



Delivering the Corporate Plan 2010-11

Foreword by the Leader of the Council

The last two years of this council have been difficult, particularly in relation to governance and education. However, good progress has been made, and the authority can now be proactive in its approach to service delivery.

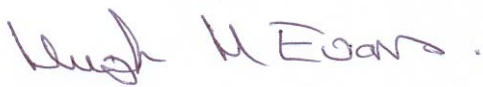
This progress has been due to strong partnership working. Members across all parties are committed to moving Denbighshire County Council forward, and are working together for the benefit of residents. There is a strong relationship between officers and members as we strive to make better use of diminishing resources. We are working with our partners on the Local Service Board to deliver initiatives to improve lives in our communities. As the council continues to move forward, collaboration with our neighbouring authorities will also become increasingly important as a way of delivering cost effective services.

This year I have revisited the portfolios of Cabinet Members and focussed on objectives that meet the needs of the authority, as well as being aligned to the Chief Executive's new structure. This Corporate Plan is our tool to drive service improvement. The priorities are clear and we are committed financially to drive these forward. In this document we highlight how we will meet the key challenges to improve the council and address the issues of our residents.

This year the plan has highlighted the importance of the area member groups, and the role of councillors in developing the priorities in their areas. This is an important step forward as it strengthens the role of members in the decision making process of the authority.

I am determined to ensure that Denbighshire is a council that is close to its community. The membership of the Citizens' Panel continues to grow, and the first Resident Survey has provided useful results in regards to the quality of life in the six localities and residents opinions about our services. The Community Forums continue to be an excellent opportunity to meet residents and talk about the issues that are important to them; and the Chief Executive and myself are also in the process of meeting with the 37 town and community councils individually to listen to their views and see how they can be more involved.

Overall the Council is well placed this year to actively engage with communities and drive the way that public services are delivered locally. I am confident that the council will continue to deliver its promises, even in a difficult financial climate.



Councillor Hugh H Evans
Leader of Denbighshire County Council

Introduction by the Chief Executive

After introducing my first Corporate Plan as Denbighshire County Council's new Chief Executive I am very pleased to provide you with this, our Delivering the Corporate Plan 2010-11 document, which refreshes our corporate priorities and improvement themes and goes on to highlight the priorities for the coming year. These include areas of work that require attention in year two as part of our Corporate Self Assessment.

The 2010-11 financial year marks an important stage in our journey to becoming one of the top ten performing authorities in Wales. In this year we are able to show our baseline performance used to identify our position. In addition, this year is the first year that we are able to show real baseline data on the community perception of the council. This provides useful information that we can build upon to provide a better picture of our direction of travel. We believe that it is essential to have this knowledge about our self and our community so we can work together to identify and plan improvement goals that offer real potential to become "A High Performing Council Closer to the Community."

Like all other local authorities, Denbighshire is facing a very challenging financial situation over the next few years. We are developing a comprehensive approach in order to protect and even invest further in some priority services. This involves the strategic remodelling of the authority, including an Asset Management Review, a Change Programme and an ambitious approach to collaboration with other public and private sector providers. This agenda together with our corporate priorities have identified further areas for development over the next few years. These include:

Workforce Development - our own workforce is ageing as is Denbighshire's more generally and there is a need to ensure that our work on demographic change addresses this challenge. Also the skills and abilities of staff are likely to change and building this capacity will be essential for success.

Community and Partner Engagement - we recognise that our approach to community and partner engagement needs to be better. The development of a Community Engagement Strategy and the development of the Local Service Board will be increasingly important.

Alignment of Priorities and Resources - we have made a good start with the Corporate Plan and the Medium Term Financial Plan but we recognise that this is a dynamic area of work. We will need to ensure that our management of finance and assets is consistently strong across the whole organisation.

I am confident in our start to improving the council and the community and strongly believe that we can continue on this journey of improvement to create a council that will make a real difference to the quality of people's lives in Denbighshire.

Dr Mohammed Mehmet
Chief Executive of Denbighshire County Council

High Performing Council Close to the Community

In the Corporate Plan 2009-12 we made a pledge to become a High Performing Council Close to the Community. In this delivery document we renew that commitment and provide more detail on those aspects of the plan that will be delivered in 2010-11. The Directorate Priorities section of the plan came to an end in the first year 2009-10 and the remaining aspects of the plan are coordinated with our Service Business Plans. A separate delivery plan will be produced each year throughout the life of our Corporate Plan 2009-12. We will also publish an annual report each October that reviews performance over the past year. We will measure our success in delivering this pledge in the following ways:

High Performing Council

We have identified a set of 23 national indicators that are closely aligned to our corporate priorities. We will use this set to compare our performance against other Local Authorities in Wales to establish whether we have become a high performing council. We have the ambition to perform within the top half of authorities in Wales for all of the 2012 indicators. Further details of the 2012 Indicators can be found in Appendix 1. The table below summarises our expected direction of travel in becoming a high performing council.

Description	2009-10 Estimate	2010-11 Target	2011-12 Target
Number of 2012 Indicators in top two quartiles for Welsh Local Authorities	15	17	23
Percentage of 2012 Indicators in top two quartiles for Welsh Local Authorities	65%	73%	100%

Close to the Community

We have identified two methods for measuring our success in bringing the Council Closer to the Community. Firstly, by delivering the outcomes of our Corporate Priorities, which have been developed to address community needs. Secondly, by considering the results of the Denbighshire County Council Residents' Survey and adapting future Service Business Plans accordingly.

2009-10 was the first year of our Corporate Priority Outcome Measures and a detailed review of performance will be published in October 2010. However, we are pleased with the progress made and our estimated performance levels. Performance estimates and targets for future years can be found in Appendix 2.

The Residents' survey was conducted for the first time in 2009 and went out to a random selection of 6,000 households in Denbighshire. The results form part of our basket of Corporate Priority Outcome Measures (mentioned above) and help us to plan based on community needs and perceptions and, in turn, allow the community to judge our performance. The table below summarises our expected direction of travel in becoming a Council Close to the Community.

Description	2009-10 Estimate	2010-11 Target	2011-12 Target
% of Priority Outcome Measures on Target	85%	100%	100%
Percentage Agreeing to the following Statement in the Residents' Survey ¹			
My Council Acts on the Concerns of Residents	46%	N/A	>46%
My Council Treats All People Fairly	64%	N/A	>64%

¹ Excluding don't knows

Improving the Council in the Challenging Financial Climate

The global recession and the expected path of recovery is having a major impact across the public sector. Regardless of the outcome of the General Election this year we are expecting the UK Government to reduce public spending over a number of years to repay the additional public sector borrowing that has been a feature of the response to the 'credit crunch'.

In Wales the National Assembly is facing a significant budget contraction with £216m reduction in revenue and £200m in capital. In Denbighshire we expect this to filter through into reduced budgets for the Council and other public agencies. To meet this challenge the Welsh Assembly Government and Welsh Local Government Association (WLGA) have argued that Local Authorities will need to place a huge emphasis on greater efficiency but that this alone will not be enough and that other 'radical' solutions will be needed.

The recession also has an impact through increased demands placed on many frontline services (e.g. free school meals, mental health, family support services, housing options advice and homelessness, business support, welfare rights).

Our response is to focus on improving the council as an organisation, to ensure every penny is well spent, and to seek collaboration with other agencies to improve service delivery and value for money. Together we need to understand what funding is available and develop a shared understanding of where that funding is most needed and will have the greatest impact for our community.

Improvement Themes

The worsening funding levels for both capital and revenue will inevitably mean a period of change for all local authorities. In Denbighshire we remain committed to our aim of becoming a High Performing Council Close to the Community as outlined in our Corporate Plan 2009-12. We believe that the current financial climate across the public sector means that it is more important than ever to improve the council as an organisation by delivering on our Improvement Themes.

Below are the actions we are committed to developing during 2010-11, that will provide the council with the tools it needs to secure continuous improvement.

Improvement Theme: Community & People Focused

In 2010-11 we will:

- Commit to working together, with other public and voluntary sector agencies, in pursuit of common goals for the county.
- Improve community engagement to give local residents a voice in the work of the Council and other public and voluntary sector agencies.
- Explore possibilities for local area planning.
- Deliver the Actions Identified in our Equalities Plan.

Working Together in Denbighshire

The council is playing a leading role with partners in planning the longer term future of the county and developing shared goals and priorities. In 2010-11 we will:

- Publish a **Community Strategy** for Denbighshire. The Strategy will draw on the views of local residents, community groups, public agencies and the voluntary sector. It will be agreed and implemented by the Local Service Board and its members.

Engaging Our Communities

Two initiatives are planned to deliver enhanced community engagement in 2010-11 we will:

- Coordinate a programme of community engagement events as part of a **Local Delivery Agreement** which has been agreed by partners. These will include Community Forum events across the county in 2010-11.
- Produce a **Community Engagement Strategy** for the council that will ensure local residents have a say in the planning and delivery of council services.

Local Planning

We have established six community areas in the county as a major part of our aim of bringing the council closer to the community. This delivery plan includes reports on the council's activities in each of these areas. In 2010-11 we will:

- Explore possibilities for extending local planning and developing the role of Area Elected Member Groups.
- Include local area reports as part of the council's annual performance reporting.

Equality Actions

Last year the council agreed a new Equalities Plan for 2009-12. This year we will be implementing a range of actions from the plan and working to ensure that these activities are integrated into our main business planning cycle. In 2010-11 we will:

- Ensure that activities in the Equality Action Plan are integrated into Service Business Plans.

Improvement Theme: Outward Looking

In 2010-11 we will:

- Deliver a collaboration agenda and major waste management collaboration projects
- Continue to implement Local Delivery Agreements with partner agencies

Collaboration Agenda

We have taken a leading role in the North Wales Region in developing a Vision for Collaboration in North Wales. In 2010-11 we will:

- Lead the North Wales Regional Partnership Board's Education Programme, investigating collaborative opportunities for delivering Education in Denbighshire and across North Wales.
- Contribute to the North Wales Regional Partnership Board's programmes on Social Services, Corporate Support Services and Environment.

- Work with all North Wales Local Authorities to conclude the procurement stage of the joint residual waste project, and the joint food waste treatment project. At the end of the process, Cabinet will be asked to approve the final selection of contractor.

Partnership Working

In April 2009 we agreed five Local Delivery Agreement Programmes which committed each of the Local Service Board partners to joint working. In 2010-11 we will:

- Continue to co-ordinate the Engaging with Denbighshire's Communities, Reducing Deprivation in West Rhyl, and Integrating Health and Social Care programmes.
- Contribute to the work of the Providing Skills for Denbighshire's Workforce, Existing and Future Workforce and Making Better use of Denbighshire's Assets programmes

Improvement Theme: High Performance Culture Delivering Value for Money

In 2010-11 we will:

- Deliver a strategy for sustainable finance and assets
- Deliver savings by streamlining support services and being more energy efficient
- Deliver enhanced services and reduce paperwork and the demand for office space through the use of digital technology and innovative software.
- Develop a new approach to workforce planning

Finance and Assets

We will be taking two major steps during 2010-11 as part of a medium-term strategy to ensure the council has sustainable finances and assets. We will:

- Conduct a critical review of the council's stock of assets.
- Publish an updated **Medium Term Financial Plan** mapping out our financial position until 2013. In the updated plan we will be addressing concerns raised by the Wales Audit Office in its Review of Prudential Borrowing.

Savings and Energy Efficiency

Two major programmes of work will help us deliver savings and energy efficiency. During 2010-11 we will:

- Work towards a 20% saving of the total cost of support services through our **Change Programme** which will change the way we deliver: Human Resources; Legal Services; Democratic Services; Procurement; Property Services; Business Planning and Performance; Health and Safety; ICT and Information Management.
- Reduce energy consumption, the council's energy bill and the environmental impact of carbon emissions through **Project Gaia**. The project has set an ambitious target of 5% reduction in carbon emissions from council buildings during 2010-11.

Digital Technology and Innovative Software

The use of new technology will allow us to reduce paperwork and make better use of office space as well as delivering specific service benefits. In 2010-11 we will:

- Monitor service delivery and quality using the **Ffynnon** performance management system. This is being used by each council in Wales. Our Corporate Plan is already monitored via this system. During 2010-11 we will ensure that every service in the council has a Ffynnon framework in place.
- Manage Social Services cases using the **PARIS** system which allows Social Services staff to record and update information in a secure central system. During 2010-11 we will develop PARIS as a key tool for supporting the implementation of our reablement model of care delivery.
- Manage Payroll, on-line job applications and staff training courses using the **iTrent** human resources system.
- Provide a more secure, sustainable and transparent approach to information storage and retrieval with our **Electronic Document Records Management System** and
- Provide more home and mobile working opportunities whilst freeing up office space through our **WorkSmart** project and use of digital technology.

Workforce Planning

In our Corporate Self Assessment we recognised a weakness in the council's workforce planning. Therefore in 2010-11 we will:

- Produce a Corporate Workforce Planning Strategy and action plan to address these concerns

Improvement Theme: Strong Governance & Leadership for Improvement

In 2010-11 we will:

- Conduct a review of democratic services and scrutiny structures
- Improve management processes and accountability

Democratic Services, Management and Accountability

Three programmes of work will help us improve our Democratic Services, management and Accountability. In 2010-11 we will

- Conduct a Review of Democratic Services and Scrutiny to increase the added value from Scrutiny Committees and engage non-Executive Members more effectively in policy development.
- Conduct a review which will ensure the council's policies are up to date and ensure that major new policies receive the necessary political scrutiny while minor procedures can be agreed without lengthy discussions and paperwork.
- Develop a new programme management methodology to compliment our existing project management system but for use on larger scale and more complex developments.

Finance Update

We agreed our budget for 2010-11 during February after a lengthy process of review by Cabinet and Members and the Corporate Executive Team. Welsh Assembly Government funding increased in 2010-11 but settlements are expected to be less generous in future years. Current estimates suggest a 17% annual reduction in overall capital support and indicate the need for a minimum of £4m in annual savings from revenue budgets from 2011-12 until at least 2013-14.

Level of Funding 2010-11	Increase	
	£k	%
W A G funding	138,107	3.20
Deprivation grant	0	-100.00
Use of reserves	50	0.00
Sub-total	138,157	3.07
Council Tax yield	37,469	2.62
Total	175,626	2.97

Potential Savings	£k
Voluntary Redundancy Exercise	770
Improved Procurement	250
Debt Rescheduling	250
Staffing reviews	410
Reduced contribution to balances and contingency	500
Total	2180

	Projected Budget 2010/11	
	£k	Increase %
Lifelong Learning - Schools budgets	57,140	5.06
- Other Education Including Corporate Services	10,362	3.57
- Libraries & Leisure	3,840	-3.49
- School & College transport	4,787	2.68
Environment	25,880	-0.72
Social Services & Housing	40,941	3.83
Resources	7,473	-1.27
County Clerk	1,837	0.16
Sub-total	152,260	2.92
Corporate	3,583	-3.40
Fire levies	4,602	2.18
Capital Finance/Interest received	11,131	0.82
Contingency for Single Status	3,100	19.23
CONTINGENCY for Further Pressures	650	
CONTINGENCY for Service Improvement	0	
Contribution to Reserves	300	-47.37
Further Efficiency Savings	0	0.00
Total	175,626	2.97

Further detail on our financial plans and the way we shift our resources to meet our priorities can be found in the Medium Term Financial Plan (MTFP). The MTFP covers the period 2010/11 to 2012/13 and forms part of our business planning process. The purpose of the MTFP is to provide a review of our overall financial position for 2010/11 and an overview of the prospects for 2011/12 and 2012/13. Copies of the MTFP can be obtained via the contact information on the back page of this document.

Our Corporate Priorities

Demographic Change

The proportion of older people in Denbighshire is increasing rapidly and we have one of the highest proportions of older people in Wales. About 60 extra older people need care services from the council every year. People with learning disabilities are also living much longer and there are more children born with complex disabilities living to become adults. This is having a significant impact on the number of adults with learning disabilities needing support

We need to do two things as a result of these trends. Firstly, provide opportunities to enable older people and those with learning disabilities to carry on leading healthy active lives, including offering high quality leisure facilities. Secondly, to plan for the needs of those who become frail and dependent and need care. We have made a commitment to achieving the following Outcomes for our communities as part of our Demographic Change Priority.

Independence and Choice for Older People	Community Wellbeing	Independence and Choice for People with Learning Disabilities
Older people will be encouraged and enabled to live independently for longer and care packages will be developed to suit needs and encourage active and healthy lifestyles.	Council departments, and local communities, to redesign activities to take account of the needs of an increasing population of older and disabled people. Targeted activities will nurture a passion for life regardless of age or disability and foster mutually beneficial community involvement.	Council activities will contribute to containing costs through supporting some of its most vulnerable citizens.

Priorities for the Coming Year

During the past year we have produced a Business Plan for care services based on the expected demographic changes mentioned above. This year we will be investigating possibilities for rolling out this approach so that more council services can confidently adapt to the changing population. At the same time we will continue to implement the council's 'reablement approach' to care planning. This 'reablement approach' is aimed at helping people remain independent for longer and gives them a greater influence over the type of care they receive. This year will also see an increase in the community networks that help older people keep active and healthy, through the extension of both the 'Passion 4 Life' cafes and 'pub is the hub' initiatives.

In addition to our work with older people we will continue to drive forward a programme of service development for adults with learning disabilities. The programme includes; the establishment of more long-term work placements and greater opportunity for paid employment for adult with learning disabilities; the development of a regional collaboration agenda with other councils and the NHS and a regional fee toolkit for Care Home procurement. People with learning disabilities who have very complex needs will also benefit from specifically designed building developments enabling us to deliver a model of intensively supported independent living (ISIL) in the community context. This year will see significant milestones: construction work will begin and a formal agreement with the NHS on resources and support for the ISIL scheme will be agreed. Once established the model will support individuals to live in their own homes with specialist on-site support.

Regenerating Our Communities

Much of the county is relatively prosperous in Welsh terms but there are pockets of deprivation within Denbighshire that need to be tackled. Reducing unemployment and economic inactivity are key aspects of the Regenerating Our Communities priority and will feature in both the coastal developments and across rural Denbighshire.

A further aspect of this priority is improving the quality of residential accommodation, particularly in the private rented sector. We will seek to improve living conditions achieving Welsh Housing Quality Standards for Council Housing by 2012 and reducing the number of Houses of Multiple Occupation, which will have a direct beneficial impact on people's health and quality of life. We have made a commitment to achieving the following Outcomes for our communities as part of our Regenerating Our Communities priority.

Reduction in Deprivation	Growing Denbighshire's Economy Sustainably	Strategic Targeting
We will reduce deprivation by tackling problem areas such as Houses of Multiple Occupation, improving quality of employment and reducing the number of people living on benefits.	We will increase the number and quality of job opportunities, improving opportunities for business growth and start-ups, improving local environments and ensuring housing is of the quality and quantity required within Denbighshire to support sustainable economic growth.	Pockets of high socio-economic deprivation in the Northern Coastal strip, particularly those in Rhyl, will be tackled allowing them to catch up with other parts of Wales. The rate of decline in the rural economy will be reduced

Priorities for the Coming Year

There are more than 20 projects taking place in the coastal region of Denbighshire as part of the North Wales Coast **Strategic Regeneration Area** (SRA) programme. The SRA has the aim, over the next 7 – 8 years, of transforming the North Wales coast into a thriving and vibrant coastal area that is welcoming and friendly and which supports prosperous communities within a locally sustainable economy.

Rural Development Plan; Business Plan Two is due to be considered for approval by the Welsh Assembly Government in May. Funding bids have been made in the following categories:

- Diversification into non-agricultural activities
- Support for business creation and development
- Encouragement of tourism activities
- Training and information
- Basic services for the economy and rural population
- renewal and development
- Conservation and upgrading of the rural heritage

Our **Anti-poverty** Strategy aims to reduce poverty through the delivery of additional welfare rights services. During 2010-11 we will increase the take up of more healthy school meals; increase benefit and tax credit take up and develop the skills of frontline staff through networking and training sessions. We will also be implementing our Targeted Welfare Rights Assessments, in rural areas, for young carers and in Communities First areas.

Town Centres throughout the county will benefit from a Town Centre Regeneration Summit with ex-Assembly Minister Sue Essex. The Summit will bring together Town Councils, business groups and the local authority to discuss future development.

Modernising Education

In Denbighshire, there are 53 primary schools, eight secondary schools, two special schools and special units in five primary schools. Together, these schools serve a population of just under 16,000 pupils. Standards have improved over the last three years, particularly in primary schools but further development is required to ensure that high standards are achieved across all parts of the county and at both primary and secondary school level. A pupil's attainment in school will affect that individual's life chances as well as having an overall impact on the prosperity and wellbeing of an area.

The Modernising Education programme encompasses three streams of work: Improving standards in schools while promoting inclusion; Modernising schools; Delivering support services to schools.

These three areas of work contribute to the council's target of ensuring that Denbighshire's performance will be within the top 10 in Wales for key stage attainment. They also help contribute to the delivery of the Children and Young People's Plan. We have made a commitment to achieving the following Outcomes for our communities as part of our Modernising Education Priority.

Improved Attainment of Pupils

Denbighshire will be within the top 10 performing authorities in Wales for key stage performance.

Priorities for the Coming Year

The overall aim is to ensure that every child or young person thrives and reaches his or her potential. To deliver this aim we will raise student attainment, increase attendance and reduce exclusions.

We will conduct annual school self assessments to accurately assess whole school performance and achievement and target areas for support and intervention. For younger children we will conduct a review of the Foundation Phase in order to identify transition needs, evaluate value for money, share best practice and reduce variation both within and across schools. We also hope to identify opportunities for collaboration on a local and regional level. We will align funding streams to core priorities in order to ensure funding is utilised effectively and that the impact of funding allocations can be measured.

The Modernising Schools programme is focused on improving facilities for children and young people to enable them to achieve their full potential. Improved school facilities have a positive impact upon attainment and achievement.

One element of this programme is focused on the north of the county and includes the new Rhyl High School building, enhancing Welsh language education provision in the north of the county (through development of Ysgol Glan Clwyd and feeder Primary Schools) and working with Diocesan authorities, Heads, Governors and neighbouring authorities to develop a vision for faith based secondary education. We are also currently in the process of reviewing primary school provision in Prestatyn and the Dee Valley West (Corwen) areas. A new Welsh Education Scheme is also being developed and will be consulted upon in the coming months.

In addition, we will continue to develop support services to all Denbighshire schools. Work this year includes reviews of school meals provision and cleaning contracts and continued support to schools to allow them to adapt to their new responsibilities for low risk maintenance work

Roads and Flood Defences

We are committed to enhancing the highways infrastructure and flood defence structures. Investment of approximately £20m will be spent across highways, flooding and coastal defence schemes. This will include £5m spent on highways in 2010-11 alone. The condition of the road network is also one that is highly visible to the public. The level of complaints about the backlog of maintenance has been significant, and Elected Members receive considerable feedback about the issue.

Denbighshire has also suffered from a number of major flooding incidents over the past few years, most notably in November 2000, but some flooding has occurred in the county nearly every year since. Although the Environment Agency has the overall responsibility for flood defence, the council has a key role to play in defending our communities. In addition, there is likely to be significant impact from climate change, which will cause further problems for our coastal communities.

We have made a commitment to achieving the following Outcomes for our communities as part of our Roads and Flood Defences priority.

Improvement in the road network and better flood defences

An overall improvement in the condition of our infrastructure, reduced maintenance backlogs, fewer complaints.

Priorities for the Coming Year

The major investment in upgrading the road network through our Roads and Highways Capital Maintenance Programme will continue throughout 2010-11. Our major flood defence schemes are at an advanced planning stage with the West Rhyl Scheme scheduled to begin on site during November 2010. The Denbigh and Llangollen schemes are due to be completed during 2010-11 with grant and match funding approval expected for the Corwen scheme during the year. Initial appraisal reports will also be completed for proposed schemes at Dyserth and Llanbedr Dyffryn Clwyd.

For the Roads and Floods priority 2010-11 delivery is also about continuing with investments in equipment and making use of the investment we made in the first year of the programme. For example, new gully emptying equipment is now available and a programme of works is being developed for 2010-11 to alleviate preventable localised flooding. This year we will be purchasing a 'jet patcher', which means that we can repair pot-holes with greater speed and efficiency than in the past.

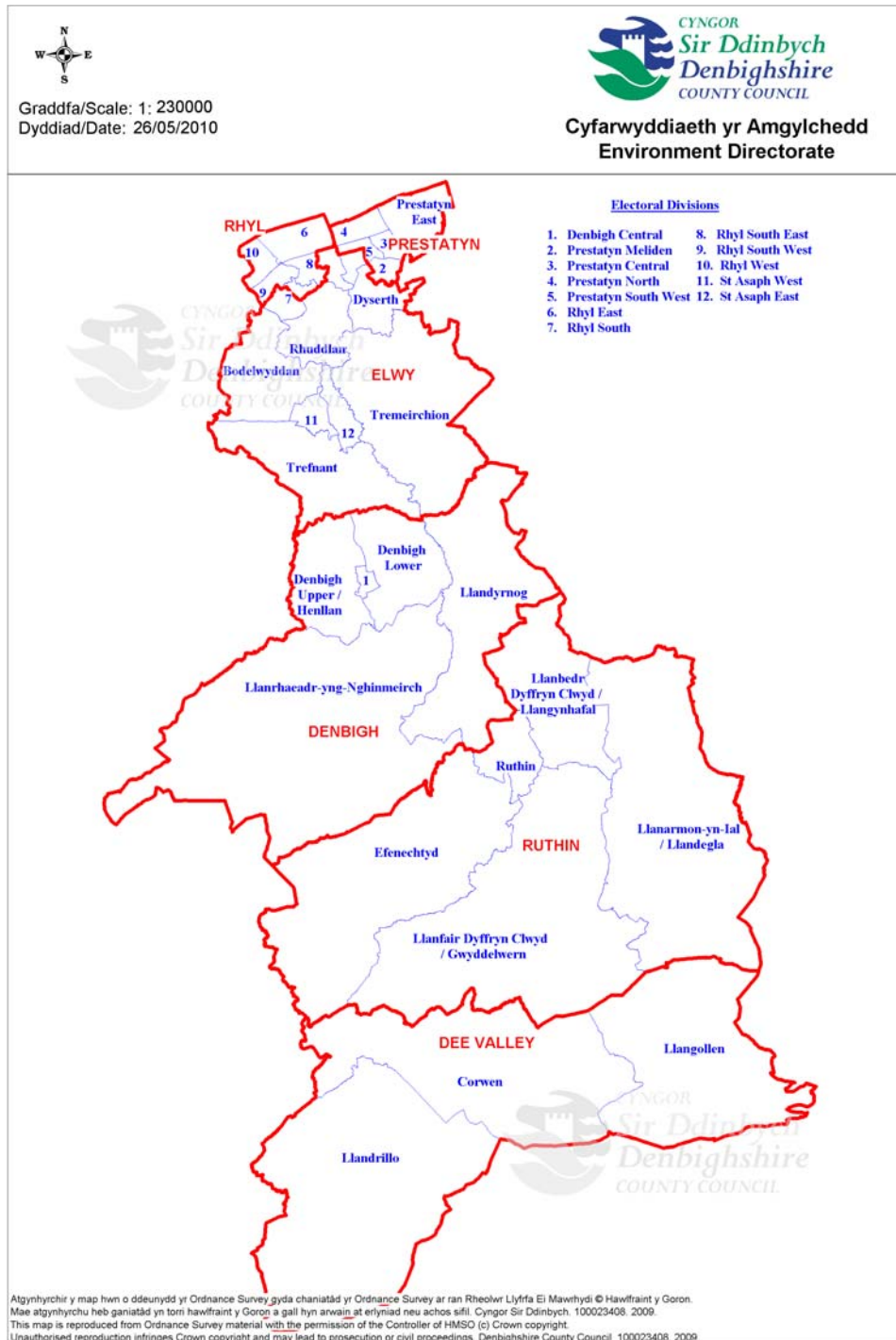
We make use of the latest available technology and expertise to supply us with detailed information on road conditions which, combined with local knowledge and safety inspections, allows us to target investment where it is most needed. Information from local inspections will be of particular importance this year due to the need to assess weather damage caused by the snow and ice of early 2010. In addition to heavy equipment we have also invested in software and digital technology. The Symology Asset Management System and mobile technology are being implemented this year enabling our engineers to feed information directly into our planning database, from handheld units, allowing them to spend more time on site and less back at the office.

The Corporate Plan in Your Area

The council agreed the formation of six Community Areas in March 2009 as part of its commitment to bringing the council closer to the community. Whilst the majority of the proposals in the Corporate Plan bring about service improvement across the county, a number of schemes within each priority have been developed to make specific improvement in each of the Community Areas. Details of these proposals are reproduced below.












The six Community Areas are:

- Rhyl Area
- Prestatyn Area
- Elwy Area
- Denbigh Area
- Ruthin Area
- Dee Valley Area



The Rhyl Area

The **Rhyl Area** simply encompasses the five wards of the town of Rhyl itself. It has a population of approximately 25,569 and is represented by 11 county councillors.

Rhyl East		Rhyl South West	
			
John Bellis	Diana Hannam	David Thomas	Glyn Williams
Rhyl South		Rhyl West	
			
Jeanette Chamberlain-Jones	David Lee	Ian Armstrong	Joan Butterfield
Rhyl South East			
			
Brian Blakeley	Carl Davies	Ian Gunning	

Demographic Change

Rhyl is the location of the first of the county's new extra care housing schemes. The Rhyl site was officially opened in July 2009 and has been fully occupied since August 2009. Residents enjoy a supported living environment that allows them to maintain a much greater degree of independence than a traditional care home arrangement.

Regenerating Our Communities

Rhyl will benefit from the North Wales Coast Strategic Regeneration Area (SRA). Supporting the SRA is a key work stream of our Regeneration Improvement Board. We are taking a co-ordinating role, bringing together public, private and voluntary agencies to draft and deliver a 7-8 year SRA Action Plan. £20m has already been allocated to support the first three years of the Action Plan. Projects include:

- Cycle Bridge, Foryd Harbour
- Foryd Harbour Moorings
- Sun Centre & Theatre Study
- Rhyl Town Centre Environmental Improvements
- Coach Park East Parade
- Children's Village Demolition
- Rhyl Week
- Property & Environmental Grant Scheme
- Foryd Quayside Units
- Business Accommodation Phase 1
- Rhyl Western Cut
- Glan Morfa BMX Track
- West Rhyl Masterplan
- Rhyl Energy Strategy

Other projects, not funded by the SRA, include; BRAND – Interreg project, Townscape Heritage Initiative and Harbour Empowerment Order. Community Grants have been awarded to local groups towards the restoration of the organ at St Thomas' church and environmental improvements at Marine Lake.

Modernising Education

A strategic bid will be progressed to transform secondary education within Rhyl including a new High School building. The council is also working with Coleg Llandrillo to develop new sixth form provision for the town. Students will begin at the Coleg Llandrillo site in September 2010.

Roads and Flood Defences

Significant investment is being made in the flood defence schemes in West Rhyl and at East Promenade with work scheduled to commence in November 2010.

We have produced a forward works programme for roads improvements during 2010/11 and Elected Members from the Rhyl area will meet early in the year to discuss local priority works. We have already included sections of the A548 (near the Fire Station), Vale Road and the B5119 Old Rhyl Road in the programme.

The Prestatyn Area

The **Prestatyn Area** includes the four wards of the town of Prestatyn and also the Meliden ward. It has a population of approximately 19,622 and is represented by 10 county councillors.

Meliden		Prestatyn East		
				
Rhiannon Hughes	Julian Thompson-Hill	James Davies		
Prestatyn Central		Prestatyn South West		
				
June Cahill	Peter Duffy	Sharon Frobisher	Glyn Jones	
Prestatyn North				
				
Michael Eckersley	George Green	Allan Pennington		

Demographic Change

Prestatyn has been a major focus in the joint work of the council and Health Service to integrate Health and Social Care Services. The Hafan Lles facility has been developed to house a joint Health and Social Care team ensuring service users receive a full range of services from a single contact point. Following on from the success of the Rhyl Extra Care Housing Scheme, a Prestatyn Scheme will be opened in November 2010.

Regenerating Our Communities

Central Beach landscaping and promenade developments are due to finish shortly. The final phase of the project benefited from North Wales Coast Strategic Regeneration Area funds. During the year we will be

looking at the feasibility of improving water sports facilities at Barkby Beach and the feasibility of a promenade link between Prestatyn and Rhyl. The town is expected to see significant developments at the site close to the station with major retailers coming to the town.

Community grants have been awarded to local groups for environmental improvements at Coronation Gardens, facilities for disabled spectators at Prestatyn Football Club and for improving the drainage of the pitch at Meliden Football Club. These projects will be implemented during the year.

Modernising Education









The Prestatyn Modernising Education Area Review is considering options to improve learning facilities within the primary sector. Appraisals are currently being undertaken on a number of options that could be progressed throughout the year. Full consultation will take place with all parties before any decisions are made regarding the future of affected schools.

Roads and Flood Defences

Elected Members from the Prestatyn area will meet early in the year to discuss local priorities for road improvement and maintenance in addition to those already identified for resurfacing work. These include: lengths of the A547 Meliden Road, A548 Bodnant Bridge and B5120 Ffordd Pedyffryn.

The Elwy Area

The **Elwy Area** includes the 7 wards of St Asaph East and St Asaph West, Rhuddlan, Bodelwyddan, Dyserth, Tremeirchion and Trefnant. It has a population of approximately 16,883 and is represented by 8 county councillors.

Bodelwyddan	St Asaph East	St Asaph West	Dyserth
			
Richard Jones	Dewi Owens	Bill Cowie	Peter Owen
Rhuddlan	Trefnant	Tremeirchion	
			
Ann Davies	Selwyn Thomas	Meirick Lloyd Davies	Barbara Smith

Demographic Change

The Elwy Area, along with Denbigh, has taken part in the first phase of implementation of the council's reablement approach to care planning. New service users have received this innovative form of service provision already. Existing service users will be transferred to the new arrangements during the spring and summer of 2010. Proposals have also been developed to enable sheltered housing sites in St Asaph and Dyserth to be developed as 'community hubs'.

Regenerating Our Communities

The Elwy area benefits from the Rural Development Plan (RDP) element of our Regeneration Priority. The Business Plan for the second phase of the RDP is due to be considered for approval by the Welsh Assembly Government in May 2010. The area will also benefit from the development of

Rhuddlan local nature reserve, improvements to the cycleway at Tan yr Eglwys and a site for a piece of public art to act as a gateway piece for the town when visitors come from the West over the historic bridge.

Community grants have been awarded to local groups towards surfacing the car park near the doctors' surgery in St Asaph, providing changing rooms at the sports ground on Thomas Avenue, Dyserth and upgrading the play area at Admiral's playing fields in Rhuddlan. We will also be running a shop-frontage improvement scheme in all our rural towns in 2010-11. These projects will be implemented during the year.

Modernising Education

During 2010 we will submit a bid to the Welsh Assembly Government for funds to carry out remodelling works at Ysgol Glan Clwyd. From September 2010 schools and colleges, including Ysgol Glan Clwyd, Coleg Llandrillo and Coleg Llysfasi, will be working together to enhance the 14-19 Learning Pathways. This will increase choice and provide a wider offer of education opportunities for all learners.








Roads and Flood Defences

We will be completing an appraisal report for a Dyserth Flood Alleviation Scheme during the year, which will explore funding and delivery options for the project

With respect to roads we are currently in the process of drawing up a programme of resurfacing and roads maintenance work based on the condition of the highway, traffic flow and accident data. Elected Members from the Elwy area will meet early in the year to discuss local priority works. We have already scheduled the A525 Roe, B5429 Criccen Road and Chester Street, St Asaph for resurfacing.

The Denbigh Area

The **Denbigh Area** includes the 3 wards of Denbigh town (including Upper Denbigh and Henllan) and the wards of Llandyrnog and Llanrhaeadr-yng-Nghinmeirch. It has a population of approximately 14,051 and is represented by 7 county councillors.

Denbigh Lower		Denbigh Upper and Henllan	
			
Raymond Bartley	Neville Hughes	Colin Hughes	Jane Yorke
Denbigh Central	Llandyrnog	Llanrhaeadr-yng-Nghinmeirch	
			
Gwyneth Kensler	Gwilym C Evans	Paul Marfleet	

Demographic Change

The Denbigh Area along with the Elwy Area, has taken part in the first phase of implementation of the council's reablement approach to care planning. New service users have received this innovative form of service provision already. Existing service users will be transferred to the new arrangements during the spring and summer of 2010. Denbigh is also one of two areas of the county where 'Nordic Walking' sessions have been organised, providing an opportunity for healthy social activity.

Henllan has been identified as the most suitable base for the new specialist housing scheme for adults with learning disabilities. Funding has been secured to build the accommodation. It is anticipated that once established, the on-site support service for tenants will create more than 30 new jobs.

Regenerating Our Communities

The Denbigh area benefits from the Rural Development Plan (RDP) element of our Regeneration Priority. The Business Plan for the second phase of the RDP is due to be considered for approval by the Welsh Assembly Government in May 2010. We will be running a shop-frontage improvement scheme in all our rural towns in 2010-11. A new statue of HM Stanley will be put in place and the Townscape Heritage Initiative will continue.

Community grants have been awarded to local groups for new allotments as part of Denbigh Youth Project, refurbishing the pavilion at Denbigh Cricket Club and the refurbishment of the kitchen at Llandyrnog Sports Association. These projects will be implemented during the year.

Modernising Education

From September 2010 schools and colleges including Denbigh High School, St Brigid's, Coleg Llandrillo and Coleg Llysfasi will be working together to enhance the 14-19 Learning Pathways. This will increase choice and provide a wider offer of education opportunities for all learners.








Roads and Flood Defences

The Denbigh flood scheme is due to be completed during 2010-11, alleviating localised flooding.

The resurfacing works programmed in the Denbigh Area for the coming year includes a section of Graig Road and the B5429 through Llandyrnog. We are also looking at a substantial section of the B4501 near Llyn Brenig. Elected Members from the Denbigh Area will meet early in the year to discuss local priority works as part of this programme.

The Ruthin Area

The **Ruthin Area** includes the 5 wards of Ruthin, Efenechtyd, Llanarmon-yn-Ial/Llandegla, Llanbedr Dyffryn Clwyd/Llangynhafal and Llanfair Dyffryn Clwyd / Gwyddelwern. It has a population of approximately 13,130 and is represented by 7 county councillors.

Efenechtyd	Llanarmon-yn-Ial/Llandegla	Llanbedr DC/Llangynhafal	
			
Eryl Williams	Christine Evans	Pauline Dobb	
Llanfair DC/Gwyddelwern	Ruthin		
			
Hugh Evans	Bobby Feeley	Morfudd Jones	David Smith

Demographic Change

The construction of Ruthin Extra Care Housing will begin this year and a new 'Passion 4 Life' programme is scheduled for Trem y Foel in the new financial year.

Ruthin is one of two areas in the county to pilot the 'Getting to know you' intergenerational workshops which bring together young and old to enhance community spirit and citizenship. Ruthin Craft Centre will be taking part in a 'Galleries Engaging Older People' initiative throughout 2010-11 which will provide support for people to visit one of our major cultural attractions.

We are hoping to extend the leisure based day service in the area south of Ruthin during 2010/11. This small community based service will support adults with learning disabilities who cannot attend work opportunity services because of their age or disability.

Regenerating Our Communities

The Ruthin area benefits from the Rural Development Plan (RDP) element of our Regeneration Priority. The Business Plan for the second phase of the RDP is due to be considered for approval by the Welsh Assembly Government in May 2010. We will be running a shop-frontage improvement scheme in all our rural towns in 2010-11. Throughout the year we will continue feasibility work investigating traffic management changes that could improve the attractiveness of St Peter's Square for shoppers and an arts trail linking the Craft Centre to the Town Centre.

Community grants have been awarded to local groups towards a new club house for Ruthin Bowling Club, further CCTV coverage at Lon Parcwr Business Park, community facilities at the Old School Room, Llanarmon yn Ial and facilities for caravans at Cae Cymro, Clawddnewydd. These projects will be implemented during the year.

Modernising Education

From September 2010 schools and colleges including Ysgol Brynhyfryd, Coleg Llandrillo and Coleg Lllysfasi, will be working together to enhance the 14-19 Learning Pathways. This will increase choice and provide a wider offer of education opportunities for all learners.





Roads and Flood Defences

We will be completing an appraisal report for a Llanbedr Dyffryn Clwyd Flood Scheme during 2010-11, which will explore funding and delivery options for the project. We will also be examining options for a similar scheme at Pwllglas.

In Ruthin we will meet Elected Members to discuss local priorities for road improvements. We have already identified the A525 at Casgan Dittw and at Crown Crossroads, Llandegla as priority schemes along with the A5104 from Glanyrafon to the Shooting Grounds. .

The Dee Valley Area

The **Dee Valley Area** includes the 3 wards of Llandrillo, Corwen and Llangollen. It has a population of approximately 7,754 and is represented by 4 county councillors.

Corwen	Llandrillo	Llangollen	
			
Huw Jones	Cefyn Williams	Lucy Morris	Rhys Hughes

Demographic Change

The 'Pub is the Hub' scheme at the Eagles Hotel, Corwen will see land to the rear of the hotel turned into an allotment with an outbuilding being renovated and turned into a community facility. A further 'Community Hub' is being developed at the Llygadog sheltered housing site with facilities for residents, carers and friends.

Regenerating Our Communities

The Dee Valley area benefits from the Rural Development Plan (RDP) element of our Regeneration Priority. The Business Plan for the second phase of the RDP is due to be considered for approval by the Welsh Assembly Government in May 2010. Also a major project to renovate the Royal International Pavilion at Llangollen will be completed this summer in time for the International Musical Eisteddfod. We will be working with Wrexham County Borough Council to maximise the benefit from Llangollen canal and aqueduct's World

Heritage Site status. Work is proceeding on obtaining an Order under the Transport and Works Act 1992 to permit the extension of Llangollen railway.

Community grants have been awarded to local groups towards a new room for Llangollen Silver Band and redesigning Corwen Square and shelter. We will be running a shop-frontage improvement scheme in all our rural towns in 2010-11.

Modernising Education

Following the Dee Valley East Modernising Education Area Review a project to extend Ysgol Bryn Collen/Ysgol Gwernant in Llangollen will be progressed during 2010/11. Discussions will also take place with schools in the Dee Valley West area, focusing on language provision and demand, feeding into the county's new Welsh Education Scheme.

Roads and Flood Defences

The Llangollen Flood Alleviation Scheme is due to be completed during 2010-11, with grant and match funding approval expected for similar a scheme at Corwen.

We have identified sections of the A542 between the Pentredwr Junction and Llangollen for treatment this year, as well as vital Highway Drainage works in Carrog. As in the other areas Elected Members from the Dee Valley will meet early in the year to discuss local priority works as part of this programme of roads improvement and maintenance.

Appendix 1: - 2012 Indicators

The 2012 Indicators are a set of 23 national indicators which are closely aligned to our corporate priorities. We will use this set to compare our performance against other Local Authorities in Wales to establish whether we have become a high performing council. We have the ambition to perform within the top half of authorities in Wales for all of the 2012 indicators.

	Description	2008-09 Wales Median	2008-09 Outturn	2009-10 Estimate	2010-11 Target	2011-12 Target
SCA /001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	4.15	0.51	1.31	Quartile 1	Quartile 1
SCA /002 a	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	89.24	89.13	92	95	98
SCA 019	% of adult protection referrals completed where the risk has been managed	56.5	81.9	76.8	77	80
SCC /002	The % of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	14	18.7	11.23	12	10
SCC /033 a	The % of young people formerly looked after with whom the authority is in contact at the age of 19	93.24	100	100	100	100
SCC /033 b	The % of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	92.6	92.9	80	100	100
SCC /033 c	The % of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	54.7	50	20	72	80
HHA /013	The % of all potentially homeless households for whom homelessness was prevented for at least 6 months	73	97.8	97	85	90

Appendix 1: - 2012 Indicators

	Description	2008-09 Wales Median	2008-09 Outturn	2009-10 Estimate	2010-11 Target	2011-12 Target
PSR /002	The average number of calendar days taken to deliver a Disabled Facilities Grant	381	322	330	325	320
PLA /006	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	13	37	13	30	20
PSR /004	The % 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	2,38	8.25	25	10	10
EDU /002 i	The % of all pupils (including those in local authority care), aged 15 as at the preceding 31 August and leave compulsory education, training or work based learning without an approved external qualification	1.29	1.8	0.9	1	0.5
EDU /002 ii (NS 9)	The % of pupils in local authority care, in any local authority maintained school, aged 15 as at the preceding 31 August and leave compulsory education, training or work based learning without an approved external qualification	8.68	0	10	0	0
EDU /011 (NS 12)	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	351	326	396	340	405
EDU /015 a	The % of final statements of special education need issued within 26 weeks, including exceptions	73.2	100	100	100	100
EDU /015 b	The % of final statements of special education need issued within 26 weeks, excluding exceptions	93.9	100	100	100	100
WM T/00 9	The % of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	35.35	31.72	49	53	54

Appendix 1: - 2012 Indicators

	Description	2008-09 Wales Median	2008-09 Outturn	2009-10 Estimate	2010-11 Target	2011-12 Target
WM T/00 4	The % of municipal waste collected by local authorities sent to landfill	58.3	64	45	43	42
THS /001 0a	Percentage of principal (A) roads that are in overall poor condition	4.1	5	5	4	4.5
THS /001 0b	Percentage of non-principal/classified roads that are in overall poor condition	8	10.1	9.8	9.5	9.8
EEF /002 a	Percentage change in carbon dioxide emissions in the non domestic public building stock	1.71	-9.18	1.45	4.45	5
BNF /004	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events	12.4	9.1	8	12	12
CH R/00 2:	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	11.4	12.5	11	10.5	10

Appendix 2: Corporate Priority Outcome Measures

The Corporate Priority Outcome Measures are used to assess progress for each of our Corporate Priorities and include community perceptions taken from the residents' survey. These indicators are only used by Denbighshire and therefore performance can not be compared with other local authorities. They are measures which we have decided are important locally and do not appear in the 2012 indicator set.

Code	Description	2009-10 Estimate	2010-11 Target
L/DCH002ai	The Number of older people (aged 65 or over) supported in the community	2149	-
L/DCH002aii	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	105.6	95
L/DCH002bi	Reduce the Number of older people placed in care homes	531	552
L/DCH002bii	Reduce the rate of older people placed in care homes	29.09	26
L/DCH 001	Communities engaged in developing sustainable support networks for older people, e.g. Passion 4 Life, Pub is the Hub.	6	6
L/DCH 003ai	Numbers of adults aged 18 – 64 with a learning disability who are supported in a care home reduced	36	34
L/DCH 003aii	Rate of adults aged 18 – 64 with a learning disability who are supported in a care home reduced	0.68	0.60
L/DCH 003bi	Numbers of adults with learning disabilities helped to live at home increased	232	256
L/DCH 003bii	Rate of adults with learning disabilities helped to live at home increased	4.07	-
Council Residents Survey Q29.E	My Council has helped me to live independently	63%	N/A
Council Residents Survey Q29.F	My Council has helped vulnerable people in general to live independently	72%	N/A
Council Residents Survey Q29.H	My Council will help me when I need social care support	63%	N/A
L/REG001	Relative Reduction in Economic Inactivity	Denbighshire 23.9% Wales 24.6%	Attain and then Track Wales level or less
L/REG002	Relative reduction in Job Seekers Allowance Claimants in Denbighshire	Denbighshire 4.6% Wales 4.6%	To have widened the gap between Wales and Denbighshire Levels by 2012

Appendix 2: Corporate Priority Outcome Measures

Code	Description	2009-10 Estimate	2010-11 Target
L/REG004	Reduce the number of people below the 60% poverty line	500 by March 2012	
L/REG005	Number of social enterprises assisted	18 by March 2012	
L/REG006	Number of village facilities improved	N/A	12
L/REG008	Ratio of average house prices to average earnings	Reduction	
L/REG007	Number of new and existing micro rural enterprises (<10 employees) financially assisted	N/A	55
L/REG009	Gross number of jobs created in rural micro businesses	N/A	50
L/REG0012	Relative reduction in Jobseekers Allowance Claimants in each LSOA in Rhyl	0.2%	0.5%
L/REG013	Incidence of Criminal damage in Rhyl	11%	15%
L/REG014a	Reduced decline in Rural Businesses	N/A	90
L/REG014b	Reduce decline in Tourism Sector	N/A	3000
Council Residents Survey Q2	How satisfied or dissatisfied are you with your local area as a place to live?	Satisfied 86%	N/A
		Dissatisfied 14%	
Council Residents Survey Q3	In the last 12 months, do you think your local area as a place to live has got better, got worse, or stayed the same?	Better 10.5%	N/A
		Same 65.4%	
		Worse 24.2%	
L/MEd/001	Raise the percentage of pupils achieving the Core Subject Indicator at key stage 1:	83.2	
EDU/003	Raise the percentage of pupils achieving the Core Subject Indicator at key stage 2	76.8	77.5
EDU/004	Raise the percentage of pupils achieving the Core Subject Indicator at key stage 3	59.8	
L/Med/004	Raise the percentage of pupils achieving 5 A* to C	55.9	57
L/MEd/005	Raise the percentage of pupils achieving the Core Subject Indicator at key stage 4	47.1	
Council Residents Survey Q11.2	Percentage Very Satisfied or Fairly Satisfied with Primary Education (5-11)	91%	N/A
Council Residents Survey Q11.3	Percentage Very Satisfied or Fairly Satisfied with Secondary Education (11-16)	78%	N/A
Council Residents Survey Q12	In your opinion, have schools and the education system got better, got worse, or stayed the same since the publication of the Estyn report in 2007?	Better 28%	N/A

Appendix 2: Corporate Priority Outcome Measures

Code	Description	2009-10 Estimate	2010-11 Target
		Same 50%	
		Worse 22%	
L/RFD001a	Percentage of roads that are in 'Generally Good Condition' (a) Principal (A) Roads	Awaiting update	80
L/RFD001b	Percentage of roads that are in 'Generally Good Condition' (b) Non-principal/classified roads	Awaiting update	58
L/RFD002	Percentage of total highways function cost (revenue & capital) spent directly on highways repairs	Awaiting update	86
L/RFD003	Percentage of the network resurfaced	0.97	4
L/RFD004	Percentage of the network to receive proprietary treatment (i.e. surface dressing)	1.98	2
L/RFD005	Number of flood relief schemes completed	Awaiting update	
Council Residents Survey Q9.1	Percentage Very Satisfied or Fairly Satisfied with 'Maintaining main roads in good condition'	64%	N/A
Council Residents Survey Q9.2	Percentage Very Satisfied or Fairly Satisfied with 'Maintaining local streets in good condition'	65%	N/A
Council Residents Survey Q9.3	Percentage Very Satisfied or Fairly Satisfied with 'Maintaining footpaths in good condition'	68%	N/A

Appendix 3: A New National Framework

In 2010 the Welsh Assembly Government launched a new framework to guide the work of Local Authorities and other public sector agencies working locally. The Wales Programme for Improvement 2010. We believe our Corporate Plan and this Delivery Plan can successfully contribute to this programme and adhere to the proposed framework. The framework is based on the concepts of **Improvement** and **Community Planning**.

- **Improvement** is concerned with the short term. It is a process by which organisations determine what their priorities are and plan, monitor, manage and report their activities on an annual basis so as to achieve them.

Welsh Assembly Government 2010

In the Corporate Plan we made commitments to bring the council closer to the community, regenerate our communities and to modernise education provision across the county. These objectives are concerned with **Fairness**, developing tailored solutions that recognise the diversity of current and future local needs.

Our demographic change priority is all about **Innovation** and moving away from traditional models of care to focus on independence and choice for social services service users. Service users, carers and communities will have greater control of their own lives and more influence in the types of services provided for them.

Our roads and floods priority is concerned with securing the **Sustainability** of key parts of the county's infrastructure and built environment.

In the Corporate Plan we recognise our own responsibility to deliver for the communities of Denbighshire and therefore emphasise **Efficiency** in all its functions and structures. The Corporate Plan outlines the need for strong governance and leadership arrangements, a high performance culture delivering value for money and an outward looking approach – where joint work with the public, private and voluntary and community sector, can improve outcomes for communities.

- **Community planning** deals in much longer timescales. Under this process, local authorities and their partners establish a 10-15 year strategic vision for improving local citizen and community wellbeing. It necessarily deals with much longer-term and often much more complex and intractable problems and priorities than the improvement processes described above.

Welsh Assembly Government 2010

The Corporate Plan outlined our commitment to work with communities and partners to develop a Community Strategy for the county. The Community Strategy consultation period will take place during the autumn and the final document will be published by March 2011. The completed Strategy will set out the major goals that the council and its partners hope to achieve in the next ten years.

Arwydd Iaith

Os ydych angen unrhyw wybodaeth pellach, ofynnwch i rywun rydych yn adnabod sydd yn siarad Saesneg neu Gymraeg i ffonio 01824 706146

Language Signpost

If you need further information, please ask someone you know who speaks English or Welsh to telephone 01824 706146

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如果你需要更多信息，请让一位你认识的且会说英文或威尔士语的人电话联络 01824 706146

Kung kailangan ninyo ng karagdagang pabatid, magtanong po lamang kayo sa sino mang marunong mag-salita ng English o kaya ng Welsh sa pamamagitan ng telepono 01824 706146

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