



Annual Performance Review 2016-17

Corporate Plan / Project Register /
Statutory Performance Framework

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LANGUAGE SIGNPOST

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Rydym yn croesawu galwadau ffôn yn Gymraeg /
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We welcome correspondence in Welsh. There will be no delay in responding to correspondence received in Welsh.

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FOREWORD

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

According to the indicators used by the Welsh Government to evaluate local government performance, Denbighshire's performance remains excellent, and we are in the top 5 of Welsh local authorities.

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.

This Corporate Plan 2012-2017 has now come to an end and this is the final Annual Performance Review for this plan. This document represents a review of the 2016-17 performance and whilst mindful that some of our priorities will take several more years to deliver, the full benefits of this 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.

A great deal of change has taken place within the council throughout the duration of this Corporate Plan 2012-2017 and in the next five years we will continue to modernise the way we work to ensure that we are equipped to tackle the challenges that lie ahead. We must also look at the continuing challenges and opportunities and the way we deliver services, prompting us to think more creatively in how we work with partners and communities within the public sector in light of recent legislation, which includes:

- The Social Services & Well-being (Wales) Act 2014
- The Housing (Wales) Act 2014
- The Well-being of Future Generations (Wales) Act 2015

- The Planning (Wales) Act 2015
- The Environment (Wales) Act 2016

These Acts place greater emphasis on the well-being agenda than there has been previously.

As well as making sure that we have delivered on this Corporate Plan we have been preparing for our new Corporate Plan 2017-2022 and we are supporting the Public Services Board in the development of its new Well-being Objectives.

Our recent consultation on the “County Conversation” has helped us plan our investment for the priorities in the future. County Council elections in May 2017 resulted in a new team of elected Members shaping our new Corporate Plan 2017-2022. Our new plan will continue our commitment in making a significant and lasting difference to the people and communities of Denbighshire, and reflecting on our challenges and achievements over the last five years will be conducive to our continued success.



A handwritten signature in blue ink that reads "Hugh H Evans".

Hugh H Evans, OBE
Leader of the Council

A handwritten signature in black ink that reads "Dr Mehmet".



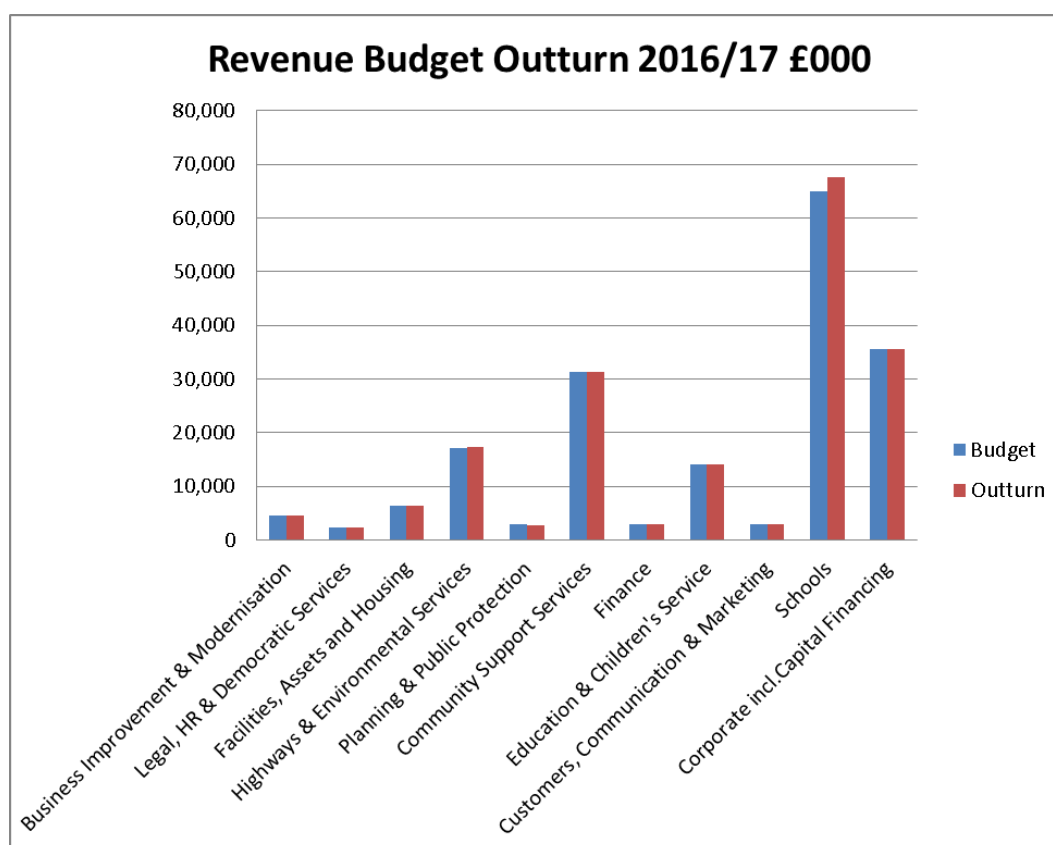
Dr Mohammed Mehmet
Chief Executive

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 2016-17, the gross revenue budget was £285.3m.

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 £5.2m 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:



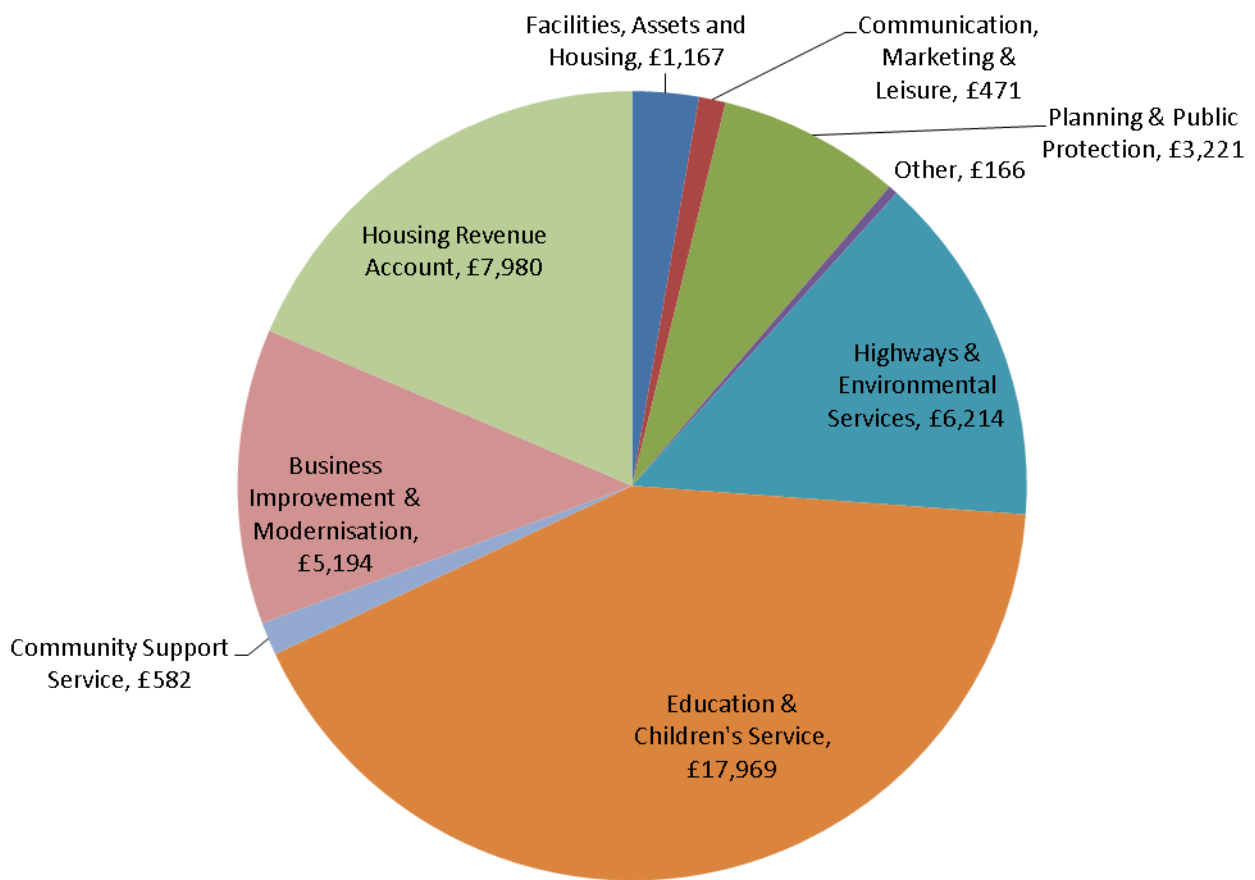
By the end of the year, including schools delegated budgets, the Council spent £2.2m more than it budgeted for on services and corporate budgets. Service balances at year-end were £0.414m but school balances reduced by £2.6m during the year resulting in a net deficit balance of £1m. During the year the Council made a net contribution to a budget mitigation reserve which is part of the council's ongoing budget strategy and also ensured social care reserves were replenished in order to cope with ongoing pressures in 2017-18. There has continued to be reductions in the Council's funding, however due to the use of cash from the Budget Mitigation Reserve and General Balances (£2.1m) and the identification of savings from corporate contingency budgets (£1.4m) the level of efficiencies required from services for 2017-18 has been kept as low as possible (£0.9m, or 1% of their revenue budgets). The budget process for 2018-19 and beyond is underway with the continued use of cash and corporate savings being used in order to ensure that services have time to identify the estimated savings required of £12m by 2019-20.

In 2016-17, as well as having to make savings, we continued to prioritise the delivery of the Corporate Plan and we invested an additional £0.150m budget for prudential borrowing to fund the plan. During 2012-13, the Council agreed an ambitious Corporate Plan which aims to deliver investment in schools, social care facilities and roads over a period of five to seven years. The plan has evolved since 2012-13 depending on monies available and changes to schemes. The current plan shows overall expenditure of £119m and £60m of this is expected to be incurred between 2017-18 and 2020-21. 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 2016-17, expenditure on Corporate Plan projects was £18.4m out of a total investment of £43m in capital schemes. Major projects delivered in 2016-17 included finalising the new Rhyl High School, work on Ysgol Glan Clwyd School, Ruthin new school, flood defence works, road improvements and council housing.

Total capital expenditure across council service areas is shown below:

Capital Expenditure by Service Area 2016/17 ('000)



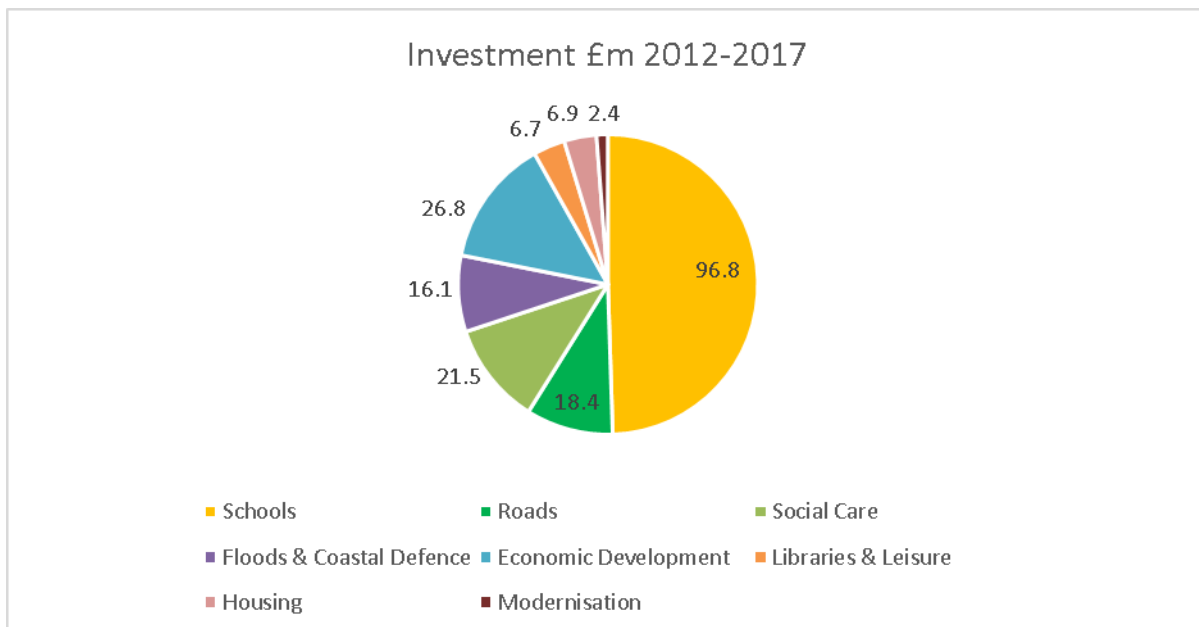
Since 2012 the council's officers and councillors have been working hard to deliver these projects, developed to address the priorities. Please see the summary below.

It is timely, at the end of this Corporate Plan 2012-2017, to summarise what has been achieved in comparison to what was promised in 2012 and what will be achieved beyond the lifetime of this Plan.

Headline Investment	Scheme	Progress
£96.81m for schools	Brand new High School, Rhyl	Completed
	Extension and refurbishment at Ysgol Glan Clwyd	Due September 2017
	Extension and refurbishment at Bodnant Community School, Prestatyn	Completed
	Refurbishment and remodelling of Ysgol y Llys, Prestatyn	Completed
	Building of new primary schools on the Glasdir site, Ruthin	Due Spring 2018
	Extension of Ysgol Pendref, Denbigh	Deferred for consideration as part of next round of 21 st Century Schools
	Extension and refurbishment of Ysgol Twm o'r Nant, Denbigh	Completed
	Ysgol Bro Dyfrdwy – extension and refurbishment	Completed
	Rhyl 3-16 Catholic School	From September 2019
	Ysgol Carreg Emlyn, Clocaenog – New school in Clocaenog	Due Autumn 2018
	Ysgol Llanfair – New school in Llanfair	Due Spring 2019
	Maintenance work in various schools	On-going
£18.41m for roads	Improvement to the county's roads	On-going
£21.5m for social care	Extra care schemes in Denbigh, Ruthin and Corwen	2 schemes to be developed by 2018
	Investment in Cefndy Healthcare factory in Rhyl	Completed
£16.1m for floods and coastal defences	Coastal Defence – Phases 1,2 and 3	Completed
	Flood defence works at Corwen	Completed

Headline Investment	Scheme	Progress
£26.8m for economic development and regeneration	Development of Rhyl Harbour	Completed
	Renovation of the former Bee & Station, Rhyl to form business units	Completed
	Investment in creation of housing - of green space - West Rhyl Housing Improvement Programme	Completed
£6.7m for libraries and leisure	Nova redevelopment in Prestatyn	Completed
	New library for Prestatyn	Completed
	Redevelopment of Ruthin Leisure Centre	Completed
£6.9m on housing	Housing improvement - renewal areas	Completed
	Housing improvement grants	Ongoing
£2.4m on modernisation	Improvement to Information Communications Technology systems	Ongoing

Summary of investment:



INTRODUCTION

This report provides an overall assessment of the performance of Denbighshire County Council during 2016-17, and contains sections on the following elements of our work:

1. The Council's Corporate Plan 2012-17 - 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.

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 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 2017. 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>	PRIORITY FOR IMPROVEMENT
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IMPROVING OUR ROADS

<u>Outcome 8</u>	GOOD
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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
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ENSURING ACCESS TO GOOD QUALITY HOUSING

<u>Outcome 12</u>	GOOD
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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

For this priority we identified headline indicators for the overall programme, and six outcomes that we aim to deliver for our communities up until 2023, in line with our Economic & Community Ambition Strategy. Narrative on each outcome will follow this summary of our position in relation to the headline indicators.

Overall performance is positive with over 68% (17) of performance indicators showing 'excellent' or 'good' performance. In addition, 94% (16) of activities/projects supporting this priority have been completed or are on target for completion.

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
- the percentage of new enterprises that have survived for 1 and 3 years
- financial turnover for Denbighshire based businesses.

There are now more businesses starting up every year in Denbighshire, from 280 a year in 2012 to 350 in 2015. We have the best one year survival rates and the highest percentage increases in business financial turnover of anywhere in Wales. This has improved the position of Denbighshire-based businesses from 'good' to 'excellent' (£2.507 million, compared with £2.340 million last year).

Performance in respect of numbers of job seekers has also shown improvement over the year, with a reduction to 2.1% compared to 2.4% in 2015-16. This now incorporates the number of people claiming Job Seekers Allowance plus those who claim Universal Credit whom are out of work.

Median household income remains an area for concern at £24,574 for 2016/17. This has changed very little since 2012-13 (£24,047).

Key activities (such as the Priority Strategic Employment Sites and Business Support and Advice projects) have supported businesses to help them flourish and grow. Additional opportunities for diversification of the Tourism sector have been supported through the Tourism Growth Plan, and our work to encourage new growth sectors in higher value areas (advanced manufacturing and life sciences in particular) has advanced with a specific focus on St Asaph Business Park and connections with Glyndwr University.

The results from our 2016-17 business survey show that 100% 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 [within the Economic and Community Ambition Strategy 2013-2023](#).

Much good work has been done under this priority to lay the foundations for Denbighshire's economy to grow, as referred to under the following six key outcomes. There is now a well-established Economic Development team with a clear remit working to continue to progress this work in the new Council term.

OUTCOME 1

Infrastructure for Growth

SUMMARY

The status of this outcome is Orange: Acceptable.

STRATEGIC EMPLOYMENT SITES

Benefits delivered:

Much better understanding of site constraints and how they can be overcome;

Designed and costed schemes “on the shelf” which can be activated as and when funding / investor opportunities arise;

Greater understanding of market demand and business property requirements;

Site developments underway;

Improved contact and professional relationships with site owners, agents, developers and potential growth businesses;

A wealth of data to help inform future employment land allocations in the Local Development Plan (LDP).

The two key projects that support this outcome are now ‘complete’.

In 2012 there was a lack of employment sites in Denbighshire that were available for development despite LDP allocation, and enquiries regarding business development were dealt with across a number of service areas.

During this corporate plan a new approach to developing employment sites has been established. There’s such confidence in the new approach, that in November 2016 the ECA Programme Board agreed to close ‘Priority Strategic Employment Sites’ as a project. However, work to facilitate and enable the development of these allocated sites will continue under the new approach. There will be two key differences under the new approach:

1. Activity to facilitate and enable the development of sites for employment – including those previously considered through the Priority Strategic Employment Sites project, but also any other sites as and when opportunities arise – will continue as business as usual. This means that the activity will be contained within the resources of our Facilities, Assets and Housing service area without any requirement for additional capital or project management funding.

2. Based on the knowledge gained through the feasibility and analysis work undertaken to date it is proposed that the following project is prioritised for its impact on the economy: Growth Sector Move-On Accommodation, St Asaph

Business Park, with the costs of development work being met from the economic development budget.

In June 2017 the 'Digital Denbighshire' project was also completed, establishing the council as a significant champion and enabler of digital business. Interest from businesses in DCC's programme of digital grants and marketing workshops continues to grow and feedback from the courses commissioned from Grwp Llandrillo Menai's Retail Academy has been consistently very good. A new programme has been devised for 2017-18 to include advanced social media skills and cybercrime initiatives. In addition, all four mobile network providers have increased capacity and coverage in the county in recent months in part due to forthcoming enforcement of minimum performance measures by Ofcom. New masts and upgrades to existing assets are continuing with a key contact officer in the EBD Team supporting the rollout. DCC has responded to a Welsh Government consultation on how Local Authorities in Wales, Welsh Government and network operators can work more efficiently together to improve the process for new mast development.

Denbighshire's OFCOM five-point ranking for superfast broadband availability has remained 'a priority for improvement' throughout the course of the plan as data has been unavailable. However, data sourced from Think Broadband shows that the county has increased its Superfast (>30Mbps) coverage from just 7.9% (Jan 2013) to 81.54% (July 2017). The Wales comparison figure is 90.4% and 92.68% for the UK.

In recognition of the importance of broadband availability and reliability today and in the future, there is a proposed priority in our next Corporate Plan to see that all Denbighshire citizens have access to a quality broadband network.

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.

MARCH FOR BUSINESS



The programme is now devised each year by the Council's Economic and Business Development team following regular feedback from over 500 local businesses. It has become a major event in the local business calendar, attracting significant attention to the Council's work on developing the local economy.

This year over 400 business people took part in 13 events across 10 different locations involving 45 business experts.

Events included training workshops around e-commerce, social media, marketing, a conference on growth and investment opportunities in Denbighshire, 'ask the expert' sessions and a networking dinner held in collaboration with the Federation of Small Businesses.

(March 2016)

For 2016-17 the number of businesses reporting high satisfaction levels with the ease of access to business advice and support achieved 100% (23% increase from the previous year).

Our Local Supplier Development project recognises that the council's spend is a major driver for local economic development and support for a 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 are continuing to improve the way we support local businesses to bid for contracts and supply us with what we need, which is a significant change to our approach at 2012, where there was little support tailored towards local businesses.

Our Contracts Register is now available on the Council's website, providing details of all current DCC contracts over £25,000. Making this information publicly available provides the opportunity for business to see when Council contracts are coming up for renewal, and thus allow them plenty of planning time if they are considering making a bid.

In 2016-17 the Council spent 54% of its overall spend for the year within Wales. Of this 48% (overall) was spent in North Wales, and 30% in Denbighshire.

ECONOMIC DEVELOPMENT BUSINESS ADVICE AND SUPPORT

The Economic & Business Development (EBD) Team continues to drive service engagement with customers through face to face and digital interaction aimed at supporting growth. Further information can be obtained using the following links:

EBD Blog:
<https://econdevdcc.wordpress.com/>

Twitter:
<https://twitter.com/ebddcc>

The purpose of the blog and twitter feed are to:

- Develop new and younger audiences
- Improve engagement by using creative content
- Set an example to other service areas
- Promote the work of the Council on developing the economy

Social media use has had a positive impact on:

- Reducing communication costs
- Faster responses to surveying and more immediate feedback
- More effective tracking and recording of engagement to improve performance

Our '[Better Business for All](#)' (BBfA) project seeks to remove regulatory barriers to growth and raise the economic competitiveness of businesses in Denbighshire, giving them confidence to grow 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 as part of the ECA programme.

The council came second in a national award for its work on cutting down on 'red tape', with the Planning and Public Protection service named runner-up in the Regulatory Delivery Awards, a UK-wide competition showcasing outstanding work in delivering regulation. The project, which will complete and become part of business as usual in late 2017, brings together businesses and the Council's Planning and Public Protection service to improve how regulation is delivered, saving businesses time and money.

As part of the changes brought about by BBfA, the Council now offers better co-ordination between services so a more holistic service is provided to businesses during visits. Other work undertaken to improve regulatory delivery in the county includes Primary

Authority Partnerships with local businesses, the production of business packs and [case study video clips](#) to provide improved guidance and support; and workshops with businesses to help develop policies.

Denbighshire - the only Welsh applicant among the 13 finalists - was also given a special 'one to watch' recognition by the Department for Business, Energy and Industrial Strategy, which runs the awards.

OUTCOME 3

Opportunities for growth

SUMMARY

The overall position for this outcome is Green: Excellent.

Tourism plays a vital part in Denbighshire's economy, with a total economic impact in 2015 of over £450 million and nearly 6 million visits made. Over 6,000 full time jobs were supported by tourism spend, an increase of 7.4% compared to the previous year.

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 is helping sustain these valued facilities in our communities and the actions in the plan help to encourage this.

Our vision to develop leisure provision on the coast continued in 2016-17 with Phase 1 works well under way and the demolition of the Sun Centre being completed. The east car park has been refurbished and works are very advanced with the improvements to the Pavilion Theatre (internal and external) and Sky Tower. The Council were successful in utilising the entire £3.5m grant allocation from Welsh Government within the strict deadline of March 31st 2017.

Work commenced on site in March 2017 for the development of a 70 bedroom Premier Inn hotel with a restaurant at ground level on the Honey Club site, Rhyl, and on refurbishing the Crescent Road car park as a dedicated car park for the hotel. Construction is expected to complete in February 2018, with the hotel open for business for Easter 2018. We will be working closely with Rhyl City Strategy (RCS), the Department for Work & Pensions, and Rhyl College to ensure that we develop an appropriate training programme to ensure that Rhyl residents have the strongest opportunity to secure the new jobs that are created by the development.

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 was shortlisted for the George Gibby Award at the 2016 Institution of Civil Engineers annual awards. It also won the British Construction Industry Award 2016 for 'Project of the Year' for projects under £10m. 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.

Flood risk mitigation work will continue under our next Corporate Plan, where we aim to reduce the number of Denbighshire homes at risk from flooding.

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.

The percentage of people of working age in Denbighshire who are self-employed increased by 0.8% from 11.6% in 2015-16 to 12.4% in 2016-17.

The number of pupils not in education, employment or training upon leaving school at year 11 has improved from 38 in 2015-16 to 20 in 2016-17, from of a cohort of 1061. This is in line with the Welsh median, and a significant improvement from the 53 reported in 2012. Whilst there was an increase of 5% (2016-17) in businesses reporting difficulty in recruiting staff with the right skills (increasing to 20% overall), none of the businesses that responded reported that they had unfilled vacancies due to unsuitable applicants.

Working with schools and local businesses, we continued to develop further the work carried out by our Pathways+ pilot project, which has provided practical support (such as interview skills) to young people across the county in order to make them better prepared for the world of work before they leave school. Learning lessons from our pilot we have developed a longer term project focussed on providing schools and pupils with additional expertise and support from businesses, and mentoring support from Alumni and Public Service employees in order to enrich the current careers and the world of work activity undertaken. The project will be structured to enable the activity to be embedded within the Welsh Baccalaureate to ensure the sustainability of the initiative beyond initial support from the ECA Programme Board.

We have also developed and started an internal apprenticeship and work experience programme in readiness for future focus on skills, careers advice and jobs for young people in the next Corporate Plan.

OUTCOME 5

Vibrant towns and communities

SUMMARY

The overall position for this outcome is Orange: Acceptable.

The Vibrant and Viable High Streets plan (which supports town centres) completed further actions during 2016-17, including encouraging businesses in Denbigh to improve web/social media presence for the town, and establishing a set of key objectives for Rhyl Town Centre.

Two thirds of respondents to our last 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 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. With the announcement from the Welsh Government's Cabinet Secretary for Communities and Children that Communities First is to cease as from April 2018, Denbighshire plans to access the grant funding that's available to support Communities for Work and the Employability agenda. Meanwhile, connections are being established with the DWP and other partners to enable the unemployed to access the new job opportunities that will be available in Rhyl.

BUSINESS BENEFITS OF VIBRANT AND VIABLE HIGH STREETS WORK

- ✓ [#LoveLiveLocal](#) has 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
- ✓ Identification of potential Business Improvement Districts in Rhyl & Prestatyn

OUTCOME 6

Well-promoted Denbighshire

SUMMARY

The overall status for this Outcome is Green: Excellent.

Under this outcome, our work is primarily concerned with activity that will support new inward investment. There are no indicators or measures in the Corporate Plan for this outcome. Of the two remaining activities, one was completed in 2016-17 (Enquiry Handling for Sites and Premises project, which has introduced a new streamlined approach to handling investment enquiries from start to finish), and the other, led by our Customers, Communication and Marketing service, is on track and making good progress in preparing an inward investment marketing campaign to promote Denbighshire as a great place to locate a business.

The Denbighshire Destination Management Plan, launched in 2014, successfully completed its third-year action plan in 2016-17. Key achievements included:

- Growing the Tourism Ambassador Scheme membership to 42 members in Denbighshire.
- Successfully applying for Rural Development Programme (RDP) funding for the next phase of the Ambassador Scheme which will operate a blended learning model that uses on-line modules, workshops and mentoring.
- Delivering the 2017 North East Wales Year of Legends promotional campaign with Wrexham and Flintshire funded through Welsh Government's Regional Tourism Engagement Fund (RTEF).
- Leading a successful bid (In partnership with Wrexham and Flintshire) to Welsh Government for RTEF funding for a promotional campaign linked to Year of the Sea 2018.

The Destination Management approach is seen as a best practice model for business-led development of tourism, establishing structure (Tourism Forum, Destination Partnership, Destination Liaison Group) within the county, with the Destination Management Plan acting as a key document to consider/reference when applying for funding.

The next Plan (2017-20) aims to be more ambitious. Rather than producing a yearly action plan it will look at a range of actions over the next three years. Broad themes were developed at October 2016's Tourism Forum and were further refined by the Destination Partnership. A draft version of the plan has been widely circulated and key stakeholders have been asked to look at specific parts of the draft plan (as well as the whole document) to make actions specific, measurable,

achievable, relevant and time-bound. The plan remains on schedule to be finalised by October 2017. The draft plan supports the goals of the ECA Strategy 2013-2023, Well-Being of Future Generations (Wales) Act 2015, The Welsh Government Strategy for Tourism, 2013-2020 and the council's new Corporate Plan 2017-22.

OUTCOME 7

Students achieve their potential

SUMMARY

The overall position for this outcome is Red: Priority for Improvement.

At the start of our Corporate Plan the council agreed five key attainment indicators that it would use to monitor the progress of our students in school. These were:

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.

- The percentage achieving the level 2 threshold or vocational equivalents (Key Stage 4)
- The percentage achieving the level 2 threshold or vocational equivalents, including English/Welsh and maths (Key Stage 4)
- The average capped points score at Key Stage 4
- The percentage who achieve the Core Subject Indicator at Key Stage 2 (L4+)
- The percentage who achieve the Core Subject Indicator at Key Stage 4 (L2)

In all of these, the performance of our pupils has improved when comparing 2015-16 academic year with 2011-12. Please note that the academic years relate to the following financial year, therefore 2011-12 academic performance relates to the first financial year of the Corporate Plan (2012-13), and 2015-16 relates to the last year of the plan (2016-17).

However, the rate of improvement has not kept up with the rest of Wales, and Denbighshire has fallen below the median. In April 2013, school improvement became the responsibility of a regional consortium, GwE, which works across the six North Wales authorities. When the consortium was set up, it was agreed that their focus initially would be on those counties that were in greatest need of improvement. With Denbighshire then being a high performing authority in terms of Education standards, this approach meant that our

improvement did not continue at the same rate as we waited for other authorities to catch-up. We anticipate that, there now being greater consistency across the region, our rate of improvement will increase. The Welsh Government and Estyn judge local authority performance according to our Free School Meal ranking, against which Denbighshire is expected to be 14th out of 22 local authorities. All of our key attainment indicators are, on the whole, in line with this expectation.

In terms of narrowing the gap in performance between different groups of learners, Denbighshire has on the whole improved. The gap in performance between boys and girls has narrowed across all attainment indicators, with the exception of the Core Subject Indicator at Key Stage 2 where the gap has increased slightly by 1.6%. Boys have improved in all the key attainment indicators, but performance against Level 2 (KS4) and the average capped points score (KS2) has unfortunately declined for girls.

Free School Meal performance has improved considerably in the last five years, the gap being narrowed across all the indicators and FSM pupils performing consistently above the Wales median.

And finally, in terms of English Additional Language pupils, although performance has declined for Level 2 inclusive and Core Subject Indicator at KS4, these pupils still outperform non-EAL pupils in these and all other attainment indicators.

Improving pupil attendance has been a significant area of work for the authority as we have revised our protocols for schools and introduced fixed-penalty procedures. Attendance in both primary and secondary has improved as a result. However, exclusions have increased. This is because of an increase in behavioural issues in primary.

No pupils left compulsory education, training or work based learning without an approved qualification in 2015-16

Denbighshire has had a great deal of achievement with its 21st Century School's Programme, having delivered a number of significant projects. These include the brand new high school for Rhyl; the extension and remodelling of Ysgol Glan Clwyd; the extensions of Bodnant Community School, Ysgol Y Llys and Ysgol Twm O'r Nant; and a new area school, Ysgol Bro Dyfrdwy in Cynwyd. We have also delivered an improved traffic management scheme for Ysgol Dewi Sant and parking improvements at Ysgol Llywelyn. Furthermore, work has begun on a new school for Ysgol Pen Barras and Rhos Street School, and work is soon to begin on the new area school in Clocaenog. Plans are being developed for Ysgol Llanfair and a new 3-16 Catholic school in Rhyl.

Through our 21st Century Schools Programme we have been able to reduce the number of pupil places provided through mobile classrooms by 348 in the last five years. This equates to around eleven mobile classrooms removed from the school estate.

Overall there are a greater number of empty spaces in secondary education as the number of pupils has reduced and the council has built new and extended its school buildings. These numbers are not expected to increase until 2018 when the larger primary population will feed through. This larger primary population and our area reviews of primary provision has seen a reduction in the number of empty spaces in our schools. However, the population increase has caused oversubscription in some primary sites. Similarly we are starting to see a very small increase in the oversubscription of some secondary sites. These are issues that we will continue to manage through our admissions process and our ongoing 21st Century Schools Programme.

OUTCOME 8

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

SUMMARY

Overall, this outcome is Yellow: Good.

AWARD WINNERS

Promoting Excellence in Public Services – Street Lighting.

The Association for Public Service Excellence (APSE), promoting excellence in public services held their annual performance networks awards 2016 in early December.

The performance network awards recognise both 'Best Performers' and 'Most Improved Performers' in each category, to encourage excellence and promote continuous improvement in local government.

In the Street Lighting – Best Performer category, Denbighshire County Council was the overall winner. This has built upon successes in previous years and contributes to our safe road network.

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 2016-17, as well as having to make savings, we continued to prioritise the delivery of the Corporate Plan and we invested an additional £0.150m budget for prudential borrowing to fund the plan. Throughout the year the Council has undertaken a programme of planned and remedial activities to improve the road network across Denbighshire. In respect of our performance against the national indicator which measures the percentage of roads which are in overall poor condition. This has improved by 4.2% in the last 5 years from 11.2% (2011-12) to 7.0% (2016-17).

83% (5 of 6) activities were completed during 2016-17, with microasphalt laying and surface dressing works being completed ahead of schedule. 87% of all scheduled resurfacing works were completed during the year and remain on target for completion in 2017-18.

Our latest Residents Survey in 2015 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.

The percentage of damaged roads and pavements made safe within target timescales has improved significantly with 99.7% being completed within timescale as at 31st March 2017.

Infrastructure is critical for our county, contributing indirectly to our economy and also to people's social well-being. It is also expensive, which is why investment in our roads and bridges will feature as part of our next Corporate Plan.

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

'Have Your Say' results 2016-17:

1,099 questionnaires were sent out last year with 511 responses received, a return rate of 46%.

- 99% (418 of 424) of people reported they were treated with dignity and respect.
- 95% (404 of 427) of people felt actively involved in decisions about how their care and support was provided.
- 92% (389 of 425) of people reported they know who to contact about their care and support.
- 99% (421 of 426) of people felt satisfied with the care and support they received.

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

In 2012 we published an ambition to reduce the number of adults who needed residential care by 200 (from 815 in 2012 to 615 by 2017). We have made significant progress towards this ambition, reducing the figure by 160 over the past five years demonstrating our success in supporting people to remain as independent as possible for as long as possible. We have and continue to work to reducing the number of new admissions to residential care homes through the use of both modern and traditional care packages in the home and by working with people to maximise their independence. Overall, this means the number of people we support in residential care has diminished, but will take a number of years to bring the total to an acceptable level due to the long term nature of the services already being provided and the time delays in developing new Extra Care Schemes.

In 2016-17 we continued to deliver an agreed strategic approach to Extra Care Housing in Denbighshire by continuing to work with developers, Housing Associations and other partners to develop plans for three further Extra Care Schemes. We expect that at least two schemes will be in development by 2018.

We continued to provide more Telecare equipment to service users, year on year, seeing an increase from 395 in 2012 to 1,704 in 2016-2017. This means more people are using technology to contact the council in the event of an emergency and it enables people to live safely in their own homes.

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 well-being and make informed decisions. Our Social Services staff work alongside colleagues from Health and the Third Sector to provide a primarily phone-based service for people who have concerns about their well-being, 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. This improved, more co-ordinated service to residents has seen an increase in enquiries being dealt with, with 23,766 enquiries in 2016-17. 21% of people were appropriately not referred to formal Health and Social Care Services by SPoA for 2016-2017 because they'd accessed SPoA for information, advice and assistance instead. Talking Points will have made a significant contribution to this, directing citizens to community-based organisations who can meet their current needs. [SPoA Case Studies](#) can be found on our website. Search for Social Services Annual Report.

We have established ['Talking Points'](#) in our larger towns and residential areas in Denbighshire to enable residents to drop-in and have a conversation about their well-being. Over the last nine months we helped 1,011 citizens through 167 Talking Points across the county. We made 376 appointments with Social Services staff. We received 634 drop-ins – people just calling in for some information or advice. We have prevented 699 citizens from being referred into Social Services, further supporting our work on the prevention and well-being agenda.

TALKING POINTS

Talking Points (TP) is a joint venture with Health and Third Sector colleagues with the focus on supporting people to manage their well-being and remain independent; thereby preventing or delaying their need for care and support.

Last year we reported that Talking Points was being established in our larger towns and communities and that we were working with people face-to-face to establish “what matters to them” as opposed to “what is the matter with them”.

There are now nine established Talking Points which are going from strength-to-strength. [Monthly Talking Points Performance Report Cards](#) capture all activity.

Our aim to adapt homes to meet the needs of disabled residents and reduce the time taken to deliver disabled facilities grants has seen a significant decrease with the average number of calendar days falling from 219 in 2011-12 to 142 in 2016-17.

We have a Housing Solutions Team that 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. 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 slightly declined to 54% for 2016-17, 155 of 287 potentially homeless households, from the previous year of 55.7%; 83 of 149 potentially homeless households. The reason for this drop in percentages is that previous figures recorded people who were prevented through financial assistance and the current figure records all types of prevention.

Housing is a fundamental necessity to people's well-being, which is why it features in our draft Corporate Plan, which will seek to deliver innovative housing solutions not just for general needs but also for young and vulnerable people.

OUTCOME 10

Vulnerable people are protected

SUMMARY

The overall position for this outcome is Yellow: Good.

In relation to Outcome 10, changes to national social service measurements (brought about by the Social Services & Well-being Act) have meant that our framework for measuring performance in this outcome has also changed, as data has no longer become available. The Strategic Planning & Performance Team will

SAFEGUARDING KEY ACTIVITIES 2016-17

- Actions from Internal audit action plan were completed.
- A detailed action plan in response to CSSIW concerns was created and implemented.
- A Senior Practitioner post relocated permanently to the Safeguarding Team as a result of the success of the Test of Change project.
- A reporting framework has been developed, which will be monitored by the Senior Management Team as well as the Conwy and Denbighshire Safeguarding Adults Delivery Group.

work closely with Education & Children's Services to ensure that the right areas of work continue to be measured.

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).

Last year we reviewed the operation of our Protection of Vulnerable Adults (PoVA) processes and the composition of the Adult Safeguarding Team to ensure that the revised processes had been fully implemented to address concerns previously raised by CSSIW and also to comply with the Social Services and Well-being (Wales) Act.

In June 2016, a Test of Change project was established to focus on the enquiry stage of the safeguarding process, with a senior practitioner seconded from a locality team to undertake the task. The process for the enquiry stage was much clearer and much improved performance against the seven

working day response timescale – 75% of enquiries were completed within this timescale. This change of practice meant more efficient working in the other teams. 67% of the enquiries related to cases that would have previously been dealt with by locality and other teams. There was also positive feedback from partner

organisations, namely Health and Police. This process has now been adopted within the mainstream safeguarding process.

A further Training Needs Analysis will be carried out during 2017 to further develop confident and competent practitioners in safeguarding practice. This will be further enhanced by implementing a coaching and mentoring development plan.

It is important that we enable people to *feel* safe, as the perception of safety is often as important to an individual as safety itself. As part of our current satisfaction surveys of adult citizens, we ask whether they feel safe. The proportion of adult citizens responding positively to this question during 2016-2017 was 92% (401 out of 437). This is down slightly from 95% (396 out of 416) the previous year. It was noted that many responses highlight a fear of falling as the problem, which has been fed back to Welsh Government. We will continue to operate a Falls Prevention Service within Denbighshire.

In October 2016 Denbighshire's Looked After Children Team were awarded a Certificate of Achievement at the British Association of Social Work Cymru (BASW) National Conference in recognition of their work with the Kids in Care (KiC) Club. The BASW Committee recognised that this enabled the Looked After Practice Group to hear the voice of the child and use this knowledge to influence practice.

OUTCOME 11

To produce an attractive environment for residents and visitors alike

SUMMARY

The overall position for this outcome is Yellow: Good.

DENBIGHSHIRE HAS SOME OF THE CLEANEST STREETS IN WALES

Figures released by Keep Wales Tidy in 2016/17 showed that 100% of streets in Denbighshire that were independently inspected as part of a national study reached a B grade or above (B grade being an acceptable level of cleanliness). Only one other authority in Wales achieved this score (Powys).

Assessors looked at whether there was evidence of smoking, drinking, confectionery, fast food, drinks bottles and foam polystyrene.

All councils are also graded on dog fouling, vandalism, weeds, graffiti, fly-posting and chewing gum staining.

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.

Figures released by Keep Wales Tidy for 2016-17 show that 100% of streets in Denbighshire that were independently inspected as part of a national study reached a B grade or above (B grade being an acceptable level of cleanliness). Only one other authority in Wales achieved this score (Powys).

Additionally, six Clean Streets Surveys were scheduled and an average score of 89% was achieved during 2016-17. This has now improved to a 'good' level.

The two quarterly measures maintained their 'excellent' performance in 2016-17:

- The rate of fixed penalty notices (all types) issued (rate per 1,000 population) = 70.00. A total of 6,635 served during 2016-17.
- The rate of fixed penalty notices (dog fouling) issued (rate per 1,000 population) = 0.90. A total of 86 served during 2016-17.

Both activities (100%) that support the clean and tidy streets priority were completed as scheduled during 2016-17.

The work of the 'Eyesore Site Project Group' has influenced the visual amenities of the county. Three years ago (2014) the group identified the 'Top 20' most problematic 'eyesore' sites in Denbighshire. Resources were focused on these 20 sites with a view to addressing at least half of them by the end of the 3 year

period. By April 2017, 14 out of 20 of the eyesore sites had been addressed, through intervention by the Council. Examples include: the former Grange Hotel, Rhyl; former Scout Hut, Denbigh; Dinorben Arms, Bodfari.

The rate of fly-tipping in Denbighshire has slightly decreased during 2016-17 with 1,694 incidents being recorded. While 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 our last survey in 2015 the majority of residents surveyed were satisfied with the overall level of cleanliness of the streets in their local area (68%).

Town and Area Plan (TAP) projects make a significant contribution to this outcome. Since implementation of the TAP funding, 79 projects have been financially assisted across Denbighshire, with total funding of £1.94m. 2015-16 saw completion of the Nova Centre, Rhyl High Street improvements, and the restoration of the Chain Bridge in the Dee Valley as well as many other smaller scale projects.

In 2016-17 high profile projects such as Refurbishment of the Rhuddlan Library, Lenton Pool Roundabout Improvements and Loggerheads Car Park Extension were completed alongside smaller community based project such as Pentredwr Community Centre and Gwyddelwern Community Centre refurbishments.

The TAP projects officially came to an end on 31st May 2017 at which point all projects had drawn down their funding and were either at a status of complete or in progress.

**DENBIGHSHIRE
CONTROL OF DOGS
PUBLIC SPACES
PROTECTION ORDER
2017**

2017 saw the introduction of the Denbighshire Control of Dogs Public Spaces Protection Order.

This will bring a number of benefits to help achieve Clean and Tidy Streets in Denbighshire.

It will contribute towards a more pleasant environment, impose a greater level of control of dogs in certain areas, ensure cleaner sporting and play areas especially for children and reduce the likelihood of health problems associated with dog faeces.

The order will actively pursue the promotion of responsible dog ownership through reasonable and proportionate compliance.

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.

The Council continues to work hard to address key priorities in the Housing Strategy. A total of 56 additional affordable homes were provided in the County in 2016-17 which equated to 30% of all new homes delivered in 2016-17 (181 in total).

In addition, it has achieved excellent performance in a range of measures including:

- The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the Local Authority decreased with a total of 131 empty homes being brought back into use during 2016-17.
- 93% 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) and 142 days in 2016-17. Despite the decline of 9 days, Denbighshire remained in the top quartile for performance. (Ranking 2nd in Wales).

The Energy Conservation Programme has improved the energy efficiency of housing through a number of projects. During 2016-17 the Warm Zone Project in West Rhyl installed new gas connections, central heating systems, replacement boilers and insulation into 31 dwellings in the West Rhyl regeneration area; all dwellings now meet the minimum energy efficiency standard for private rented property under the new legislation. In addition, the

ENERGY

DCC's energy conservation programme is regarded as an example of national best practice. It was a finalist for the Association of Public Sector Excellence (APSE) national "Best Renewable Energy or Energy Efficiency Initiative" awards, it won the national Association of Local Energy Officers (ALEO) "Welsh Housing Award" for demonstrating excellence in energy efficiency and fuel poverty reduction work. The Upper Denbigh project was recognised as an exemplar project by the Energy Saving Trust (EST) and DCC provided a half day event presenting and showcasing the project as part of the Energy Savings Trust's national "best practice project tour".

Denbighshire Cosy Homes project improved 65 properties across the county with loft and cavity wall insulation. This has reduced household fuel bills by an average of £391 per year. External funding was also secured to provide 'whole house energy surveys' to 118 Houses in East Rhyl as part of the new Welsh Government Arbed project. External wall insulation has been recommended by the surveyors and the property list has been resubmitted to Welsh Government to be delivered as a capital project.

In April 2017 a brand new, easy to use system for people to apply for social housing in Denbighshire went live. The new Denbighshire Housing Register called SARTH (the Single Access Route to Housing), is a joint partnership between Denbighshire County Council, Grwp Cynefin, Clwyd Alyn, North Wales Housing and Wales and West Housing.

The SARTH Housing Register allows people wanting to apply for social housing to have a single dedicated point of contact, one application process and one housing list for Denbighshire that is shared between the Council and the local housing associations. This will save time, will avoid duplication of services and make the customer experience simpler.

People with a local connection to Denbighshire will be given priority for properties in the county. Once information has been received, people will be placed into one of four bands, depending on the information provided by them. Those bandings are: Urgent housing need – local connection; housing need - local connection; urgent housing need – no local connection and housing need – no local connection.

At the end of 2016-17 the number of calendar days taken to let empty properties (council stock only) had further reduced to 45 calendar days. This significant improvement in the time taken to both complete void works and to allocate void properties and is now at an 'acceptable' level.

Working with key partners, a Homelessness Review has been completed and is out for consultation. Once the consultation closes, the Homelessness Strategy will be developed and implemented along with a comprehensive action plan. A protocol for effective joint working between Housing Solutions and Planning and Public Protection has been established and is working well. In addition we have developed a more joined up approach with Supporting People to consolidate and make best use of our resources for addressing homelessness. As a result the Supporting People and Housing Solutions Team have been merged and co-located, with one management structure for the two teams.

OUTCOME 13

Services will continue to develop and improve

SUMMARY

The overall position for this outcome is Yellow: Good.

Modernisation is not just about financial savings, it is also about making our Council a modern fit-for-future workplace that enables staff to work anytime, anywhere while continuing to improve the services delivered to our customers.

The Modernisation Programme was set up in 2012 to deliver the Council's corporate priority for a modernised Council (Outcomes 13 and 14). This has been achieved through greater mobile and flexible working of staff, increased utilisation of office space through smaller desks, and hot desks supported through investment in technology and a shift in corporate culture to a more flexible style of working.

However, there are areas in which the Council recognises performance can be improved, such as timeliness of complaints handling. At the end of quarter 4 (2016-17), the percentage of all external stage 1 complaints were responded to within corporate timescales remained a 'priority for improvement' at 89%. This indicator is automatically reported to and monitored by Scrutiny each quarter.

Our latest Residents Survey 2015 (bi-annual survey) results showed people's preferred method of contacting the Council. 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

DENBIGHSHIRE ARCHIVES ACHIEVES NATIONAL ACCREDITATION

Accredited Archive Services ensure the long-term collection, preservation and accessibility of our archive heritage. Accreditation is the UK quality standard which recognises good performance in all areas of archive service delivery. Achieving accredited status demonstrates that we have met national standards relating to management and resourcing; the care of its' unique collections and what the service offers to its entire range of users.

The Archive Service Accreditation assessors noted that "Denbighshire Archive Service has undertaken a strategic review of provision, targeting resources effectively to transform its approach through the development of online services and has made excellent progress in developing and promoting its resources and services online. The service has also extended its work with volunteers by introducing a programme for virtual volunteering."

methods, including in person, by letter, through local councillors, by text message and through the website are used by smaller numbers of people.

Recognising the need to improve the way in which the Council communicates with the public we established a Customers, Communication and Marketing Service in 2015-16 with a focus in 2016-17 in improving the customer experience and modernising 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.

Exploring the use of technology to improve service provision for our residents is a cornerstone of our next Corporate Plan too, so the work that's been started can continue to be built upon.

OUTCOME 14

More flexible and effective workforce supported by cost efficient infrastructure

SUMMARY

The overall status for this outcome is Orange: Acceptable.

The Council takes its responsibilities toward its staff very seriously, recognising them as a key asset and essential to delivering good quality services. 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 three, saving over £850k in running costs. Consolidating our offices has also enabled us to reduce our expenditure on travelling costs by over £1 million. 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.

Other improvement projects continue on track, including the Centralised Mailroom Project. Here we have modernised the mail handing process to reduce the complexity and duplication involved in manual processes, enabling an increase in productivity for services and individuals. This solution supports flexible working as staff receive their mail electronically; it is not location dependant. A further example is the Electronic Document and Record Management System (EDRMS) project which is progressing well. We now have in excess of 720 users on the system as at end March 2017. A further key project was completed in 2016-17 - Denbighshire Telephony, with all of the major sites being completed.

During Feb 2017, the Welsh Language Strategy was formally approved, which sets out how the authority will promote and enhance the language over the next five years. The five year strategy (2017-2022) was written in direct response to the implementation of the Welsh Language Standards. The strategy is broken down into key themes – children and young people, business and the economy, community and internal administration within the Council.

There are areas in which the Council recognises performance can be improved, such as in performance appraisal completion. The percentage of staff receiving a performance appraisal had also decreased slightly to 88% at the end of 2016-17. Heads of Service receive monthly HR Direct reports on the service performance

appraisal completion. The Senior Leadership Team (SLT) is committed to ensuring accurate data capture and that 100% is achieved.

Corporate sickness absence levels as at the end March 2017 indicate a monthly average of 8.69 working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness - an 'acceptable' level. Our targets for the reduction in sickness absence are challenging and the Council acknowledges the continued need to address and drive down sickness absence. It should, however, be noted that the Council has lower sickness absence levels overall than most other local authorities in Wales (Annual comparative data for 2016-17 confirms that we remained in the top quartile with 8.7 working days/shifts being lost).

The Council conducted a staff survey during February/March 2017. Of the total staff (2,377 excluding agency and supply staff), the survey received 1,329 responses. These responses have provided the Senior Leadership Team with a valuable insight about how staff think about the Council as an employer, their role within the organisation, and their thoughts on issues such as communication, training and personal development. Staff also shared their views about their job and line management, health and safety at work, leadership at a corporate level, pride of working for Denbighshire and their views on modernisation, change and customer service. There was a greater response this time around - 55.9%, (2017) compared with 49% (2015) when the last survey was arranged. At a service level, each service will draft an action plan as to how they intend to address the findings from the results.

Carbon emissions data for 2015-16 in respect of Denbighshire County Council's office space is 'Good' (Yellow). Data for both primary and secondary schools throughout the year has improved, though the output of primary schools is still a 'priority for improvement' (Red). Work continues to try and reduce consumption, such as replacing lighting systems (where it is cost effective to do so) with LED lighting. There is also a number of primary new builds currently under construction and in the near future that will contribute to reduced carbon emissions. The new high school in Rhyl and the Glan Clwyd remodel and extension have made a good impact on reducing our secondary school emissions to 'Acceptable' (Orange) levels.

Under the 2012-17 Council great strides have been made to establish a streamlined and reliable physical and digital for conducting our business. This has reduced our overheads, enhanced our efficiencies, and enabled us to improve working terms and conditions for our staff.

PROJECT REGISTER

CORPORATE PROJECT REGISTER SUMMARY AS AT 19 JUNE 2017

Every six weeks the Corporate Executive 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.

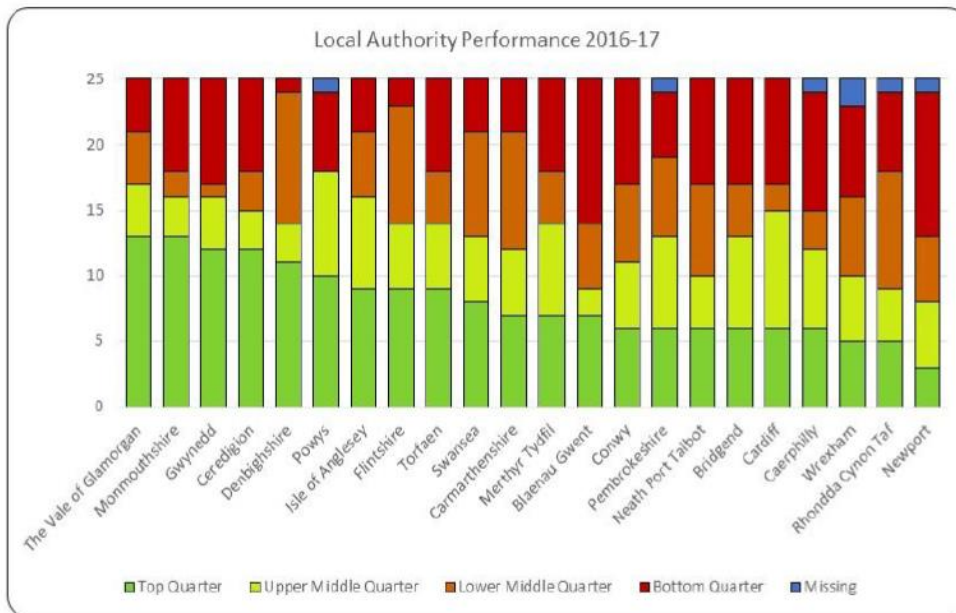
There were 38 projects reported upon as at 19 June 2017. 2 projects (5%) having an Orange: 'Acceptable' status', 11 projects (29%) assessed as Yellow: 'Good' and the remaining 25 projects (66%) having a 'Green' Excellent status:

Please see [Appendix 1](#) for a summary of the Corporate Projects.

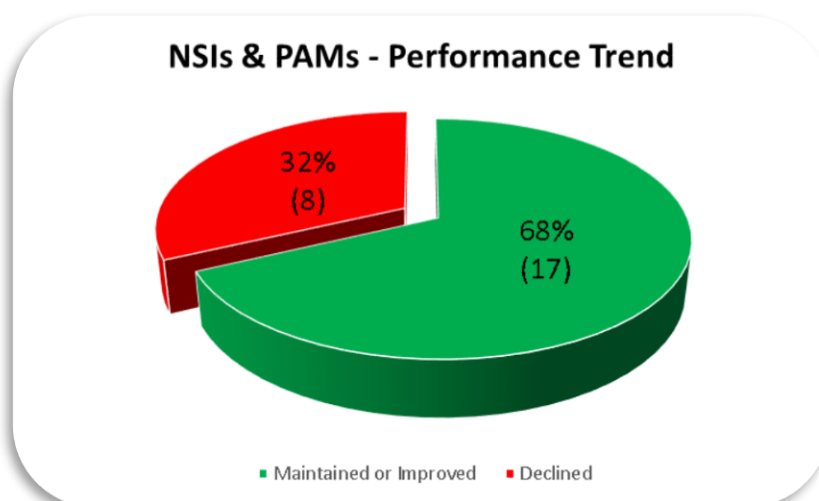
COMPARATIVE PERFORMANCE

The Welsh Government and Local Government Data Unit released all authorities 2016-17 performance data – National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) – on 13th September 2017. As in previous years this was accompanied by an overview of national trends; the [National Performance Bulletin](#) is a supporting document to this report. However, unlike previous years, social service data will not be published until October. The position reported here, therefore, will be updated at that time.

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 5th in Wales.



Analysis has also been undertaken which examines the number of indicators 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, 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).

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 2016-17, the WAO confirmed that overall *"The Council continues to meet its statutory requirements in relation to continuous improvement"*

It also noted:

- Having made significant progress in delivering its current vision, the Council is developing an updated plan to describe its vision and key ambitions for the future, and how it will operate as an organisation.
- The Council has a clear framework and sound governance arrangements for significant service changes but evaluating the impact of service change is not always timely.
- In general the Council manages its resources well, but a lack of co-ordination between other corporate strategies may limit the contribution individual services can make towards the Council's goals.

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.

In addition, two reviews by the Wales Audit Office were carried out during 2016-17:

1. [Denbighshire County Council – Good Governance when determining significant service changes review](#), which focussed on the effectiveness of

Denbighshire County Council's governance arrangements for determining service changes.

In this review, WAO concluded that the Council has a clear framework and sound governance arrangements for determining significant service changes but evaluating the impact of service changes is not always timely.

2. [Denbighshire County Council – Savings Planning](#) which focussed on answering the following question: Do the Council's financial savings planning arrangements support financial resilience?

In this review, WAO concluded that the Council has an effective and well-considered savings planning approach, which is supporting future financial resilience.

CARE AND SOCIAL SERVICES INSPECTORATE WALES (CSSIW)

The Regulation and Inspection of Social Care (Wales) Act 2016 will mean that local authorities will publish annual reports on how they have carried out their social services functions in a new, consistent reporting template. This should make it easier for people to make comparisons across local authorities.

The Care and Social Services Inspectorate Wales (CSSIW) has implemented new arrangements for their engagement and performance review of local authority social services functions under the Social Services and Well-being (Wales) Act 2014. This includes:

- A comprehensive system for engaging with elected members and officers to regularly monitor performance through Performance Review Meetings.
- A core inspection programme where CSSIW inspects key areas of adult and children's services focusing on well-being outcomes and improvement.
- A new inspection framework built around the six quality standards that represent people's well-being under the 2014 Act.

Fostering services are part of a local authority's social services functions. Local authority fostering services are not required to register with the Care and Social Services Inspectorate Wales (CSSIW) under the Care Standards Act 2000 or the Regulation and Inspection of Social Care (Wales) Act 2016. However, CSSIW will continue to monitor local authority fostering services under its powers to review and inspect local authority social services functions.

The Director of Social Services, every year produces a report '[Denbighshire's Social Services Annual Report 2016-17](#)' that looks at how effective we have been in meeting the needs of our local communities over the past year. The report also

explains our priorities for the coming year. Search 'Social Services Annual Report' on our website.

WELSH LANGUAGE

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

The Welsh Language Standards have been created by the Welsh Government to ensure that the Welsh Language is treated no less favourably than the English language. The set of standards have been created to ensure that people across Wales can access services provided by the public sector in the language of their choice. The Standards relate to a wide range of issues, including correspondence, advertising, publicity, meetings, telephone greetings, creation of policies and recruitment. It also looks at the linguistic skills level of the workforce.

The Council has worked tirelessly since 2015 to prepare and then implement the Welsh Language Standards across the authority. Only one main Standard remains to be addressed and that is due to be completed by the end of September 2017 - to ensure that the intranet is completely bilingual.

All services have responded positively to the Standards and each service has a representative on the Welsh Language Champions Group, to assist corporate officers in monitoring the Welsh Language Standards across the authority.

It has also responded positively to the 'Mwy na geiriau' / 'More than just words' framework, specifically the need for the 'Active Offer'. Making an 'Active Offer' means not making assumptions that all Welsh speakers speak English anyway. It is also about creating a change in culture that takes the responsibility off the individual to have to ask for a service through the medium of Welsh.

During February 2017, the draft Welsh Language Strategy was formally approved, which sets out how the authority will promote and enhance the language over the next five years. The five year strategy (2017-2022) was written in direct response to the implementation of the Welsh Language Standards. The strategy is broken down into key themes - children and young people, business and the economy, community and internal administration within the Council.

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.

This commitment is demonstrated through activities which take place within our Corporate Plan and Service Business Plans.

Denbighshire is committed to embedding the equality principles throughout the Council's functions and services. Our Strategic Equality Plan (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 Well-being 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 Well-being 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.

Our [Strategic Equality Plan 2016-18](#) for Denbighshire County Council can be viewed via the above link or by searching 'equality' on the Denbighshire County Council website.

The most recent report can be found by searching 'equality' on the Denbighshire County Council website on our [Strategic Equality Plan](#) (please note each report works upon activities a year in arrears, therefore our most recent report covers the 2015-16 financial year).

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.

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 and identify our equality objectives.

Thank you for reading our Annual Performance Review for 2016-17. Your views and suggestions about how we might improve the content and layout of the Annual Performance Review for future years are welcome.

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

- [Local Government Data Unit – Wales \(Local Government Performance Bulletin 2015-16\)](#)
- [Wales Audit Office Annual Improvement Report for Denbighshire County Council 2016-17](#)
- [Denbighshire County Council Director of Social Services Annual Performance Report 2016-17](#)
- [Denbighshire County Council Strategic Equality Plan 2016-2018](#)

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 2016-17 Technical Document (separate document)

APPENDIX 1 – DENBIGHSHIRE CORPORATE PROJECT REGISTER (JUNE 2017)

CORPORATE PROGRAMME: ECONOMIC & COMMUNITY AMBITION

Business Advice and Support	GREEN
Better Business for All (BFC Phase 1) – Planning & Public Protection)	YELLOW
Procurement: Local Supplier Development	GREEN
New Growth Sectors / St.Asaph Business Park Development	GREEN
Locate in Denbighshire – Inward Investment Marketing Campaign	GREEN

CORPORATE PROGRAMME: MODERNISATION

Electronic Document and Record Management System (EDRMS)	GREEN
Centralised Mailroom Project	GREEN
Denbighshire Telephony	GREEN
Brighton Road Office Closure	GREEN

CORPORATE PROGRAMME: MODERNISING EDUCATION

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	YELLOW
Ruthin Area Review: New Area School for Ysgol Carreg Emlyn	ORANGE
Rhyl New School	GREEN
New build 3-16 Catholic school in Rhyl	YELLOW
Ruthin Review: New school for Llanfair DC	GREEN

RHYL REGENERATION

Rhyl Waterfront Development	YELLOW
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Rhyl Town Centre Loan Fund	GREEN
The Honey Club, Rhyl	GREEN
49-55 Queen Street	GREEN
Rhyl Waterpark and Leisure attraction	GREEN

SERVICE: BUSINESS IMPROVEMENT AND MODERNISATION

Implementation of OPENHousing and OPENContractor	ORANGE
Business Intelligence	YELLOW
Embedding the Well-being of Future Generations Act's Sustainable Development principles	GREEN
Mobile Telephony Project	GREEN

SERVICE: CHILDREN AND FAMILY SERVICES

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

Cefndy Capital Investment	YELLOW
Cefndy ICT Investment Project	GREEN
Denbigh Extra Care Housing	GREEN
Outsourcing of Dolwen Care Home	GREEN
Outsourcing of Hafan Deg Day Care Centre	YELLOW

SERVICE: CUSTOMERS, COMMUNICATION & MARKETING

Website and Intranet Development: Online information for staff	GREEN
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SERVICE: EDUCATION & CHILDRENS SERVICES

School Workplace Transport	YELLOW
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SERVICE: FINANCE

Capita Regional MIS	YELLOW
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SERVICE: HIGHWAYS AND ENVIRONMENTAL SERVICES

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

SERVICE: PLANNING AND PUBLIC PROTECTION

Former North Wales Hospital	GREEN
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APPENDIX 2 – CORPORATE RISK REGISTER (JUNE 2017)

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	D2
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	E3
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	D2
The risk of a health and safety incident resulting in serious injury or the loss of life.	C2	E2
The risk that programme and project benefits are not fully realised.	B2	D3
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	C2

The risk that the decisions that are necessary to enable the delivery of a balanced budget are not taken or implemented quickly enough.	B1	E1
The risk that the changes we introduce have a greater positive or negative impact than we anticipated	B2	D3
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
The risk of fraud and corruption resulting in financial and reputational loss and possibly impacting on service delivery	B2	E2
The risk that the current uncertainty surrounding Local Government Reform (LGR) will lead to a greater focus on transition and therefore reduce the ambition of our plans	B1	C2
The risk that the cost of care is outstripping the Council's resource	B1	C2

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	2015-16	2016-17	Quartile	Improvement	Rank
CAM/037 - % change in Display Energy Certificate Score	-8.2	0.9	3	↑	13
CHR/002 - Average working days/shifts lost across the authority	8.5	8.7	1	↓	2
EDU/002i - Aged 15 cohort: School leavers with no qualifications (%)	0.0	0.0	1	↔	1
EDU/002ii - Aged 15 cohort: Looked after school leavers with no qualifications (%)	0.0	0.0	1	↔	1
EDU/003 - Pupils achieving the KS2 CSI (%)	87.9	88.6	3	↑	14
EDU/004 - Pupils achieving the KS3 CSI (%)	84.3	86.4	3	↑	12
EDU/006ii - Pupils receiving a Welsh teacher assessment in Welsh at KS3 (%)	21.3	19.9	1	↓	6
EDU/011 - Aged 15 cohort: Average qualification points score	543.7	534.3	3	↓	12
EDU/015a - SEN statements issued in 26 wks (inc. exceptions) (%)	39.3	100.0	1	↑	1
EDU/015b - SEN statements issued in 26 wks (exc. exceptions) (%)	100.0	100.0	1	↔	1

EDU/016a - Pupil attendance - primary schools (%)	94.7	95.1	2	↑	8
EDU/016b - Pupil attendance - secondary schools (%)	93.0	93.8	3	↑	16
EDU/017 - Aged 15 cohort: Pupils achieving Level 2 threshold including a GCSE grade A*-C in English or Welsh (1st language) and maths (%)	56.1	60.0	3	↑	12
LCL/001(b) - Library use, per 1,000 population	4976	6006	1	↑	5
LCS/002(b) - Visits to sports facilities per 1,000 population	8571	9161	1	↑	6
PLA/006(b) - Additional affordable housing units provided (%)	58	39	2	↓	10
PPN/009 - Broadly compliant food premises (%)	94.78	98.27	1	↑	4
PSR/002 - Delivering Disabled Facility Grants (average days)	133	142	1	↓	2
PSR/004 - Vacant private dwellings returned to occupation (%)	24.61	18.96	1	↓	3
STS/005b - Cleanliness of highways (%)	100.0	93.0	4	↓	18
STS/006 - Fly tipping incidents cleared within 5 working days (%)	97.88	96.22	3	↓	13
THS/007 - Concessionary bus pass holders aged 60+ (%)	81.0	83.4	3	↑	14

THS/012 - Roads in poor condition (%)	8.4	7.0	3	↑	14
WMT/004b - Waste sent to landfill (%)	17.07	4.35	2	↑	11
WMT/009b - Local Authority collected municipal waste prepared for reuse, recycling and composting (%)	62.42	64.69	3	↑	12

APPENDIX 3B – NSIS AND PAMS THAT DENBIGHSHIRE COUNTY COUNCIL’S PERFORMANCE DECLINED IN FOR 2016-17

Indicator	2015-16	2016-17	Reason for Decline
CHR/002 - Average working days/shifts lost across the authority	8.5	8.7	There is no specific reason for the slight increase in sickness absence, and it is not particular to any one service area. There has been a slight rise in employees off with stress, which, as in previous years, reflects major changes that have affected staff, such as services being merged and changed. This may account for the slight decline in the measure
EDU/006ii - Pupils receiving a Welsh teacher assessment in Welsh at KS3 (%)	21.3	19.9	Although standards improved by 2.1% in 2017, a fall in pupil numbers in the bilingual Ysgol Brynhyfryd and Ysgol Dinas Bran schools impacted adversely on the overall proportion of children in Welsh stream education.
EDU/011 - Aged 15 cohort: Average qualification points score	543.7	534.3	The decline in this indicator is due to the reduction in the number of high value vocational subjects offered in schools at KS4 and poor performance in two high schools.
PLA/006(b) - Additional affordable housing units provided (%)	58	39	The denominator in 2015-16 was under inflated due to the National House Building Council only including five units (compared with 41 units this year, for example. The low number seems to be an anomaly). The numerator was over inflated for the same period, due to 22 leasing units being included as a one-off (the figure will be 10 this year). Both of these factors affected the performance. It should be noted that this indicator is not considered reliable nationally, and will be discontinued next year.

PSR/002 - Delivering Disabled Facility Grants (average days)	133	142	There is no clear reason for this decline. However, despite the decline, Denbighshire remains in the top quartile for performance.
PSR/004 - Vacant private dwellings returned to occupation (%)	24.61	18.96	No obvious reason. Still likely to be in top quartile
STS/005b - Cleanliness of highways (%)	100.0	93.0	This figure is arrived at by using the LEAMS methodology, whereby six surveys are undertaken during the year with each survey covering thirty-two 50 metre transects of highway. Unfortunately, only two inspections were carried out during 2015-16 due to operational issues within our Refuse Team, whereas during 2016-17 a full cycle of surveys was undertaken. This means that 2016-17's sample size was much larger, resulting in a different (and possibly more accurate) percentage figure. It is also worth noting that the calculation for this indicator includes an independent survey carried out by Keep Wales Tidy, against which Denbighshire scored 100%.
STS/006 - Fly tipping incidents cleared within 5 working days (%)	97.88	96.22	In 2015-16 there were 1699 fly tipping incidents, of which 1663 were cleared within target time. In 2016-17 there were 1694 incidents, 1630 being cleared within target time. Although this reflects a slight dip in performance, a clearance rate of 96.2% is still high.

APPENDIX 4 – DENBIGHSHIRE COUNTY COUNCIL PERFORMANCE TECHNICAL DOCUMENT

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

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



Visit us: [Find a council office or One-Stop-Shop](http://www.denbighshire.gov.uk) -
www.denbighshire.gov.uk



Online: General Enquiries Form - www.denbighshire.gov.uk



Phone: 01824 706291 (Monday to Friday, 8:30am to 5pm).

Rydym yn croesawu galwadau ffôn yn Gymraeg / We welcome
telephone calls in Welsh.



Write to us: Denbighshire County Council, PO Box 62, Ruthin, LL15
9AZ.

We welcome correspondence in Welsh. There will be no delay in
responding to correspondence received in Welsh.



Talk to your councillor: Find your councillor -
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