



Annual Performance Review 2015/16

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

This document is available on request in other languages and / or formats



THIS PAGE IS INTENTIONALLY LEFT BLANK

LANGUAGE SIGNPOST

This document may be available in other formats on request

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

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

Jeżeli potrzebują państwo dalszych informacji, proszę poprosić kogoś, kto mówi po angielsku lub walijsku żeby zadzwonił pod numer 01824 706291

اگر آپ کو مزید معلومات درکار ہوں تو برائے مہربانی انگریزی یا ویلش زبان جاننے والے اپنے کسی واقف کار سے کہیں کہ وہ آپ کی جانب سے فون نمبر 01824 706291 سے رابطہ کریں۔

আপনার যদি আরো তথ্যের প্রয়োজন হয়, তাহলে আপনার জানা ইংরেজী অথবা ওয়েলশ ভাষা বলতে পারেন এমন কাউকে অনুগ্রহ করে 01824 706161 নম্বরে টেলিফোন করতে বলুন

Se você precisar de nova informação, por favor pergunte alguém você sabe quem diz o galês o'r inglês para telefonar 01824 706291

إذا كنت بحاجة إلى مزيد من المعلومات ، يرجى الطلب من شخص ما تعرف من يتحدث الإنجليزية أو الويلزية الهاتف 01824706161

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

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

By EMAIL: strategicplanningteam@denbighshire.gov.uk

By TELEPHONE: 01824 706291

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

TABLE OF CONTENTS

Language Signpost	3
Table of Contents	4
Foreword	6
Financial Information	8
Introduction	11
Key	12
The Corporate Plan	14
Priority One: Developing the Local Economy	15
Outcome 1: Infrastructure for Growth.....	16
Outcome 2: Supported and Connected Business.....	18
Outcome 3: Opportunities for Growth.....	20
Outcome 4: High Quality Skilled Workforce.....	22
Outcome 5: Vibrant Towns and Communities.....	23
Outcome 6: Well-promoted Denbighshire.....	25
Priority Two: Improving Performance in Education, and the Quality of our School Buildings	
Outcome 7: Students achieve their potential.....	26
Priority Three: Improving our Roads	
Outcome 8: Residents and Visitors have access to a safe and well-managed road network.....	29
Priority Four: Vulnerable People are Protected and Able to Live as Independently as Possible	
Outcome 9: Vulnerable people are able to live as independently as possible.....	31
Outcome 10: Vulnerable people are protected.....	33
Priority Five: Clean and Tidy Streets	
Outcome 11: To provide an attractive environment for residents and visitors alike.....	35
Priority Six: Ensuring Access to Good Quality Housing	
Outcome 12: The housing market in Denbighshire will offer a range of types and forms of housing in sufficient quantity to meet the needs of individuals and families.....	37
Priority Seven: Modernising the Council to Deliver Efficiencies and Improve Services for Customers	
Outcome 13: Services will continue to improve and develop.....	39
Outcome 14: More flexible and effective workforce supported by cost efficient infrastructure.....	41
Corporate Project Register	42
Comparative Performance	41
External Regulation and Inspection	44
Diversity and Equality	47

Sustainable Development	48
Risk Management	49
Partnership and Collaborative Activity	50
Appendices	52
Appendix 1 - Corporate Project Register (September 2016).....	51
Appendix 2 - Corporate Risk Register (June 2016).....	56
Appendix 3A - National Strategic Indicators and Public Accountability Measures	58
Appendix 3B - NSIs and PAMs that Denbighshire County Council's performance declined in for 2015/16	62

FOREWORD

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

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

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

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

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

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



Hugh H Evans

Hugh H Evans, OBE
Leader of the Council

Dr Mohammed Mehmet



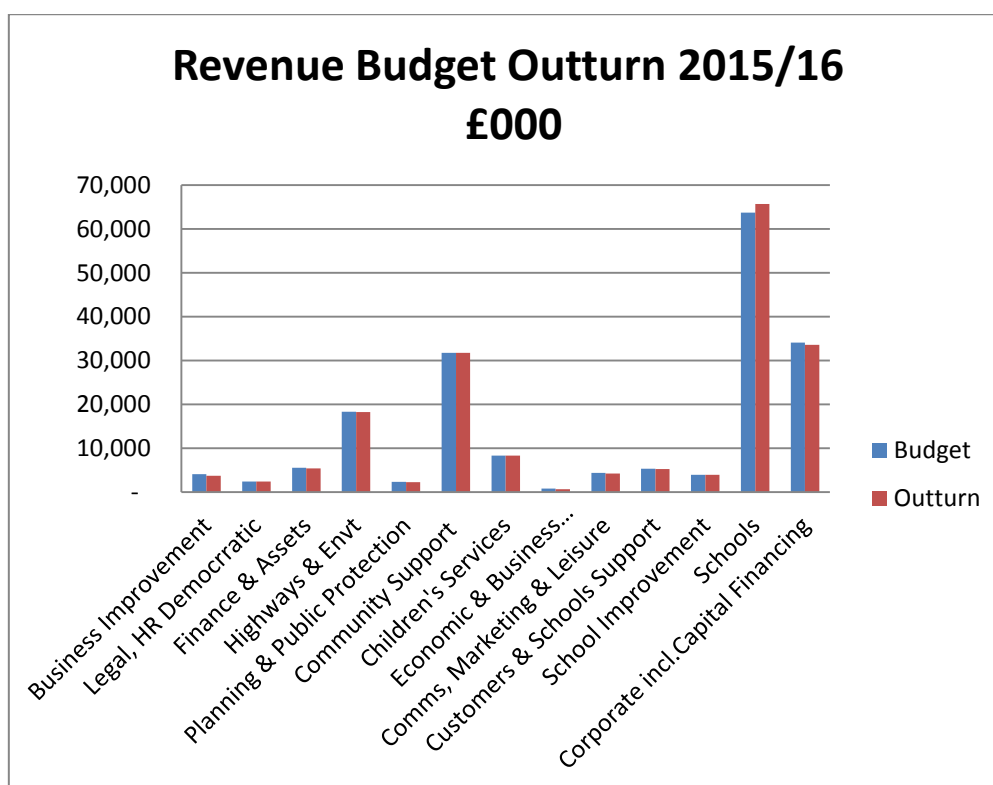
Dr Mohammed Mehmet
Chief Executive

FINANCIAL INFORMATION

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

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

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



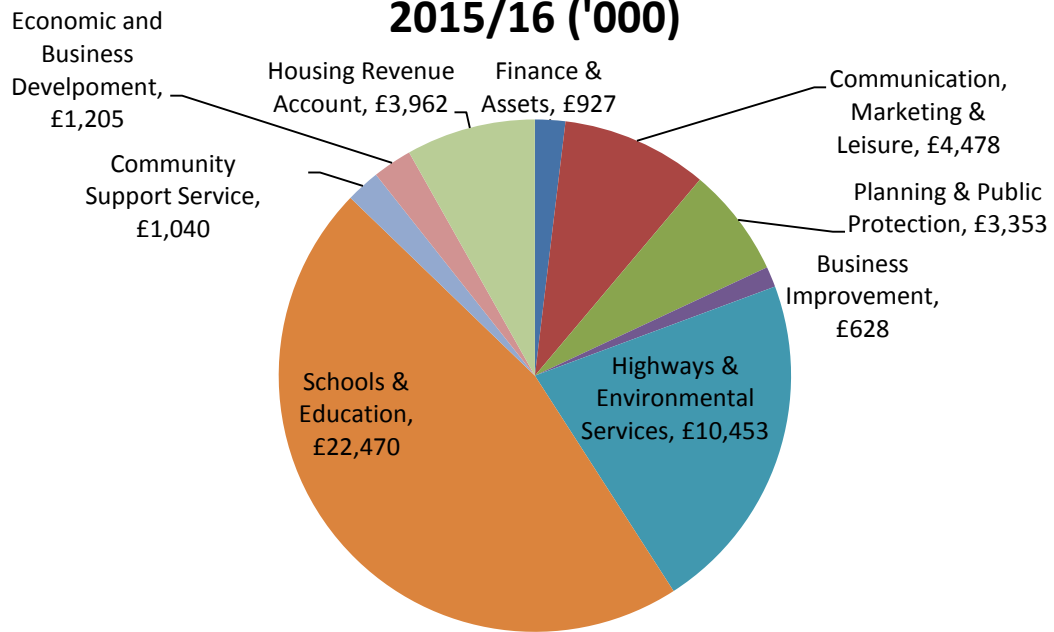
By the end of the year, including schools delegated budgets, the Council spent £387k more than it budgeted for on services and corporate budgets, including schools. Service balances at year-end were £1.1m but school balances reduced by £2m during the year. The year-end position helped make possible a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

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

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

Total capital expenditure across council service areas is shown below:

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



INTRODUCTION

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

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

KEY

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

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

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

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

THE COLOURS

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

THE EVALUATION

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

THE CORPORATE PLAN

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

DEVELOPING THE LOCAL ECONOMY

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

IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

<u>Outcome 7</u>	RED
------------------	-----

IMPROVING OUR ROADS

<u>Outcome 8</u>	ACCEPTABLE
------------------	------------

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

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

CLEAN AND TIDY STREETS

<u>Outcome 11</u>	GOOD
-------------------	------

ENSURING ACCESS TO GOOD QUALITY HOUSING

<u>Outcome 12</u>	GOOD
-------------------	------

MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

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

DEVELOPING THE LOCAL ECONOMY

SUMMARY

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

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

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

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

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

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

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

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

OUTCOME 1

Infrastructure for Growth

SUMMARY

DIGITAL DENBIGHSHIRE

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

Milestones Delivered:

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

Benefits Delivered:

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

The status of this Outcome is Orange: Acceptable.

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

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

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

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

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

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

OUTCOME 2

Supported and Connected Businesses

SUMMARY

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

BUSINESS ADVICE AND SUPPORT

Milestones Delivered:

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

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

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

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

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

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

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

Milestones Delivered:

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

Benefits Delivered:

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

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

OUTCOME 3

Opportunities for growth

SUMMARY

The overall position for this Outcome is Green: Excellent.

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

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

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

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

TOURISM GROWTH PLAN

Successes of the Tourism Growth Plan

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

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

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

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

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

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

OUTCOME 4

High quality skilled workforce

SUMMARY

The overall status for this Outcome is Yellow: Good.

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

PATHWAYS +

Milestones delivered include:

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

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

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

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

OUTCOME 5

Vibrant towns and communities

SUMMARY

The overall position for this Outcome is Orange: Acceptable.

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

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

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

BUSINESS BENEFITS OF VIBRANT AND VIABLE HIGH STREET WORKS

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

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

OUTCOME 6

Well-promoted Denbighshire

SUMMARY

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

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

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

- Heritage and culture
- Outdoor Activities
- Coastal Tourism

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

OUTCOME 7

Students achieve their potential

SUMMARY

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

GCSE AND A LEVEL RESULTS FOR 2016

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

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

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

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

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

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

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

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

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

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

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

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

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

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

RHYL HIGH SCHOOL

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

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

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

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

OUTCOME 8

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

SUMMARY

Overall, this outcome is Orange: Acceptable.

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

AWARD WINNERS

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

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

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

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

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

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

OUTCOME 9

Vulnerable people are able to live as independently as possible

SUMMARY

The overall status for this Outcome is Yellow: Good.

FEEDBACK FROM PEOPLE WHO USE SERVICES

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

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

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

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

with health or social care services.

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

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

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

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

TALKING POINTS

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

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

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

OUTCOME 10

Vulnerable people are protected

SUMMARY

The overall position for this outcome is Yellow: Good.

POVA REFERRALS

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

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

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

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

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

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

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

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

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

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

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

OUTCOME 11

To produce an attractive environment for residents and visitors alike

SUMMARY

The overall position for this outcome is Yellow: Good.

COUNCIL LEADS THE WAY.....

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

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

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

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

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

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

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

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

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

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

ENVIRONMENTAL CRIMES

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

The council took action through the courts against 41 individuals.

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

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

OUTCOME 12

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

SUMMARY

The overall position for this outcome is Yellow: Good.

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

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

DISABLED FACILITIES GRANTS

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

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

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

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

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

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

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

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

OUTCOME 13

Services will continue to develop and improve

SUMMARY

The overall position for this outcome is Yellow: Good.

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

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

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

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

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

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

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

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

OUTCOME 14

More flexible and effective workforce supported by cost efficient infrastructure

SUMMARY

The overall status for this Outcome is Orange: Acceptable.

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

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

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

PROJECT REGISTER

CORPORATE PROJECT REGISTER SUMMARY AS AT 19 SEPTEMBER 2016

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

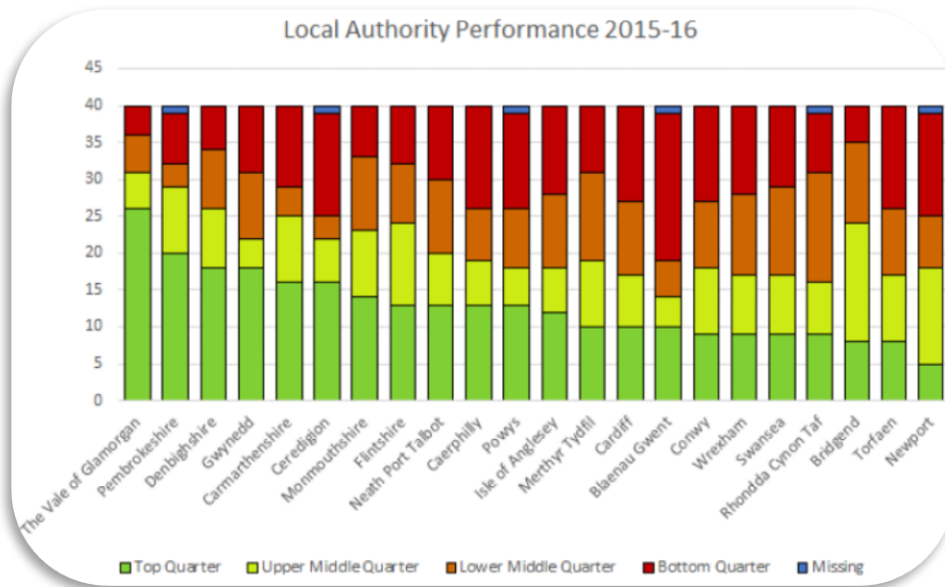
There were 33 projects reported upon as at 19 September 2016. One was reported with grey status (project has been postponed), with five projects (15%) having an Orange: "Acceptable" status, 30% assessed as Yellow: "Good" and the remaining 52% having a "Green" status: Excellent.

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

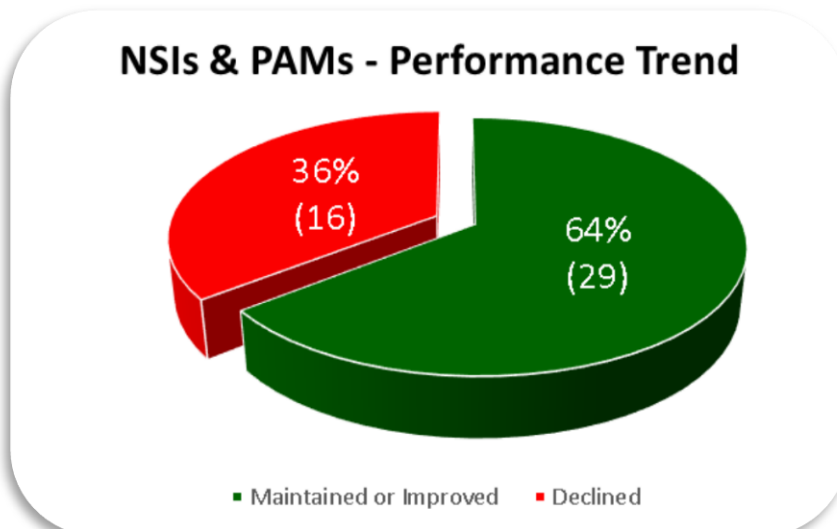
COMPARATIVE PERFORMANCE

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

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



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



EXTERNAL REGULATION AND INSPECTION

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

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

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

WALES AUDIT OFFICE

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

In particular, progress was noted in delivering the following:

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

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

CARE AND SOCIAL SERVICES INSPECTORATE WALES (CSSIW)

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

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

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

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

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

Specific Areas of progress highlighted include:

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

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

WELSH LANGUAGE COMMISSIONER

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

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

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

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

DIVERSITY AND EQUALITY

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

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

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

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

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

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

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

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

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

SUSTAINABLE DEVELOPMENT

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

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

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

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

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

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

RISK MANAGEMENT

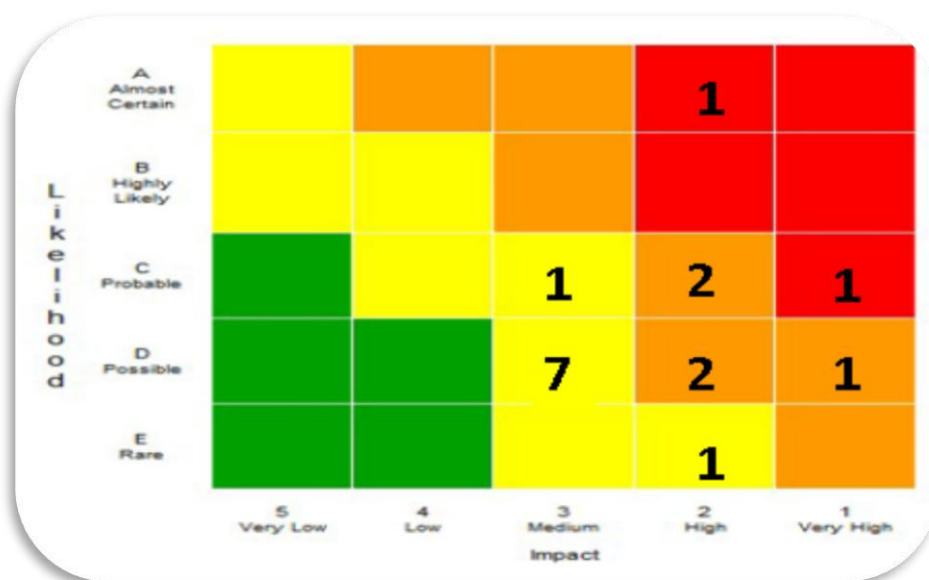
The Corporate Risk Register has been developed by, and is owned by, the Corporate Executive Team (CET).

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

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

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

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



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

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

PARTNERSHIP AND COLLABORATIVE ACTIVITY

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

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

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

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

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

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

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

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

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

APPENDICES

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

APPENDIX 1 – DENBIGHSHIRE CORPORATE PROJECT REGISTER (SEPTEMBER 2016)

CORPORATE PROGRAMME: ECONOMIC & COMMUNITY AMBITION

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

CORPORATE PROGRAMME: IMPLEMENTING THE SOCIAL SERVICES AND WELLBEING ACT

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

CORPORATE PROGRAMME: MODERNISATION

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

CORPORATE PROGRAMME: MODERNISING EDUCATION

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

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

RHYL REGENERATION

Rhyl Waterfront Development	YELLOW
Rhyl Town Centre Loan Fund	GREEN

SERVICE: BUSINESS IMPROVEMENT AND MODERNISATION

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

SERVICE: CHILDREN AND FAMILY SERVICES

Capturing the voice of children, young people and families	GREEN
------------------------------------------------------------	-------

SERVICE: COMMUNITY SUPPORT SERVICES

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

SERVICE: CUSTOMERS AND EDUCATION SUPPORT

School Workplace Transport	YELLOW
----------------------------	--------

SERVICE: FACILITIES, ASSETS AND HOUSING

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

SERVICE: FINANCE

Capita Regional MIS	YELLOW
---------------------	--------

SERVICE: HIGHWAYS AND ENVIRONMENTAL SERVICES

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

SERVICE: PLANNING AND PUBLIC PROTECTION

Former North Wales Hospital	YELLOW
-----------------------------	--------

APPENDIX 2 – CORPORATE RISK REGISTER (JUNE 2016)

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

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

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

APPENDIX 3A - NATIONAL STRATEGIC INDICATORS & PUBLIC ACCOUNTABILITY MEASURES

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

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

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

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

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

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

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

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

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

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

APPENDIX 4 – DENBIGHSHIRE COUNTY COUNCIL PERFORMANCE TECHNICAL DOCUMENT

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