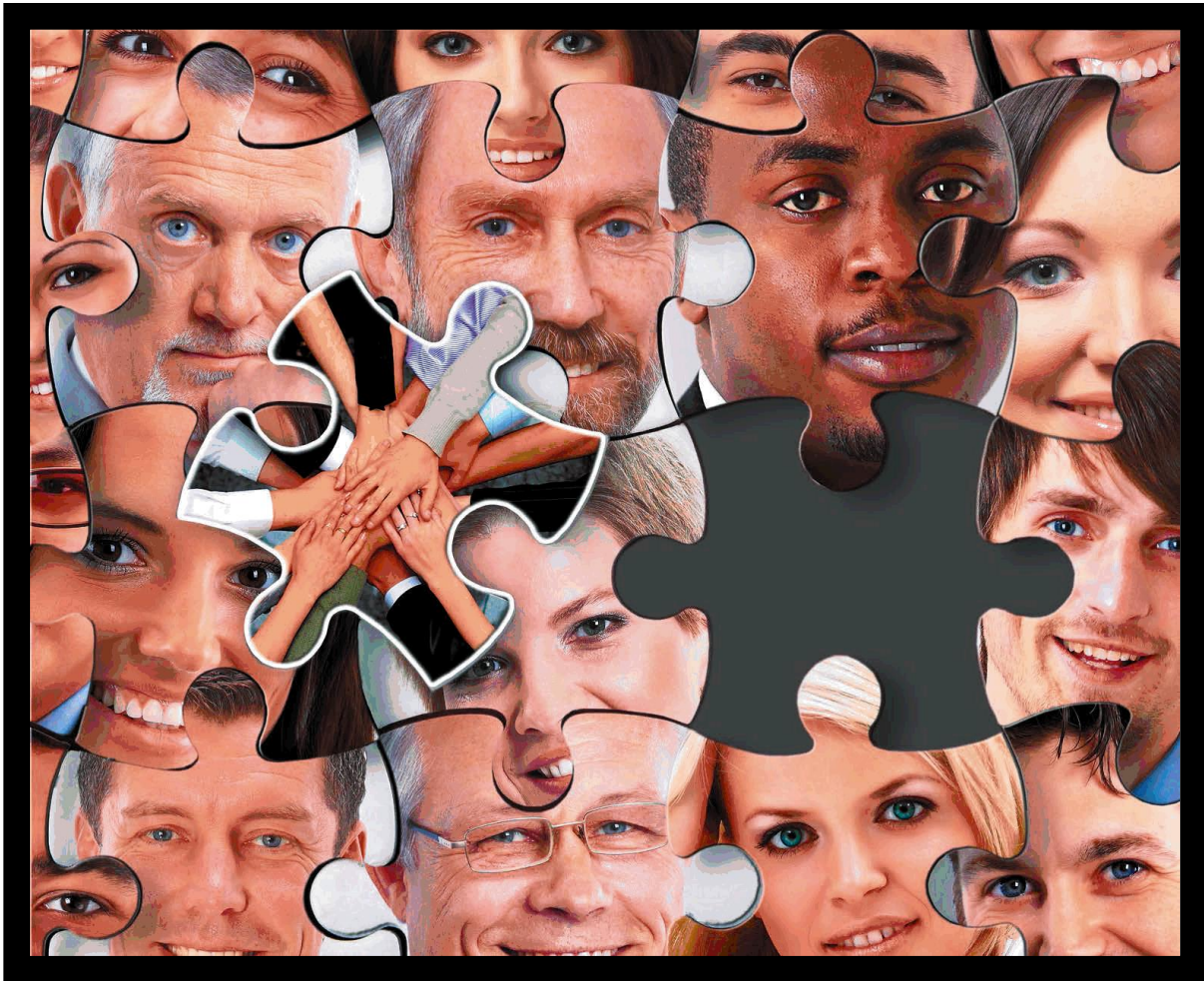
- 11.1 The Council is required to publish an annual report to demonstrate "due regard" through its Public Sector Equality Duty under the General Duties of the Equality Act 2010.
- 11.2 Section 7.15.2 of the Council's Constitution stipulates that Performance Scrutiny Committee's terms of reference includes scrutinising the performance of the Council and the achievement of its objectives, including on equality matters.

Contact Officer:

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Denbighshire County Council

Interim Strategic Equality Plan 2016-2018

Final Report March 2018

This document outlines the key projects and activities Denbighshire County Council has delivered on the Interim Strategic Equality Plan for the 2017 – 2018 financial year.

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Introduction



Cllr Mark Young
Lead Member for Corporate Standards

As the Lead Member for Corporate Standards within Denbighshire County Council, which includes Equality and Diversity, Safeguarding and Community Safety within my remit, I am pleased to bring you our summary and final report on the Interim Strategic Equality Plan for 2016 – 2018.

From the start of the 2018 - 2019 financial year, we will be reporting upon our commitment and contribution to equality and diversity via our new Corporate Plan. Instead of having separate equality objectives and a separate equality plan, equality will be, and is already, a principle running through all that we do and as such our response to the equality agenda will be embedded in our Corporate Plan. Please [click here](#) to view our Corporate Plan for 2017 – 2022.

Furthermore, Section 19 of Denbighshire County Council's Constitution currently identifies four Champion roles:

- Older People's Champion
- Homelessness Champion
- Carers' Champion
- Learning Disabilities Champion

The Corporate Plan 2017 – 2022 contains specific priorities for young people and housing and homelessness, and actions to support older people and carers within its resilient communities' priority. The re-appointment of member champions undertaking the roles outlined in the role descriptions will assist the Council's aims of supporting these areas and further enhancing our commitment to equality and diversity.

In order to bring you final performance against our **Interim Strategic Equality Plan** (which set out the focus for our activity for the period April 2016 - March 2018) we offer information against the objectives set out in that Plan. [Click here to view the interim plan in full.](#)

Our **four objectives** were:

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

Our strategy started from the basis of identifying populations which the Council as a public authority impacted upon or could influence. The individuals within these populations have a range of characteristics and may identify with, or feel a belonging with, a range of groups or communities. The Equality Act 2010 sets out a prescribed list of protected characteristics which have traditionally been referred to as Equality Strands. These are:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

The strategy was designed to allow the Council to play its role, as a public authority, in ensuring that individuals within each of these populations did not, nor would they, suffer unequal or unfair treatment on the basis of any of the protected characteristics. It also allowed the Council to co-ordinate steps towards delivery of positive outcomes for people of all protected characteristics, including activities designed to narrow the gap in outcomes between different groups.

Each year we are required to publish our Strategic Equality Plan report by 31 March. These reports are added to our DCC Website: [Click here for link to appropriate page](#) (Equality Monitoring Page).

Each year we are also required, as a local Authority, to publish reports for Welsh Government detailing our commitment and compliance with the Public Sector Equality Duty:

- The Public Sector Equality Duty Report was released in July 2017 ([click here to see this report](#)).
- The Equal Pay Audit (March 2017) was also released in July 2017.

Summary

Our experience of delivery, feedback from engagement and the intelligence we have gleaned from research has led us to embed the equality principles throughout the Council's functions and services. We believe we need to understand the issues and engage communities and individuals in the development of our services. Our Interim Strategic Equality Plan adopted an approach which equipped the Council to deliver significant progress for all, by reducing current inequalities. Our new Corporate Plan 2017 – 2022 continues to embed the equality principles throughout all our functions and services.

In our approach to mainstreaming equality and diversity information, making it more readily available throughout the County we created Equality and Diversity pages on our Denbighshire County Council (DCC) website; these highlight our commitment to celebrating diversity and promoting equality in everything we do, to improve the quality of life for everyone living, working and visiting Denbighshire ([click here for link to the web pages](#)).

Each school in Denbighshire has been given the tools to undertake, under the Public Sector Equality Duty, their requirements to:

- Prepare and publish equality objectives (once every four years)
- Publish information to demonstrate how they are complying with the PSED (annually).

Schools should set as many objectives appropriate to their size and circumstances. The objectives should fit the school's needs and they should be achievable. Schools do not have to write objectives for each protected characteristic. Schools should be contacted directly for a copy of their equality objectives.

[Click here to link to Education pages](#) on equality and diversity.

Additionally a host of activities have been undertaken in support of our outcomes to fully embrace equality and diversity. Analysis of these activities is given below. Some activities within the Interim Strategic Equality Plan did not progress as well as we would have liked, and we will therefore be ensuring that we monitor these activities more closely to ensure that no gaps in provision are experienced. These are referred to in sections under each Outcome called "Areas for Future Development".

Our robust and modern forums will continue to take forward equality and diversity, embedding these throughout the Council, mindful of the goals and principles set out in the Wellbeing of Future Generations (Wales) Act 2015 (WFGAct). Some of the forums are detailed below:

- Wellbeing Impact Assessment Quality Assurance Group

- Verto User Group (Planning and Performance Officers)
- Performance Scrutiny Committee
- Strategic Planning Team overseeing the annual Strategic Equality Plan until October 2017 when a fully integrated plan for WFGAct was embedded (focus on “A More Equal Wales”).
- The Public Sector Equality Duty Report and the Equal Pay Audit will in future be monitored and agreed by Cabinet; they may offer an insight into workforce gaps in equality and diversity so will continue to be key documentation.
- DCC continues with its membership of the North Wales Public Sector Equality Network (NWPSSEN) – a forum which was initially recommended by the Equalities and Human Rights Commission. The meetings are held bi monthly and Strategic Planning Team Members attend the meetings. NWPSSEN has developed a Regional Equalities Plan which has been filtered down into the Denbighshire Interim Strategic Equality Plan and into the new Corporate Plan.

Outcome 1: Enhance involvement of service users and better use evidence

We said we would implement service user participation developments in social care and community support services.

- We are working with community support services to develop user groups that can link into our wider participation and engagement activity, with a view to having a sub set of the proposed Citizens' Panel.
- We have various planning groups which have service user and carer representation, for example:
 - ✓ Local Implementation Team
 - ✓ Learning Disability Strategic Planning Group
 - ✓ Carers strategy group
 - ✓ Ageing Well in Denbighshire Group
 - ✓ Ageing Well in Denbighshire Multi Agency and Resident Group.
- We are aiming to set up Forum(s) to engage with citizens who are receiving care and support, or are carers themselves, to work together to improve the experiences of Denbighshire citizens – following up on “Have Your Say” Citizen Survey responses. Interest was invited by end January 2018 (analysis by April 2018).
- Children and adults receiving support and service provision are offered a “what matters” conversation for individual support packages. Feedback from the 2017-18 Community Support Services annual “Have Your Say” citizen survey is as follows:
 - ✓ 80% felt they have been actively involved in decisions about their care and support (320/401) – 85% of adults receiving care & support, 67% of carers receiving support.
 - ✓ 97% were able to communicate in their preferred language. (411/424) – same figure for both adults receiving care & support and carers.
 - ✓ 94% felt that they were treated with dignity and respect (418/424) – 96% of adults receiving care & support, 89% of carers receiving support.
- In order to ensure effective implementation of compliance with the Social Service and Well-being Act (2014), a great deal of work has been done to adopt the new principles of joint responsibility between both the individual citizen and the Local Authority Community Support Services to deliver outcomes that are important to the individual citizen. Staff have participated in training events and workshops and policies and procedures have been revised to reflect this new collaborative practice.

- The key themes emerging from our young people are around education, health, transport, employment, inflation, housing, community safety, environment and renewable energy, and young people's voice. This has contributed directly to the Corporate Plan for 2017-2022.
- In 2016 work began on a Population Assessment, running under the auspices of the North Wales Social Care and Wellbeing Services Improvement Collaborative. The Assessment now pulls together information about people's care and support needs and the support needs of carers in north Wales. It shows how well people's needs are being met and the services we will need to meet them in future. Local authorities in North Wales worked together with Betsi Cadwaladr University Health Board (BCUHB), supported by Public Health Wales, to produce the assessment which is a requirement of the Social Services and Wellbeing Act (2014).

The population assessment has been used to make decisions about the services we need to provide in North Wales to meet people's care and support needs and the support needs of carers. It helps us make decisions about where to use our resources, meet other requirements of the Act and inform the work of the new Regional Partnership Board.

We will use all kinds of evidence to identify what is needed and ask people what they think is important including: people who currently use care and support services; the North Wales Citizen's Panel; and staff who deliver services in the local authorities, health, private and voluntary sectors.

The final report was published online on 1 April 2017 and based on the themes below (some of which fit under equality and diversity) so that people can find the section they are most interested in:

- ✓ Children and young people
- ✓ Older people
- ✓ Health, physical disabilities and sensory impairment
- ✓ Learning disability and autism
- ✓ Mental health
- ✓ Carers
- ✓ Violence against women, domestic abuse and sexual violence
- ✓ Other specific groups: substance misuse; homelessness; veterans; people in the secure estate.

We said we would capture lessons learned so that best practice can be rolled out to other service areas.

- We continue to provide equality training for staff via the Respect Booklet. A new online equality e-module, incorporating the Respect Booklet, has been

created and translated. This will be accessible via the NHS Platform for E Learning late Spring 2018.

- In terms of the current position related to personnel within the authority having read the Respect Booklet, numbers can be seen in the table below as at 28 February 2018. These figures do not include school personnel.

Respect Booklet

	Not Read	Read	Grand Total	%
Business Improvement & Modernisation	0	88	88	100%
Chief Executive Section	0	1	1	100%
Community Support Services	7	477	484	99%
Corporate Directors	0	3	3	100%
Customers, Communications & Marketing	1	91	92	99%
Education & Children Services	22	257	279	92%
Facilities, Assets & Housing	5	663	668	99%
Finance	0	56	56	100%
Highways & Environmental Services	5	313	318	98%
Legal, HR & Democratic Services	0	83	83	100%
Planning & Public Protection	1	124	125	99%
Denbighshire County Council	41	2156	2197	98%

- We have provided Gypsy, Roma and Traveller Cultural Awareness training to the project team involved in the design and delivery of the Gypsy, Roma and Traveller Accommodation Needs Assessment.
- We have produced a myth buster leaflet to challenge commonly held misconceptions and negative stereotypes that exist around the Gypsy and Traveller culture. This is published on our website and has been shared with the local media and staff. [Click here](#) to view the web pages.
- The Lead Officer for Commercial Leisure sits on the Chief Cultural and Leisure Officers Association (CCLOA) management group on both a regional and national level. The group also has representation from WG, the WLGA and Sport Wales and is a forum for the dissemination of best practice, the sharing of ideas and challenges and to understand the WG agenda.

We said we would monitor and learn the lessons from successful engagement of service users and citizens in service design and apply these lessons to future service change proposals.

- We have created a new Public Engagement Officer role in the Council in order to be able to improve the quality and consistency of public engagement in all service areas. The post has been filled and a work programme set out.
- An Older People's Strategy Development Officer is in place whose role it is to liaise with services and agencies, bringing people together to ensure effective partnership working takes place to achieve positive outcomes for older people in Denbighshire. To help achieve this aim an Ageing Well in Denbighshire multi-agency and residents group has been developed, facilitated by the Older People's Strategy Development Officer.
- In terms of transport, we undertake a number of drop-in surgeries specifically for bus passengers, to understand their needs and their concerns. We also undertake a formal and lengthy consultation with the wider community, including bus passengers, prior to any retendering. We last did this in the autumn 2017 before service changes in March. We received a good response from passengers and were able to build in many of their suggestions into the service design.
- We have worked with North Wales Policy Officers within Community Support Services to develop Policies relating to:
 - ✓ Advocacy – to ensure all citizens have a voice
 - ✓ Assessment & Eligibility for managed care & support
 - ✓ Direct Payments – incorporating the principle of empowerment.
- The Housing Community Development service has significantly expanded activities in communities and some real successes have experienced through getting closer to communities and working together to create great places to live. We have been able to revitalise community involvement in key housing areas. There are strong community groups developing in these areas which will enable these communities to be more self-resilient in the future.
- Locally focussed Neighbourhood plans have been developed to capture and inform local needs. In addition a wider Community Development and Engagement strategy has been developed to outline the priorities for the service and in inform our work in our communities. The work plan will be informed by needs and demand in our communities which will target services and those of our partners based on a wide range of data and information to ensure we provide services based on evidence of what is needed in each locality. This will be key in driving efficiency and effectiveness to ensure that cross working across Housing, the Youth Service and the new Community

Development Officer role in developing co-ordination of all partners work in our neighbourhoods.

- Community Development Coordinators have been working with residents and community groups to expand the use of our network of resource / community centres. We are working to make these centres vibrant hubs for communities and will be key to providing a wide range of activities to develop capacity within communities and create opportunities to reduce social isolation. Whether part of a retirement complex or part of a wider estate we want activities to bring communities together in addition to benefits of engaging with digital financial pressures.
- Housing's current programme of area improvements is in response to feedback of previous surveys around parking areas in St Asaph which has led to a significant investment to improve the situation.
- A significant amount of work has been achieved with DTARF (Denbighshire Tenants and Residents Federation) which is the overarching tenant's group federation to ensure that the group operates at the appropriate level and represents all our residents.
- We are currently developing the look and feel of the Housing website to make it easier and quicker for customers to use a digital approach to access our services. This will include having greater access to information such as rent balances through the implementation of the new 'Open Housing' IT system. This modernisation also supports the Council's wider modernisation plans to further develop One Stop Shops and digital access to manage the projected increase in rental transactions in forthcoming years.
- Within Leisure Services, service uses customer feedback (feedback forms and customer forums) helps us to inform improvements and future investment. Such feedback is discussed at our performance meetings and used to make improvements where possible. The Nova Centre (Prestatyn) has recently undergone a full access audit and using lessons learnt from other sites are making reasonable adjustments and improvements to access to meet the needs of users.
- All the work being undertaken on County Conversation, working towards the aspirations of our County residents and visitors and our new Corporate and Wellbeing Plans, has involved contact with groups from protected characteristics to inform new iterations of plans.
- We have reviewed the DCC Engagement Strategy and Toolkit to incorporate the Children and Young People engagement strategy. An Engagement Champions Group has now been established with agreed Terms of Reference and Action Plan. Consultation with groups with protected characteristics has been undertaken.

We said we would encourage and support participation in our democratic structures and seek to improve the balance of protected characteristics represented in our structures.

- We developed a promotional campaign to encourage people to become school governors including specific aims of increasing diversity.
- The Equality and Human Rights Commission report “Is Wales Fairer?” included an evidence-based challenge that indicated a need to “Increase access to justice and encourage democratic participation”.

Discussions have taken place with the Wales Data Unit to obtain a breakdown of the 2017 Elections for Members (Denbighshire, Regional and National) in terms of the make-up of those Members in relation to protected characteristics. The data related to this may not be available until end of April and won't be available County by County, only pan Wales.

We said we would develop a new approach to impact assessment and to engagement and consultation that will increase participation, from across the protected groups, in these processes.

- Our Wellbeing Impact Assessments, launched in September 2016, is our on line integrated impact assessment and incorporates equality impact assessment, as well as guidance on engagement with all communities. These Assessments (WIAs) are designed to assess the likely impact of ideas, policies, reports or projects on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world. WIAs support us to consider the impact of our proposals on people who share protected characteristics, the Welsh language, biodiversity, health, community cohesion, economic development, and so on. The approach has been designed to support the development of our thinking and to consider ways to enhance the contribution our proposals could make to the well-being of future generations.
- Wellbeing Impact Assessments continue to be embedded in committee processes and project management methodology and 100% of proposals presented to Cabinet or Council have been impact assessed.

We said we would ensure that the latest research is provided to decision makers including relevant sections of Is Britain Fairer? And Is Wales Fairer? as well as other relevant research and intelligence from academics, public bodies and groups representing those who share particular protected characteristics.

- An Assessment of Local Wellbeing website has been launched; this Well-being Assessment seeks to capture the strengths and assets of its people and communities. It also seeks to describe the challenges and opportunities faced

both now and in the future. The Well-being Assessment has been informed by data, national and local research and most importantly feedback provided to us from residents, visitors and businesses. [Click here](#) to access the website.

- The number of Freedom of Information Requests has totalled 31 for the first three quarters of the financial year in relation to equality and diversity. All have been dealt with in the correct time frames. These FOIs have been received corporately and encompassed requests regarding, for example, wheelchair access to vehicles and taxis, apprenticeships, spend on children's disability equipment for those with special educational needs, supported living provision, equal pay claims, older people's care, domestic violence, modern slavery, prayers before Council meetings, Romanian community rights and rights of Asylum seekers.

Areas for Future Development:

- The average number of days taken to deliver a Disabled Facilities Grant (DFG) adaptation averaged 133 days, (Best in Wales for 2015-16) and 142 days in 2016-17. Despite the decline of 9 days, Denbighshire remained in the top quartile for performance - ranking 2nd in Wales.
- Work on relocating Rhyl Register Office from Marsh Road, to Rhyl Town Hall, in order to provide much improved facilities and access, has experienced some minor setbacks and delays. However, plans are now progressing well and a draft programme of works has been developed, with an adjusted anticipated contract completion date of April - May 2018.
- There is currently no data available as to the number of schools in Denbighshire which have a Strategic Equality Plan available. Education and Children's Services have recently introduced a new School review system which will enable schools to undertake self-audits of their school strategic equality plans. The Service will be able to review these to help identify any specific areas of support that maybe required. This will be an ongoing process. In the meantime, schools can be contacted directly to obtain a copy of their Strategic Equality Plan, as stated in our Summary above.

Outcome 2: A Fairer and Healthier Denbighshire

We said we would improve access and involvement in preventative and care services will be developed through the continuing implementation of the Social Services and Wellbeing Act 2014.

- During the last quarter of 2016 -17 Education and Children's Services successfully bid for money from the Integrated Care Fund to commission a consultant to carry out engagement with families and service providers to identify levels of interest and promote the creation of social enterprises specifically to grow services within the community to provide out of school provision for children with additional needs.

The work was completed by the end of March 2017 with a core group of parents & carers coming together, but the project was unable to formally constitute a social enterprise within the proposed timescale. The independent consultants provided the following resources as a toolkit for establishing social enterprises:

- Holiday Activities Social Enterprise Business Plan
- "Steps to Social Enterprise" guide
- Consultation Report
- Consultation Master Database
- Directory of Services & pre-existing holiday activities.

Links with partners, stakeholders & communities were strengthened through the consultation & engagement process, especially with parents/carers.

- The winners have been announced for the National Campaign for the Arts' (NCA) Hearts for the Arts Awards 2018. The awards celebrate the work of Councils, Councillors and Council Officers who have overcome financial challenges to ensure the arts stay at the centre of community life. 'Lost in Art' by Denbighshire County Council has been named Best Local Authority Arts Project Encouraging Community Cohesion. Lost in Art is a visual arts project for people living with dementia and their carers. The aim of the project is to explore the role of visual arts in addressing issues that can affect people with dementia, including social isolation, confidence, communication and quality of life. The project was developed with the support of the Arts Council of Wales and the Dementia Services Development Centre at Bangor University and its Dementia and Imagination research project. There are two groups running in Denbighshire at present one in Rhyl and the other at the Ruthin Craft Centre

The Bangor University led Dementia and Imagination research project has led Lost in Art to be mentioned in the All-party parliamentary group's inquiry to

Arts, Health and Wellbeing – “Creative Health: Arts for Health and Wellbeing” published in July 2017.

- The Active Young People and Community Sport Team set out plans and activities based on the School Sport Survey, which is the biggest bi-annual survey of young people regarding school and community sport. The team are currently preparing plans for the next survey which will take place in April 2018. Structure of activities, style of delivery and opportunities for volunteering, refereeing and coaching are covered as well as the types of activities they like to play. This has helped these teams target ‘inequality’ groups which have been identified as less likely to take part in sport, such as women and girls, people with a disability, people from areas of deprivation and Black and Minority Ethnic (BME) groups. Denbighshire Leisure now has a substantial and varied offer for these groups. The Active Young People Team has also launched a programme called “US Girls Leadership” this year, to encourage more girls to volunteer and become young leaders.
- The Holiday provision programme for disabled children, which is led on by the Disability Sport Officer and officers from Education and Children’s Services uses feedback from the children, parents and staff to ensure that the needs of the young people are taken into account.
- The Community Wellbeing Team continues to work with colleagues in Education and Children’s Services regarding provision for disabled young people. The assessment of summer activity 2017 has led to keeping this work as a priority and development of joint working
- Disability Sport Wales (Disability Sport) and Public Health Wales (Emotional Health) aims to work as ‘one public sector’ bringing the skills, assets and resources from the Community Wellbeing Team to play its role within the broader public sector and its engagement with people in Denbighshire communities.
- The Lead Officer for the Community Wellbeing Team takes an active role with the National Principal Youth Officer Group in developing and influencing the Welsh Government proposed National Youth Work Strategy update from 2018 onwards. This has led to Welsh Government accepting they need to develop their ideas further ahead of any proposals being made.
- The Youth Service has developed good Welsh language youth work arrangements in partnership with the Urdd. A Welsh language reference group was established in September 2017, leading with the Urdd on Welsh medium provision. Outcomes are expected to be known in Summer 2018.
- In September 2017 a new Community Sport Activator was appointed. This is a post jointly funded by Community Wellbeing and Community Housing. The

aim of this post is to deliver activities to housing tenants, older people and to develop the rural offer.

- Staff from Denbighshire County Council's Strategic Leisure team were recently awarded the 'Insport' Development Bronze Award by a panel of leading sport professionals. The Insport Development programme is part of the broader insport project, which aims to support the physical activity, sport, and leisure sectors delivering inclusively of disabled people. The programme consists of 4 incremental standards (Ribbon, Bronze, Silver and Gold), against which a series of aims have been identified. As part of the presentation information was provided on the delivery of activities, workforce development and facilities amongst other things. The team will now be working towards the Silver award.
- In partnership with Young Ambassadors Cymru, Sport Wales and Youth Sport Trust, the Young Ambassador programme continues to develop with Denbighshire leading the way in relation to how many Young Ambassadors we now have, having almost doubled the amount of Bronze Young Ambassadors we have in our primary schools in the last 2 years. The Gold Young Ambassadors meet monthly and lead on 5x60 clubs and events such as the Young Ambassadors Conference, competitions, festivals, and county wide areas of work.
- Community Arts work with countryside Services to support them to engage with hard to reach groups. The Youth Service is supported to work with home educated young people for example.
- In partnership with Education and Children's Services, further funding was provided for Disability Sport and Family Information Service to engage with community groups, sport clubs, education and registered childcare providers to provide an inclusion toolkit for settings to deliver more inclusively. Funding of up to £1,000 is also available to the settings through completing self-assessment part of toolkit. This allows groups to become more inclusive for people with disabilities and for partners to engage in this important activity.
- Community Chest grants were awarded to 50 local groups which helped them develop their services. This directly contributes to Denbighshire's Leisure Strategy enabling voluntary groups to contribute to the overall health and wellbeing of their communities through sport and leisure activity.
- Funding received from North Wales Police to deliver Arson Reduction activities in collaboration with the Fire Service to address antisocial behaviour including Arson Reduction and Substance Misuse sessions led by Choose Life Charity.
- Denbighshire had the highest response level across Wales in the last School Sports Survey. Comparing 2013 with 2015, the survey shows an additional 753 pupils were 'hooked on sport' (an increase of 13%), confidence levels

improved in an additional 348 pupils (an increase of 10%) and an additional 521 pupils considered that activity they took part in contributed to a healthier lifestyle (an increase of 9%). The next survey will start in April 2018.

We said we would focus on improving support to those receiving care by involving them in the choices that affect the services they receive and ensuring abuse and neglect are prevented.

- The Council has been working to respond to the requirements of the Social Service and Well-being Act through its programme to modernise the way social services deliver. This work places greater emphasis on the outcomes of individuals, including outcome-focussed conversations. Training has been rolled out to staff and we will continue to develop this practice in 2018 - 19.
- Community Support Services continues to utilise a process of involving people who use services in the recruitment of front facing and management staff, where practical.

We said we would support all protected groups to adopt healthy lifestyles including through the provision of specialised activities targeted at particular protected groups.

- We have worked with partners to ensure universal leisure provision is inclusive.
- The number of older people (60+) participating in physical activity and wellbeing opportunities delivered or commissioned through our Leisure Centres totalled 16,050 for the period October – December 2017.
- The varied works programme for the Facilities, Assets & Housing department meets and supports cross cutting themes for the Council to meeting need, promoting healthy food diet for our schoolchildren via our School Catering Service. The works programmes across the department's four teams is very much 'customer focused and driven by our customers' needs'.
- A week-long series of events was held in September 2017 across Denbighshire to celebrate older people, in the run-up to International Day of Older Persons (1 October).

The events were arranged by the Ageing Well in Denbighshire Multi Agency and Resident Group to showcase what support is available. This Partnership includes Denbighshire County Council, Age Connect, Alzheimer's Society, British Red Cross, Care & Repair, Care Forum Wales, Citizens' Advice Denbighshire, NEWCIS and the NHS and many more. Events included sessions of the Lost in Art project, social events, arts and textiles a 'culture club' for arts and dance and Talking Points sessions for people to get advice and information on well-being issues.

We said we would work with the health board to assess care and support needs (and carer support needs) of the population

- Please see Outcome 1 above regarding Population Assessment by North Wales Social Care and Wellbeing Services Improvement Collaborative.
- The Single Point of Access (SPoA) operates to support citizens and professionals of Denbighshire. Services are delivered in partnership between BCUHB and DCC. Health and Social Care services have a duty to provide /arrange preventative services in its area of need for care and support and consider what could be done to meet those needs. It is impossible for everyone to know about all the services available to support people's health and well-being in Denbighshire. The SPoA can provide information, advice and assistance about the services available to ensure that citizen's needs are met appropriately. SPoA helps people to become better informed, more independent and self-caring; it aims to ensure positive health, care and well-being outcomes for individuals. The SPoA can discuss the different services available in your community and provide you with useful information about these services.

We said we would assess care needs and the needs of carers through a new approach that focusses on what matters to the service user.

- We provided more Telecare equipment to citizens - figures have increased from 395 in 2012, to 1,704 in 2016-17. 2017-18 are not yet available. This means more people are using technology to contact the Council in the event of an emergency and it enables people to live safely in their homes.

We said we would provide a bi-lingual information, advice and assistance service.

- We have recruited Welsh Language Champions throughout the authority who champion and monitor our Welsh language standards, promoting best practice and identifying any non-compliance within their own services.
- We have created a new post for a corporate Welsh Language Officer to help promote the use of the Welsh Language, encourage best practice and compliance with the Welsh Language Standards.
- We work with Partners to help to improve the provision of services in the Welsh Language in Denbighshire through a Welsh Language Forum.
- We have created a Welsh Language members group.
- We have an annual meeting with the Welsh Language Commissioner to test and adjust our approach.

- We continue to monitor the percentage of people reporting they were able to communicate in their preferred language. Currently service users for Community Support Services report 97% response in terms of being able to communicate in their preferred language.
- All libraries and one stop shops continue to offer bilingual information, advice and assistance.
- Services continue to use translation and interpreting facilities to communicate in languages other than English and Welsh within the Council are encouraged to use "thebigword". Services wishing to use facilities to support people living with hearing impairments are encouraged to use Action for Hearing Loss. These arrangements formed part of our Strategic Equality Plan monitoring and performance work to ensure we offer equality and diversity throughout our Council.
- Within Facilities, Assets & Housing annual policy reviews are carried out to ensure they are up to date with legislative requirements, this includes close monitoring of the Welsh Language Standards Action Plan for the service and ensuring actions are progressed.
- The development of a dedicated customers contact centre for housing which will integrate with the repairs help desk includes staff recruited who are fluent in Welsh and English.
- Schools Catering branding, menus and healthy food notices are displayed in Welsh in all of our School dining rooms, and also within our Commercial catering premises; Café R in Ruthin Craft Centre.
- Following the successful implementation of online booking through the Denbighshire Leisure website, the service will be progressing online joining for members in 2018 which will be a new system we will be developing with our software provider and could be used as the pilot for other Welsh authorities.
- In Leisure Work has been undertaken with Technogym to embed the Welsh language into the screens customers use to access our fitness equipment.
- The Youth Service continues joint work with the Urdd to promote the Welsh Language and culture activity with young people (the award winning 'Welsh is a Winner' project). A new Welsh Language Reference group for Youth Work has been established and job descriptions updated in order to enable Welsh speakers to be recruited and then trained in youth work
- There is support for childcare settings through the Out of School Hours Grant to enhance communication with Welsh speaking children who attend their provision.

- The Active Young People team have two first language Welsh speakers, and 2 Gold Young Ambassadors who are Welsh speakers. Awards, qualifications and presentations are all offered and available through the medium of Welsh.
- The Community Art service use Welsh language artists to deliver workshops especially in Lost in Art and the programme of arts activity at Capel y Waun day care facility. Also, Camau Bach – an early years music project delivered in partnership with Menter Iaith and Canolfan Gerdd William Mathias to support engagement at the HWB, Denbigh and the Oaktree Centre, Rhyl. We also support Menter Iaith to deliver several music and art sessions for young people through the medium of Welsh.
- A new School branding programme is due to commence in 2018, which will display stronger Welsh language standards.

We said we would promote social enterprises and co-operatives which involve people who need care and support. Examples of our work includes:

- Taskforce, based in Ruthin, continues to provide work opportunities to adults with learning disabilities.
- Popty Catering continues to provide work opportunities to adults with learning disabilities. There is a contract with Popty to visit DCC offices selling sandwiches / refreshments.
- Meifod Wood Products' core business is the manufacture of high quality wooden outdoor furniture. They are used in a wide range of outdoor locations, including domestic gardens, pubs, care homes, schools to name but a few. Meifod is a Denbighshire County Council business creating employment for adults with learning disabilities.
- Cefndy Healthcare and Manufacturing, in partnership with DCC, supplies aids to daily living and creates meaningful employment for disabled members of the community.
- The Woodland Skills Project continues to be supported by DCC, providing a range of woodland based activities two days a week, especially for people living with complex disabilities.

We said we would improve protection and referral procedures for adults in need of safeguarding.

- We have publicised the names of all service safeguarding representatives in our office buildings and on our intranet.

- We have printed and distributed “Safeguarding Awareness – Children and Adults at risk” marketing materials including a leaflet, video for staff and an e-learning module.
- We have strengthened safeguarding teams with additional resource. The performance measures around Adult Protection are currently under review with Welsh Government.
- A new strategy for mental health services in North Wales is in the final stages of development and approval. That strategy is known as Together for Mental Health in North Wales, and it sets out a wide range of principles and actions, to be taken forward over the 3-5 years up to 2022.

It has been agreed by the Together for Mental Health Partnership Board that the approach to implementation should be as bottom-up as possible, and be rooted in the various communities across North Wales – with the default being local, rather than regional implementation structures.

There are 3 across North Wales: Conwy and Denbighshire, Gwynedd and Môn, and Wrexham and Flintshire.

- It is important that we enable people to feel safe, as the perception of safety is often as important to an individual as safety itself. As part of our current satisfaction surveys of adult citizens, we ask whether they feel safe. The proportion of adult citizens responding positively to this question during 2016-2017 was 92% (401 out of 437). This is down slightly from 95% (396 out of 416) the previous year. It was noted that many responses highlight a fear of falling as the problem, which has been fed back to Welsh Government. We will continue to operate a Falls Prevention Service within Denbighshire.
- Safeguarding is a key theme throughout the Facilities, Assets & Housing service. The Service’s Safeguarding Group plans, implements and reviews progress not simply in terms of safer recruitment which has shown good improvement in the diverse services within FAH, but also in terms of provision. The group monitor and control safeguarding of groups using leisure facilities. Feedback and best practice is shared within the group for consistency and also directly fed into the Corporate Safeguarding Panel which includes raising case studies of ‘softer’ safeguarding issues before the ‘protection’ stages. The monitoring that FAH carry out on safer recruitment has been highlighted as an area of good practice in the Corporate safeguarding group. The group continues to monitor and evaluate progress made in improving safeguarding practice across FAH.
- Safeguarding Awareness E Learning - brand new safeguarding training that is being rolled out across the county. The training has been produced via our e-learning modules. Safeguarding is everyone’s business and we all have a role

to play in reporting any concerns we may have about vulnerable people living in our communities.

We said we would ensure people can access advocacy services.

- We continue to deliver an information, advice and assistance service that conforms to the Social Services and Wellbeing Act. The Children and Families Support Gateway is delivering an information, advice and assistance service within Education and Children's Services which complies with Part 2 of the Social Services and Wellbeing Act. However the aspiration of the Act is to deliver a single integrated experience for citizens requiring information, advice or assistance. In conjunction with the Family Information Service, Community Support Service and Customers, Communications and Marketing Services we are reviewing our compliance with the National Advice Network standards. This work is ongoing from 2015 -16.
- We mentioned previously, we continue to develop our Talking Points - an information, advice and assistance service at the heart of the community. Talking Points are an opportunity for the citizens of Denbighshire to meet with health, social care and third sector staff in their own community in a convenient, appropriate and welcoming venue such as a local library, and to talk with them about the well-being outcomes they desire for themselves or others.
- Children and Adult services commission Advocacy Services. Adult services has recently assessed current advocacy arrangements using a tool called the Golden Thread, a self- assessment tool for commissioners. The purpose of the tool is to bench mark where we are at in relation to implementing the Social Services and Wellbeing Act code of practice for Advocacy. We are acting on the findings.

We said we would ensure safety, dignity and empowerment for those receiving care services.

- We continue to monitor the percentage of people reporting they were treated with dignity and respect. Currently citizens interacting with Community Support Services report 94% response in terms of being treated with dignity and respect – 96% for adults receiving care and support, and 89% for carers.

We said we would promote healthy lifestyles choices for all and provides the necessary access arrangements to support these choices.

- The Council's Facilities, Assets and Housing Service has worked in partnership with Sport Wales, Betsi Cadwaladr University Health Board, Public Health Wales, the National Exercise Referral Programme and Duke of Edinburgh Outdoor Activities to deliver a range of active leisure opportunities specifically targeted at older, disabled, and younger people. These have included free swimming

for under 16 year olds during school holidays and free swimming for over 60's throughout the year.

- Catering Team involvement with the School Holiday Enrichment Programme (SHEP) over the past two years has been a great success, with the initial project in 2016 involving just 4 schools, this was increased in 2017 to include 8 schools with a further increase in 2018 to 16 schools. This project involves close work with the Schools themselves, local community organisations and our Community Wellbeing department.
- We promote all projects and initiatives undertaken by Countryside services through press, public relations, social media and video. Countryside Services has produced webpages promoting our accessible Denbighshire. [Please click here to see pages](#). Ideas for activities, healthy lifestyle choices and guidance on area maps are available.
- We have been working with landowners to replace stiles on public paths with hand and kissing gates to help ease access for users with mobility issues. Although the paths may still have natural obstacles that impact on their movement, it is generally felt ageing populations mobility in the countryside can be reduced where they cross stiles the farmers are intended to provide and maintain. With the landowners agreement we are looking to remove stiles and replace with hand or kissing gates. We are not targeting specific routes but are replacing them as resources allow where the opportunity arises. There is an ongoing project to replace all the stiles along the River Clwyd bank from Ruthin to Bodfari, with much of the middle section now completed. This work has only been possible due to grant funding from the Welsh Government that ends this year. We will look for other funding to assist this programme and ensure the Rights of Way Improvement Plan continues to recognise and support our work to improve access for users who may find existing routes difficult to access.
- Equality of access in the wider countryside can be a challenge but where conditions are reasonable for accessibility for all, provision is made. A number of the Community Miles routes developed this year have replaced stiles with gates on Public Rights of Way (which will facilitate easier access as much as possible). The Llandegla Community Miles route has been published, which is number 13 in the series.
- The Out and About event programme includes a broad range of countryside activities, with 4,030 people engaged in the programme during 2017.
- The Accessible Denbighshire area on Denbighshire Countryside's website highlights the most accessible routes across the County. Most of our Countryside Sites are consistently being improved to be more accessible by surfacing paths or removal of steps and other structures, for example the three and a half miles of the Prestatyn-Dyserth Way can be enjoyed due to its

all-weather tarmac surface. The Countryside Service Team secured £20,000 in grant aid to fund footpath improvements at Loggerheads Country Park in 2017 -18. The work has established an accessible path between Loggerheads Visitor Centre and Devil's Gorge, which will link to the Loggerheads Trumper Programme.

- An all-terrain Trumper / mobility scooter has been purchased by the Countryside Service team for the public to use at Loggerheads Country Park. The scooter will be available through a pre bookable service and will be introduced over the next six months. The aim of the project is to enable people with mobility problems to join their friends and family on days out in the Park.
- The Walking the Way to Health scheme has been delivering health and wellbeing benefits for over 15 years. Designed to encourage individuals to exercise regularly through walking as part of a social group, it has proved very successful. The benefits from walking for physical and mental wellbeing, reducing social isolation and community cohesion are well documented, and this initiative delivers directly on the goals for the Wellbeing of Future Generations Act. A coordinator organises and motivates around 10 groups, with 30+ volunteer walk leaders, delivering around 20 weekly walks. This results in over 10,000+ participations every year.
- The Rhyl Communities First Walking Group participated in a joint project between Denbighshire Countryside and Art Services, which included a guided walk around Loggerheads Country Park and working with an artist to create a Mosaic that celebrates the special features of the Park.
- The Denbigh Men's Shed group participated in a photography exhibition featuring the landscape around Llangollen and the Alyn Valley. The project improved people's health and well-being through encouraging people to visit new places, but also made images of these spectacular landscapes accessible to all.
- Ysgol Llywelyn have become the third school in Denbighshire to receive an award for their effort in getting their pupils travelling actively to school. They received the Silver School Mark Award on February 8 as a result of getting over 15% more students walking and cycling to and from school. An active school run has so many benefits for young people and schools, from increasing the pupils' levels of physical activity, helping to promote students' physical and mental health and wellbeing, reducing the number of cars at the school gates and creating a better environment for the whole school community.
- Service users within Countryside and Heritage Services are actively engaged in service improvement through our volunteer programmes, which include physical improvements at sites, and also helping others to understand and

enjoy the area through guiding walks. Participants include people from across the whole age spectrum. 140 volunteer activities are provided every year by the Countryside Service department, in addition to specific weekly volunteering opportunities for individuals with additional needs and their carer. Comments boxes are available for users to provide feedback about their experiences at our busiest sites, such as Loggerheads Country Park and occasional outdoor surveys are completed, enabling people to provide suggestions for improvements.

- Denbighshire Countryside Service has recently become responsible for the management of the allotments for the authority as a whole, providing opportunities to improve people's health and well-being through outdoor activity, growing nutritional food and socialising with others. The Service is currently reviewing the allotments and rationalising plots to increase provision where possible. Rhyl and Prestatyn allotments include raised beds, making them accessible to more people. A programme of improvements is currently underway to increase the number of raised beds at other sites.
- Weekly gardening activities are held at the Corwen Community Garden and are supported by the South Countryside Service Team, these provide the opportunity for people to learn new skills, meet new people and take a share of the produce home. The project also makes a positive contribution to the landscape setting of the car park area in Corwen.
- Two Young Ranger schemes are supported by Denbighshire Countryside Service, one based at Loggerheads Country Park and the other at Llangollen. Both groups provide opportunities for Young People to become involved in countryside management skills and have between 15 – 20 regular attendees. Activities over the past twelve months include, wild bee surveys, abseiling, building dormice boxes, little tern visits, hedge planting, woodland coppicing, looking for reptiles, moorland management and craft.
- Ysgol Carreg Emlyn achieved a top award for health and wellbeing. Ysgol Carreg Emlyn has received the National Quality Award, the highest award a school can obtain through the Welsh Network of Healthy School Schemes. In order to achieve the award, the school demonstrated the highest standard in indicators across seven health topics, including mental and emotional health, wellbeing and relationships, environment, and safety.

Areas for Future Development:

- Following the successful implementation of online booking through the Denbighshire Leisure website, the service will be progressing online joining for members in 2018 which will be a new system we will be developing with our software provider and could be used as the pilot for other Welsh authorities.

- Denbighshire Countryside Service are looking at the feasibility of extending the access for all path at Rhyl Cut.
- Funding applications are currently being submitted to improve the accessibility of the picnic areas at Rhuddlan Nature Reserve.
- We said we would increase the number of people receiving direct payments and similar arrangements to enable citizens' greater involvement in managing their own care, if that is their preference. Much work has been undertaken to develop the Support Budget offer and to ensure staff are fully aware of the opportunity for flexibility and creativity.
- The recent trend for year on year decreasing numbers of Support Budgets for adult social care is now expected to change and we will continue to monitor closely. Information is as follows:
 - ✓ 2015/2016 the figure was 140
 - ✓ 2016/2017 the figure was 106
 - ✓ Between 01/04/2017 & 31/12/2017 (3 quarters of a year) the figure was 112.

Outcome 3: A Fairer More Prosperous Denbighshire

We said we would ensure that a fair and prosperous Denbighshire will be one where income inequality between different groups is reduced. We said we would ensure that a fair and prosperous Denbighshire will be one where people from all backgrounds are supported to take advantage of entrepreneurial and employment opportunities and, where the education and training that underpins participation in a prosperous economy can be delivered in a way and in an environment that allows people from all backgrounds and with the full range of protected characteristics to flourish.

- The Youth Service work with Schools, Careers and Education in order to progress joint work to support young people at risk of becoming NEET (young people aged 16-24 Not in Education, Employment or Training). A Youth Panel (Engagement Officer, Careers and Youth Service) meets regularly and is the forum to consider the progression needs of all young people at risk of becoming NEET and to develop best responses to support Young People. In order to speed up responses and referrals, the membership of the Youth Panel has been expanded to include representatives from other services and agencies, e.g. Department of Work and Pensions / Team Around the Family/ ADTRAC / Housing etc. Cases are reviewed at each meeting and 2017-18 dates have already been agreed.
- As part of Denbighshire work to deliver its Economic and Community Ambition Strategy, the 14-19 team are also managing and delivering on the 'Ready for Work' project. The aim is to provide schools and students with additional expertise and support from businesses and mentoring support from alumni and public service employees to enrich the current Careers and World of Work activities undertaken in schools. The intention is that the project will be embedded within the Welsh Baccalaureate going forward to ensure the sustainability of the initiative. The Ready for Work project is a significant investment by the local authority and is one of the priorities set out in the Corporate Plan for 2017 -2022, meeting the needs of Young People.

There are a number of strands to the Ready for Work initiative which, for successful delivery, will draw upon the mutual support and co-operation of schools, the LA, governors, elected members, public service mentors and students, local employers and other partners. The strands include:

- ✓ Establishment of a business register
- ✓ Extending the Careers Wales Business Class initiative
- ✓ Establishment of an 'alumni community' in each school
- ✓ Mentoring scheme for students
- ✓ Delivery as part of the core curriculum
- ✓ Support and guidance for school governors
- ✓ Engagement with elected members

- ✓ Collaborative bilingual careers evenings
- We have provided over 50 extended and supported work placements for the Year 11 cohort from September 2017. All placements are monitored by TRAC or Learning Support Mentors. We are looking to Denbighshire County Council providing more placements in vocational areas.
- We have also developed an Employability Skills Pathway in the Land Based sector that comprises a skills based course at Coleg Cambria, Llysfasi, and an extended land based work placement. The 14-19 Team funds the vetting of all placements through Dream Safety, a Denbigh company.
- In terms of Careers advice and support, we enjoy an excellent working relationship with Careers Wales and all schools and pupils have free access to their website which gives up to date information and data relating to Labour Market Information and trends, availability of apprenticeships and jobs in the region, careers advice etc. All our secondary schools are also in a pilot programme for the Careers Wales Education Business Exchange which will provide schools with a database of local employers and businesses who are prepared to have pupils on school visits, offer work experience and support with mock interviews and careers events etc.
- We launched the SEREN Project last year targeting extra support for our highest attaining students. This year there are 255 Year 12 and 13 students from Conwy and Denbighshire who are enrolled in the Conwy and Denbighshire SEREN Hub. It is too early to evaluate the impact of the SEREN project as yet in terms of numbers of students offered and accepting Higher Education places at the most prestigious universities but evaluations by students are extremely positive and there are already indications that applications to Russell Group universities have increased this year. The Conwy & Denbighshire Hub has developed a thriving enrichment programme, the flagship of which is the Medical Sciences programme which is delivered by highly motivational consultants and doctors at Glan Clwyd Hospital.
- Both Leisure and Youth Service deliver provision that contributes to a wide range areas that could increase pressures on the public sector specifically and the economy generally. Community Wellbeing recognises the valuable contribution that is made through community based interventions and that they contribute to a wide range of issues such as limiting the growth of obesity through active lifestyles, engaging young people into programmes that support lifelong learning and reducing the risk of becoming NEET.
- The Young Ambassador Scheme (as previously mentioned) and Young Leader courses provide valuable life skills for the next generation and volunteer opportunities in Youth work and sport. The Youth Service and Active Young People Team continues to invest in volunteers developing their skills and knowledge to enhance the youth work & sporting offer and support

continuous professional development through training opportunities such as level 2 and 3 Youth Work and the Sports Leaders Level 2. These opportunities have provided individuals with experience to gain paid employment. Many of these volunteers now work within our holiday programmes, and one has just gained employment with us a Community Sport Activator. She went through our Young Ambassador system, our Sport Leader pathway, our volunteer programme, and our 5x60 and Dragon sport programme as a younger pupil.

- Community Arts work with hard to reach groups such as older people, those that are lonely and socially isolated, NEETS, those with mental health problems, disadvantages families with young children and people with dementia.
- The inclusion of Community Benefit requirements in all major works tenders provides long term community resilience in the form of local employment and training opportunities. This is particularly sustainable through the North Wales Construction Framework which gives the potential for longevity of employment across a large number of projects. Work on the replacement framework is ongoing in conjunction with colleagues in Procurement and several discussions regarding how the Council improves the identification and specification of community benefits within contract tenders and awards have taken place with a view to targeting funding and activities in identified and prioritised areas.
- Initiatives are developed in consultation with service departments and in partnership with contractors, further education colleges and national training bodies such as The Construction Industry Training Board and The National Skills Academy. As part of the extension and refurbishment of Ysgol Glan Clwyd, 21 pupils were invited by the steel fabricator to experience the design, manufacture and erection of the steel frame for the building, together with receiving an insight into the industry as a whole including employment and apprenticeship opportunities.
- Facilities, Assets and Housing supports informal, non-formal and formal education through early years, after school, holiday provision, youth work, extra-curricular and alternative curriculum for vulnerable learners. Families are supported through the Family Information Service, the Oaktree, Integrated Children's Centre and recently families who are choosing to educate their children otherwise have been engaged with the Youth Service and Community Arts. The youth service has used highly creative ways to engage young people from different groups with diverse needs. High quality have been achieved in terms of both accredited outcomes and distance travelled. This includes Sports Leaders, Duke Of Edinburgh, First Aid, ASDAN and Agored Cymru.

These qualifications and accredited units recognise young people's learning achievements and supports the development of skills and knowledge through non-formal settings.

- Youth Service provision, including Welsh Language activity delivered in partnership with the URDD are able to gain a 'recorded learning outcome'. This system is an effective way of capturing young people's positive participation across a range of 'softer skill' and harder to measure areas.
- There is innovative approach to ensure that the delivery of accreditation and qualifications is done in a way that supports particular groups of young people who are referred to the youth service. This includes the practical embedding of literacy and numeracy through all programmes in a practical way that allows learners to succeed in these skills whilst developing lifelong learning.

As an employer we said we would ensure our practices deliver fair recruitment, development and reward in employment.

- We have developed new social media templates for recruitment and produced social media videos to help in the recruitment of such posts as school crossing patrols.
- We now use the Disability Confident Scheme within recruitment, supporting and promoting disabled people in our workplace. Being Disability Confident is a unique opportunity to lead the way in our communities. There are three levels designed for use – Denbighshire are at Level 2 – these provide a fully inclusive and accessible recruitment process, enabling us to offer a guaranteed interview for anyone who meets the criteria of the Scheme. [Click here](#) for more information on the Scheme.
- As mentioned in the Summary above, we have produced the Public Sector Equality Duty report for April 2016 – March 2017 detailing our commitment and compliance with the Public Sector Equality Duty.
- Each year we are required, as a local Authority, to publish reports for Welsh Government detailing our commitment and compliance with the Public Sector Equality Duty in terms of an equal Pay Audit (March 2017).
- We have a programme of streamlining key policies and have Equality Impact Assessed all Human Resources policies (100%). We are also monitoring the effectiveness of the induction / refresher training for staff. Future policies will be assessed using our Wellbeing Impact Assessment. This was mentioned above.
- Additionally Education policies such as the Model Safeguarding Policy for Schools, the Attendance Policy for Schools and Managing Health Care Needs

of Young People Guidance and Model Policy (all designed to support inclusion and protect those with protected characteristics) have undergone Wellbeing Impact Assessments.

- In Facilities, Assets & Housing, the Workforce Development group looks at all staff training needs including statutory requirements, development and succession planning. Delivery of training is coordinated through the Training Group and Lead Officers and there has been good impact in recruiting difficult to appoint staff and a 'grow our own' approach (e.g. Leisure Officer Trainee, Community Youth Worker Trainee, recruitment fairs for Catering / Cleaning).
- A Youth Service specification was developed to inform the future direction and strategy for the service and deliver with significantly less budget. This was developed with involvement from all key partners and stakeholders. The Community Youth Worker structure is a flat one, however, two posts now have been graded higher which also creates opportunity for career advancement in the professional Youth Work structure. In 2017 we created 2 Community Youth Worker trainee posts in order to support a 'grown your own' approach. Within Community Sport a Young Ambassador has progressed into employment as a Community Sport Activator.
- Volunteers are used across Community Wellbeing and, alongside partnership arrangements, bring additional capacity to delivery programmes. Aside from the saving through delivery of around 24,000 volunteering hours per year, this also has given an opportunity to develop and train volunteers who have then gone onto be part time paid staff and full time employees. This cohort of people are 'home grown' and enable local people to develop skills for the workplace and supports the service through having well developed staff.

We said we would ensure our Economic and Business Development, and Anti-Poverty programmes work to enhance opportunity and reduce economic inequalities.

- We have started up an internal project – Denbighshire Working Start Scheme - to offer work experience within Denbighshire County Council to residents and are wanting to target this to areas where disadvantage could hold people back.
- We have appointed a Principal Manager Strategic Employment to bring together the work of the national tackling poverty programmes within Denbighshire. There are proposals for further European-funded Tackling Poverty programmes over the next three years, for which funding levels are likely to be in excess of £1 million. This work will contribute to some of the barriers of employment faced by unemployed citizens, thus working toward eliminating inequality.

- In January 2017 a workshop was facilitated to bring together Denbighshire County Council, the Department of Work and Pensions (DWP) and Grwp Llandrillo Menai to agree how all parties could collaborate better mapping out job opportunities to be provided by Rhyl Waterfront developments and DCC Catering and Facilities.
- The work above all supports our Economic and Community Ambition priority, and also supports the Tackling Poverty agenda. All this work will contribute to some of the barriers of employment faced by unemployed citizens, working towards eliminating inequality.

We said we would focus on eliminating barriers and supporting people to prosper. This will include reducing attainment gaps between those with different protected characteristics and ensuring our learning environments are safe from bullying and hate crime.

- 0.9% of school leavers left education without a qualification in 2017. This places the Local Authority 8th in Wales in terms of supporting school leavers to obtain a qualification.
- In 2017, there were 16 children in local authority care in year 11, 10 of these achieved qualifications including 5 who gained the L1 threshold and 1 who achieved the L2+. Most of those who did not achieve a formal qualification were in secure accommodation or had significant health issues. All children except those in secure accommodation have places in college or 6th form. This is consistent with the profile of previous years.
- The Disability Wellbeing Coordinator is successfully working on progressing joint working and meeting the needs of families and children, in compliance with Additional Learning Need reforms. This was mentioned in Outcome 2 above.
- In terms of Careers advice and support, we have been successful with a joint bid to the Economic Ambition Board for providing a programme of initiatives under the Ready for Work banner, as previously mentioned. This will include progressing Business Class to all Denbighshire secondary schools over a 3 year period. We continue to work with Ysbyty Glan Clwyd and BCUHB to develop stronger links with DCC schools.
- The SEREN Project continues to target extra support for our highest attaining students. Over 94 students are placed on extended work placements that are monitored by the 14-19 and TRAC teams. This is an increase of 44 students from 2016-17
- At the end of Primary Phase Education the percentage of pupils achieving the expected outcome measure (CSI) improved slightly to 88.9%.

- At the end of statutory education 50% of pupils achieved level 2 threshold. This is lower than the outcome achieved last year however as the qualification changed the Welsh Government has instructed that direct comparisons cannot be made.
- From the information we have from across secondary schools we know that there have been 57 bullying incidents in 2016/17. This number has remained the same reporting period the previous year. Where possible, the bullying incidents were broken down into types of bullying, listed below:
 - ✓ 41 'unknown' (meaning school were unable to clearly identify a definite type or reason)
 - ✓ 16 "identity based"
 - 11 related to appearance
 - 1 related to race, religion, belief
 - 3 related to sexual orientation
 - 1 related to disability

Further work is planned with school Councils and Youth Councils to address these issues in schools.

- The Denbighshire County Council-led TRAC 11-24 project has been recognised with two awards. The project, which runs across all six North Wales authorities supports young people aged 11-24 at highest risk of becoming NEET (Not in Education, Employment, or Training). The project was recognised at the European structural and investment fund's annual information event in Swansea

Areas for Future Development:

- Literacy, Numeracy and ICT Skills development in schools is being informed by the information we have on attainment gaps. 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. New data for English Additional Language, Free School Meals and gender breakdowns for 2016 -17 academic attainment are causing concern, with English as an Additional Language (EAL) and Free School Meals (FSM) attainment at Foundation Phase and Key Stage 4 being below the Wales Median.
- We said we would carry out quarterly in-depth analysis of recruitment, retention and pay issues in relation to people within a protected characteristic - this work has not yet started and needs to be incorporated into the HR Business Partner work plan. Business Partners will be required to support services, where support is required.

- We wished to encourage all staff to provide equality monitoring information - this is currently on hold whilst we investigate how we can capture the information for staff who are not office based and also tied into capturing information on Welsh Language Standards for staff.

Outcome 4: A Denbighshire of Safe Cohesive Communities

We said we would improve our understanding of the profile and needs of the population we serve commencing with a focus on Council housing tenants.

- We support delivery of appropriate accommodation for Gypsy, Roma and Traveller residential and transit sites, as identified in the needs assessment. We have been working with representatives from the Gypsy, Roma and Traveller to progress the delivery of the proposed residential and transit sites. We have appointed a project manager and a project team and have begun to identify possible locations for the sites.
- The housing service collects equality profile information on Council house tenants; to better understand their needs and to enable greater understanding of any differences between the views of people in the different protected groups when it comes to customer satisfaction. We have increased the percentage of Council housing tenants for whom we hold equality profile information.

For all Housing projects, we will carry out profiling to ensure activities fully reflect the needs of the community.

- We have a special needs housing group to manage and promote equality of access to specialised housing accommodation; the Specialist Housing Group meets every six weeks to discuss progress with referrals currently on the list, to discuss new referrals to the list and to discuss any void adapted properties which are becoming available. All adapted properties have to be considered by the Specialist Housing Group for possible reallocation to a tenant (from the Specialist Housing List) who will make use of the adaptations.
- Housing are currently carrying out a review of their Older People's provision to gain a clearer understanding of tenants' potential needs (such as telecare provision, adequacy of equipment, level of support and suitability of current sheltered stock to meet the needs of older people.

We said we would continue to facilitate community development activities that are led by and draw upon the contributions of the full-range of members of our diverse communities.

- We now have six Syrian families living in the County. The families are housed in County wide locations. Several other private rented sector properties are at different stages of advancement and completion in joining the scheme, and it is hoped we will have another 3 families residing in the County by Spring 2018, taking the number up to 9.

All the Syrian families have settled in well, and children of school age attend local schools, where they learn English and Welsh, and make friends through play and in classrooms.

Adult Syrians attend ESOL classes, (English for Speakers of Other Languages) at college, several times per week.

Any health issues that are identified are managed locally, and one family have recently had a new baby girl, born just before Christmas 2017. No community tensions exist around the locations where the Syrians reside, and Specialist Police Officers from North Wales Police have strong links to the project via partnership working.

- As part of the process for Wales to be recognised as an Age-Friendly Nation, Denbighshire is one of the 22 Welsh Local Authorities which has signed up to the Dublin Declaration; showing our real commitment at a local level to creating communities that are inclusive and supportive for all, regardless of their age. In December 2017 a review of performance against the Dublin Declaration took place and a best practice paper presented to the Older People's Commissioning Unit and was very well received.
- Our Ageing Well in Denbighshire is in sync with the Ageing Well in Wales's policy and incorporates the objectives of supporting Ageing well communities, Dementia friendly communities, Falls, Loneliness and Isolation, and employment and learning opportunities.
- In working towards the United Nations Principles for older persons we continue to adopt and support activities for independence, participation, care, self-fulfilment and dignity.
- February 2018 saw Rhyl turned into a sea of white, green and purple to mark 100 years of women being given the right to vote. Rhyl's Pont y Ddraig bridge, Skytower and promenade shelters were illuminated in the suffragette colours to mark the sacrifices made by women who campaigned for the right to vote.
- If a householder is physically unable to move their bins to the collection point and there is no-one else at the property that is able to take the refuse out then we can offer an assisted collection service. We may collect refuse from a specified point to be agreed with the householder e.g. outside the back door, or down the drive in front of garage etc. [Click here](#) to obtain further detail.
- A recently agreed proposal was to give an extra hour of additional parking time to Blue Badge holders parking within our pay and display car parks. The way this will work is that if a Blue Badge holder purchases 1 hour of parking for £1, the Civil Enforcement Officers will automatically add a further hour onto the expiry time shown on their pay and display ticket – providing that they display a valid Blue Badge. This would be classed as a reasonable adjustment under the

Equality Act 2010. This was a Lead Member delegated decision, which is published on the website.

We have also made some other adjustments to one of the car parks in Denbigh to improve accessibility for Blue Badge holders.

- Denbighshire Housing is part of the Children, Young People's & Families Partnership (CYPFP) and are currently supporting the development of the Young Peoples Pathway and Homelessness Prevention Strategy
- The Community Wellbeing service makes a proactive contribution to the Children & Young People and Families Partnership (CYPFP) e.g. influencing setting priorities of promoting the voices of CYP and emotional / mental health priorities, leading on the Childcare Sufficiency Audit, the 30 hr Childcare offer.

There has been good progress in embedding the work of the Community Wellbeing service following consultation with stakeholders. This includes community based and targeted provision, joint work with the Urdd / Young Farmers, Leisure and Education. The Youth Service referral process has supported increasing referrals from partners generally but the TRAC Project and Denbighshire Youth Engagement Panel specifically (e.g. personal support enabling pupils to engage in education, young parents group at the Oak Tree Centre led by the FIS and Youth Service). More schools are asking for youth work interventions and contributing to costs to deliver these. Rhyl High School are funding a new programme on a 3 year basis.

- The new Youth Council approach has been instigated and a 3 year timeframe established. Over 3,000 young people were consulted and issues that they want to debate have been identified. Youth Workers work in partnership with Education and facilitated prioritisation of YP issues. The Youth Council 'an evening with' have been implemented. Each session is opened by the Chair of the County Council and the Youth Council have debated Housing and the Environment – with panel members from council services. Head of Education has requested follow up work with schools through the Youth Council which clearly is supporting young people's voices being heard and responded to.
- The AYP (Active Young People) and programmes continue to be user led with participant's interests and needs considered and prioritised as part of the development of programmes, rather than opportunities simply being offered. The AYP Team utilise questionnaires, surveys, suggestion boxes & Q&A sessions frequently, to ensure demand is consistently met each term.
- Work is in progress on the Community Engagement strategy which will seek to expand the network of residents groups but also widen access to engaging with the service to improve representation and communication methods including digital access.

- The Council has in place an Armed Forces and Veterans Covenant which ensures those members of the armed forces community do not suffer any disadvantage in accessing Council services. Supporting the delivery of the Covenant is a Cabinet Lead Member for the Armed Forces and a Lead Officer underpinned by a Denbighshire Armed Forces Covenant Group consisting of representatives from the public sector, third sector and in particular armed forces charities. The Council has specific policies in place to support armed forces personnel and veterans in relation to housing needs and educational needs of armed forces families. Our Supporting People Team are also actively engaged in assisting homeless veterans sleeping rough or 'sofa surfing' in Denbighshire.
- Dropped kerbs are probably the most visible way that our Highways work to improve access, and this is directly linked to the Supporting Independence in Denbighshire and wellbeing agendas and feeds directly into the requirements of the WFG Act; this is something we would like to develop further (subject to available resources). Our current programme for installing further dropped kerbs throughout the County is ongoing, with funding set aside. This is a year on year arrangement, and priority is currently being given to connecting community areas with services, for example linking Sheltered Housing with Chemists.

Through the Safer Conwy and Denbighshire partnership we said we would ensure we develop the capacity to support victims and raise awareness of Domestic Violence and Sexual Violence whilst working with partners to tackle offenders.

- We continue to participate in the Conwy and Denbighshire Community Safety Partnership's (C&DCSP) regional activities to raise awareness and encourage reporting of hate crime. We have attended numerous statutory and third sector events to raise awareness of domestic abuse; we have also ensured Welsh Government information has been shared.
- We continue to participate in the C&DCSP's activities to raise awareness and encourage reporting of domestic abuse. We promote the Live Fear Free Helpline at every opportunity. On 24 November 2017 we supported an event in kind which was hosted by North Wales Women's Centre in Denbighshire for International White Ribbon Day.
- We continue to monitor the DCC Workplace Policy on Domestic Abuse, Violence against Women and Sexual Violence to protect our staff and ensure information is available to provide advice and guidance on those affected by domestic abuse and or sexual violence. A new E learning module has been made available, and is mandatory for all Council personnel to complete, to ensure we raise further awareness on Domestic Abuse, Violence against Women and Sexual Violence. The C&DCSP Domestic abuse lead officer has

been reviewing the work place policy to make sure the new Laws are reflected in the policy this work is on-going with HR in Denbighshire.

- The C&DCSP Domestic violence lead officer has been reviewing the MARAC process across North Wales as part of the Regional working arrangements. As a result of this review there are a number of recommendations to ensure the effectiveness of the process. The implementation of these recommendations will be overseen by the Regional Domestic Violence Strategic group. The Denbighshire and Conwy Community Safety Manager is a member of this group and will report back locally on the implementation of the recommendations.
- All taxi drivers in Denbighshire have received child sexual exploitation (CSE) awareness training as part of their licensing arrangements.
- The C&DCSP managed to secure £10,000 to run the same initiative as was run in 2016 – 2017 in terms of provision of posters in taxis over Christmas, highlighting domestic violence issues. The scheme, placed a small dashboard sticker into all or most of the DCC Licensed taxis with a generic Domestic Abuse Helpline, so every passenger, male, female, old or young would see the bilingual message with the DCC crest and North Wales Police crest in Partnership work.

Areas for Future Development:

- There were no areas identified for future development for this Outcome at this time.

For more information on anything in this document

Please feel free to contact us. We would be happy to provide any additional guidance and materials to help you.



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Online: [General Enquiries Form – www.denbighshire.gov.uk](http://www.denbighshire.gov.uk)



Phone: 01824 706101 (Monday to Friday, 8:30am to 5pm). Rydym yn croesawu galwadau ffôn yn Gymraeg / We welcome telephone calls in Welsh.



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Report to:	Performance Scrutiny Committee
Date of Meeting:	15 March 2018
Lead Officer:	Scrutiny Co-ordinator
Report Author:	Scrutiny Co-ordinator
Title:	Scrutiny Work Programme

1. What is the report about?

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

2. What is the reason for making this report?

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

3. What are the Recommendations?

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

4. Report details

- 4.1 Section 7 of Denbighshire County Council's Constitution sets out each Scrutiny Committee's terms of reference, functions and membership, as well as the rules of procedure and debate.
- 4.2 The Constitution stipulates that the Council's scrutiny committees must set, and regularly review, a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.
- 4.3 For a number of years it has been an adopted practice in Denbighshire for scrutiny committees to limit the number of reports considered at any one meeting to a maximum of four plus the Committee's own work programme report. The aim of this approach is to facilitate detailed and effective debate on each topic.
- 4.4 In recent years the Welsh Government (WG) and the Wales Audit Office (WAO) have highlighted the need to strengthen scrutiny's role across local government and public services in Wales, including utilising scrutiny as a means of engaging with residents and service-users. From now on scrutiny will be expected to engage better and more frequently with the public with a view to securing better decisions which ultimately lead to better outcomes for citizens. The WAO will measure scrutiny's effectiveness in fulfilling these expectations.

- 4.5 Having regard to the national vision for scrutiny whilst at the same time focussing on local priorities, the Scrutiny Chairs and Vice-Chairs Group (SCVCG) recommended that the Council's scrutiny committees should, when deciding on their work programmes, focus on the following key areas:
- budget savings;
 - achievement of the Corporate Plan objectives (with particular emphasis on the their deliverability during a period of financial austerity);
 - any other items agreed by the Scrutiny Committee (or the SCVCG) as high priority (based on the PAPER test criteria – see reverse side of the 'Member Proposal Form' at Appendix 2) and;
 - Urgent, unforeseen or high priority issues

4.6 Scrutiny Proposal Forms

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

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

Cabinet Forward Work Programme

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

Progress on Committee Resolutions

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

5. Scrutiny Chairs and Vice-Chairs Group

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group is scheduled to meet on the afternoon of 15 March 2018.

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

Effective scrutiny will assist the Council to deliver its corporate priorities in line with community needs and residents' wishes. Continual development and review of a coordinated work programme will assist the Council to deliver its corporate priorities, improve outcomes for residents whilst also managing austere budget cuts.

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

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

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 not been undertaken in relation to the purpose or contents of this report. However, Scrutiny's through it work in examining service delivery, policies, procedures and proposals will consider their impact or potential impact on the sustainable development principle and the well-being goals stipulated in the Well-being of Future Generations (Wales) Act 2015.

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

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

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

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

11. Power to make the decision

Section 7.11 of the Council's Constitution stipulates that scrutiny committees and/or the Scrutiny Chairs and Vice-Chairs Group will be responsible for setting their own work programmes, taking into account the wishes of Members of the Committee who are not members of the largest political group on the Council.

Contact Officer:

Scrutiny Coordinator

Tel No: (01824) 712554

e-mail: rhian.evans@denbighshire.gov.uk

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

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
26 April	Cllr. Huw Hilditch Roberts	1. Pupil progress from Year 10 to KS4 [Education]	To consider the findings of the study undertaken on Year 10 pupils from choice of subjects to attainment (including projected grades, intervention/support provided and final attainment)	Ensure that all pupils are supported to achieve their full potential	Julian Molloy/Karen Evans/GwE	January 2017 (deferred September 2017/rescheduled December 2017)
	Cllr. Huw Hilditch-Roberts	2. <i>Behaviour and Absenteeism Management in Denbighshire Schools</i> [Education]	<i>To:</i> <i>(i) examine data for exclusion, authorised and unauthorised absenteeism rates per school for the county;</i> <i>(ii) outline the reasons why the County is the worst performing authority in Wales for short-term exclusions (5 days or less days) during last year and is consistently one of the lowest performers in Wales including details of the challenge process undertaken by the Authority in relation to performance in this area;</i> <i>(iii) examine the guidance given to schools in relation to behaviour and absenteeism management to ensure that it is used effectively (including information on the number of fixed penalty notices (FPNs))</i>	<i>Determination if the problem of short term exclusions is confined to certain schools and if so the reasons behind this in order to improve performance and ensure that the county's pupils are supported to achieve their potential, gaining the right skills to thrive</i>	<i>Karen Evans/Julian Molloy</i>	<i>By SCVCG January 2018</i>

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			<p><i>issued and court proceedings initiated), and any evidence that authorised absenteeism affects individual schools' overall performance. The report to also detail any provisions available for parents who wish to take their children for extended visits abroad to attend religious events or to visit family etc. and safeguarding measures the Authority has in place to ensure that all pupils return to full time education following their visits;;</i></p> <p><i>(iv) detail the Council's responsibilities and powers in relation to the provision of education to gypsy/traveller children of school age;</i></p> <p><i>(v) provide details of the increase in the number of pupils in the county's schools presenting with social problems in recent years, and of the work undertaken by PHW on Adverse Childhood Experiences (ACE); and</i></p> <p><i>(vi) give an overview of the analysis undertaken on potential correlation between FSM entitlement, school attendance and attainment</i></p>			
	Cllr. Julian Thompson-Hill	3.	Corporate Risk Register	To consider the latest version of the Council's Corporate Risk Register	Effective monitoring and management of identified risk to reduce risks to residents and the Authority	Alan Smith/Nicola Kneale Decemb er 2017

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
7 June	Cllr. Bobby Feeley	1. Draft Director of Social Services Annual Report for 2017/18	To scrutinise the content of the draft annual report to ensure it provides a fair and clear evaluation of performance in 2016/17 and clearly articulates future plans	Identification of any specific performance issues which require further scrutiny by the committee in future	Nicola Stubbins/Mark Southworth	April 2017
	Cllr. Richard Mainon	2 Your Voice' complaints performance (Q 4) to include social services complaints and quarterly public opinion/satisfaction information	To scrutinise Services' performance in complying with the Council's complaints. The report to include: (i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe; (ii) how services encourage feedback and use it to redesign or change the way they deliver services; and (iii) details of complaints which have been upheld or partially upheld and the lessons learnt from them.	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Kevin Roberts/Ann Lloyd/Phil Gilroy/Liz Grieve	July 2017
	Cllr. Brian Jones	3. National Report on Waste Management in Wales	To consider the findings of the Wales Audit Office's (WAO) national study on waste management and the associated recommendations	To consider how Denbighshire will respond to the national recommendations in relation to waste management	Tony Ward/Jim Espley	By SCVCG July 2017 (rescheduled November 2017 as

Meeting	Lead Member(s)	Item (description / title)		Purpose of report	Expected Outcomes	Author	Date Entered
							awaiting WAO report)
	Cllr. Richard Mainon	4.	Customer Effort Dashboard	To monitor the progress achieved in relation to developing the Customer Effort Dashboard and the feedback trend from the new telephony system	Improve resident accessibility to the Council's enquiries service, assisting them to easily access required services and consequent improving the customer satisfaction experience of the Council	Liz Grieve/Ffion Angharad	March 2017 (re-arranged February 2018)
19 July	Cllr. Julian Thompson -Hill	1.	Corporate Plan (Q4) 2017/2022	To monitor the Council's progress in delivering the Corporate Plan 2017-22	Ensuring that the Council meets its targets to deliver its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents	Alan Smith/Nicola Kneale/Heidi Gray	June 2017
	Cllr. Tony Thomas	2	Impact of the Suspension of the 'Right to Buy' Scheme	To evaluate the impact and effectiveness of the Council's application to suspend the 'Right to Buy' Scheme on the availability of properties within the Authority's housing stock	Improved capacity within the Council's housing stock to increase availability to meet local need and improve residents lives through the availability of high quality housing	Jamie Groves/Geoff Davies	July 2017
(WG representatives to be invited) tbc July/Sept/Nov – dependent on availability	Cllr. Brian Jones	3.	Capital Funding for Highways Projects	To discuss with WG representatives potential capital funding for maintaining and improving the highway network and to understand the revenue implications to the WG of the impact of the Local Government Borrowing Initiative	A greater understanding of how highways capital funding can be maximised with a view to developing the local economy and supporting the Council to deliver its connected communities corporate priority	Tony Ward/Tim Towers	February 2018

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
27 September	Cllr. Huw Hilditch-Roberts	1. Provisional External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy/GwE	July 2017
29 November	Cllr. Richard Mainon	1. Library Service Standards 2017/18	To detail the Council's performance in delivering library services and the progress made in developing libraries as community hubs	Identification of any slippages in performance or delays in progressing the development of community hubs with a view to recommending solutions in a bid to modernise the Council and improve outcomes for residents	Liz Grieve/Bethan Hughes	February 2018
	Cllr. Julian Thompson-Hill	1. Corporate Plan (Q2) 2017/2022	To monitor the Council's progress in delivering the Corporate Plan 2017-22	Ensuring that the Council meets its targets to deliver its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents	Alan Smith/Nicola Kneale/Heidi Gray	February 2017
Jan 2019	Cllr. Huw Hilditch Roberts	1. Verified External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's pupils. The report to incorporate GwE's Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire	Scrutiny of performance leading to recommendations for improvement	Karen Evans/Julian Molloy/GwE	July 2017

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
<i>School Improvement Plans</i> [Education]	<i>To discuss with representatives of particular schools their progress in achieving their improvement plans</i>	<i>Provision of support to the schools to ensure they deliver their plans and improve outcomes for their pupils and the school as a whole</i>	<i>Karen Evans/Julian Molloy</i>	<i>February 2018</i>
Implementation of the Donaldson Report 'Successful Futures' – Independent Review of Curriculum and Assessment Arrangements in Wales [Education] Dependent upon the legislative timetable	To consider and monitor the plans to implement the agreed measures adopted by WG following the consultation on the review's findings	Better outcomes for learners to equip them with jobs market skills	Karen Evans	April 2015
(Following local authority elections – winter/spring 2017-18) Update on options appraisals for In-house care services. (Dolwen & Hafan Dêg) [WIA required]	To consider the results of the analysis undertaken with respect to potential options for future provision of the services	Formulation of recommendations with respect to the future provision of the services for submission to Cabinet	Phil Gilroy	June 2016

Information/Consultation Reports

Date	Item (description / title)	Purpose of report	Author	Date Entered
September 2018 & March 2019 [Information]	Corporate Plan 2017/22 (Q1) 2018/19 & Corporate Plan 2017/22 Q3 2018/19 To monitor the Council's progress in delivering the Corporate Plan	Ensuring that the Council meets its targets and delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents	Alan Smith/Nicola Kneale/Heidi Gray	June 2017

Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
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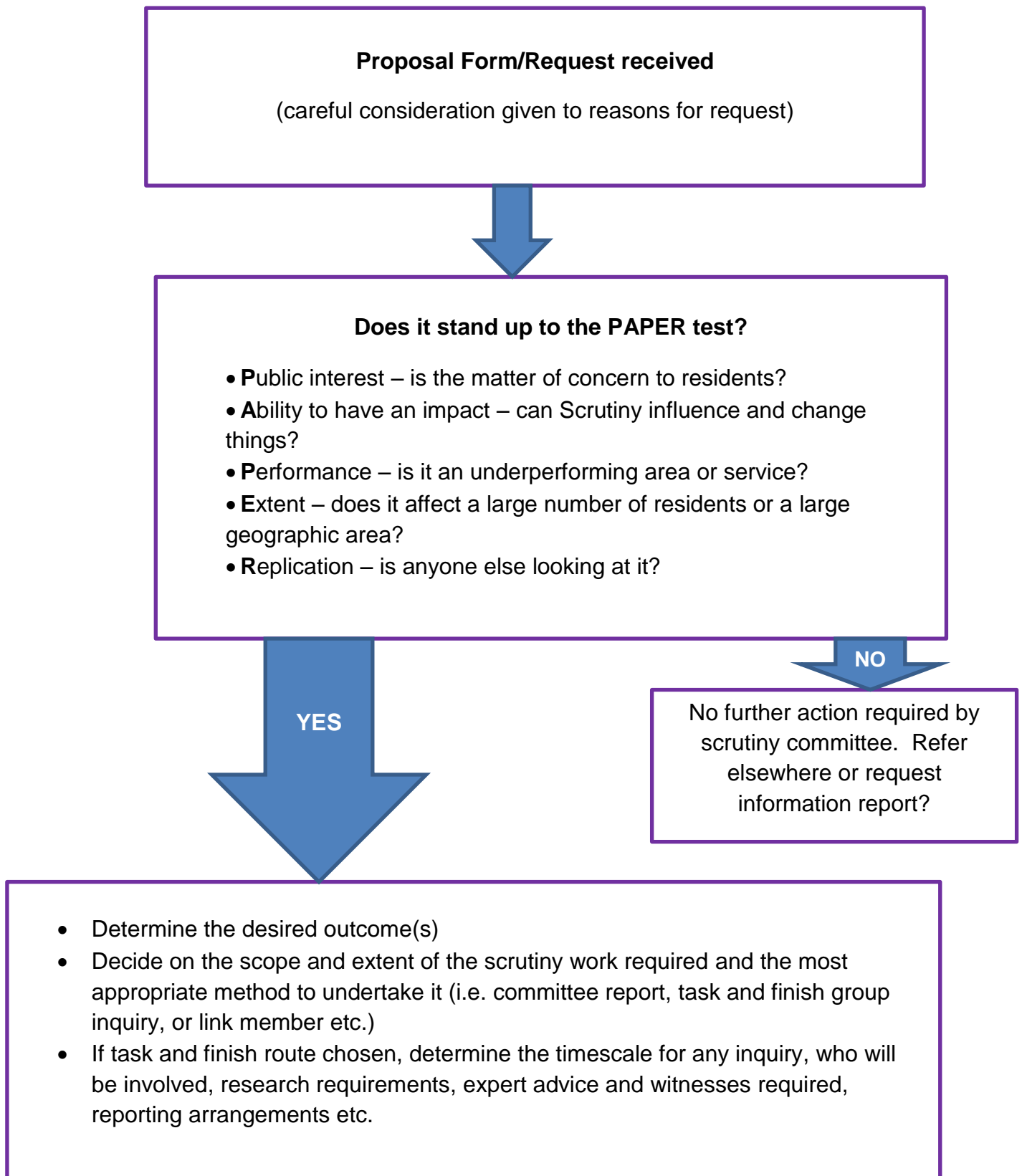
26 April	12 April	<i>10 May</i>	26 April	7 June	24 May

Performance Scrutiny Work Programme.doc
Updated 08/03/2018 RhE

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

Consideration of a topic's suitability for scrutiny



Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
20 Mar	1	Childrens Village Underground Carpark	Approval to proceed with refurbishment works	Yes	Councillor Julian Thompson-Hill / Russell Vaughan
	2	Business Rates Write Offs	To consider writing off irrecoverable Business Rates	Yes	Councillor Julian Thompson-Hill / Richard Weigh /Paul Barnes
	3	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	4	Items from Scrutiny Committees		Tbc	Scrutiny Coordinator
24 Apr	1	Insurance Contract Award	Following a tender process to award the contract to the preferred bidder for insurance services	Yes	Councillor Julian Thompson-Hill / Richard Weigh / Chris Jones
	2	CPO of the Former North Wales Hospital, Denbigh	To provide an update on the CPO process	Tbc	Councillor Brian Jones / Gareth Roberts
	3	Hafan Deg Day Care Centre, Rhyl	To appoint a Provider to take over the lease and running of the day care service	Yes	Councillor Bobby Feeley / Phil Gilroy / Emily Jones-Davies
	4	Queens Market and Savoy Hotel, West Parade, Rhyl	To consider proposals relating to the Queens Market and Savoy Hotel, West Parade, Rhyl	Yes	Councillor Julian Thompson-Hill / David Mathews

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	5	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	6	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
22 May	1	Managed Service for the Provision of Agency Workers	To receive a report to award to the most economically advantageous tenderer	Yes	Councillor Julian Thompson-Hill / Lisa Jones / Helen Makin
	2	Regional Regeneration - North Wales Regional Regeneration Plan and Welsh Government's Targeted Regeneration Investment Programme	To approve priorities in the Regional Regeneration Plan and the wider Draft Regional Plan and funding programme prior to submission to the Welsh Government	Yes	Councillor Hugh Evans / Graham Boase / Kim Waller
	3	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
26 June	1	Corporate Plan 2017-2022 (Q4)	To review progress against the performance management framework	Tbc	Councillor Julian Thompson-Hill / Nicola Kneale
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
31 July	1	Business Improvement Districts	To inform members of progress made on developing Business Improvement Districts and to make a recommendation in respect of the Business Plan	Tbc	Councillor Hugh Evans / Mike Horrocks
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
25 Sept	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
30 Oct	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
20 Nov	1	Corporate Plan 2017-2022 (Q2)	To review progress against the performance management framework	Tbc	Councillor Julian Thompson-Hill / Nicola Kneale
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
18 Dec	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>February</i>	13 February	<i>March</i>	6 March	<i>April</i>	10 April

Updated 01/03/18 - KEJ

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Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
1 February 2018	5. VERIFIED KEY STAGE 4 EXAMINATION RESULTS	<p><u>Resolved:</u></p> <p><i>(i) subject to the above observations, to receive the information provided on the performance of schools against previous performance and the external benchmarks currently available;</i></p> <p><i>(ii) to confirm that, as part of its consideration, it had read, understood and taken account of the Well-being Impact Assessment (Appendix 5); and</i></p> <p><i>(iii) that invitations be sent to the Headteacher and Chair of Governors of two of the county's consistently low performing secondary schools to attend a meeting of the Committee in the near future to discuss progress in delivering their school improvement plans.</i></p>	<p>(i) Lead Member and officers informed of the Committee's observations;</p> <p>(iii) work currently underway to plan and scope future meetings with school representatives</p>
	6. YOUR VOICE COMPLAINTS PERFORMANCE (Q3)	<p><u>Resolved: to</u></p> <p><i>(i) receive the report on the Council's performance in dealing with complaints, compliments and suggestions received under the 'Your Voice' Corporate</i></p>	The Lead Member and officers have been advised of the Committee's comments

		<p>Complaints procedure during Quarter 3, 2017-18; and</p> <p>(ii) receive the data on the Customer Effort and Satisfaction results for Denbighshire County Council for Quarter 3, 2017-18</p>	
	<p>7. MANAGED SERVICE FOR THE PROVISION OF AGENCY WORKERS</p>	<p><u>Resolved:</u> - subject to the above observations –</p> <p>(i) to inform Cabinet that, having considered all the information it had asked Scrutiny to review in relation to the procurement exercise and any potential alternative options that may be available to the Council for the provision of a managed service for the supply of agency workers, it was satisfied that the current contract was effectively managed and used, and that alternative arrangements would not be an efficient or viable option for the provision of temporary or time-limited specialist staff going forward;</p> <p>(ii) to recommend to Cabinet that it should proceed with the procurement process for a provider to supply agency staff for use across Council Services; and</p> <p>(iii) at the conclusion of the procurement process, based on best value, to appoint the most economically advantageous tenderer to supply this service.</p>	<p>The Lead Member and officers have been advised of the Committee's observations which will be presented to Cabinet when it considers the appointment of a provider to supply agency staff for use across Council Services at its meeting on 22 May 2018</p>

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