

## Corporate Plan Priority: Developing the local economy

If we are successful we expect to see:	Key measure of success by 2017	Lead Member
Fewer people being unemployed	Unemployment 0.5% below the UK rate – on current performance, this would mean 500 more people in work	HHE
Improvements in people's income	Median household income 10% higher than the Welsh average – on current performance this would mean an increase in annual household income of around £3,300	HHE
An increase in the number of healthy private and third sector enterprises	Business birth and survival rates at pre-recession levels – this would mean 355 for new businesses, which would mean 75 more new businesses each year with 96% surviving for 1 year and 61% surviving for at least 3 years	HHE
An increase in confidence levels of local businesses	A 10% increase in turnover of Denbighshire based businesses – this would mean collective turnover of £2,310m, £15m higher than Denbighshire's previous highest turnover	HHE
An increase in the revenue from tourism in Denbighshire	We should expect to see a 15% increase in revenue generated from tourism, and a clear master plan for redevelopment of coastal tourism and leisure facilities	HLJ
An increase in residents' satisfaction with their local area	Results from the Denbighshire residents' survey: 2011 - 87% 2013 - 85% 90% by the end of March 2017	HI
A reduction in levels of deprivation in Rhyl and Upper Denbigh and a narrowing of the gap between the most deprived areas and other parts of the county	No Denbighshire communities in the 10 most deprived communities in Wales (currently 2 in Rhyl) and a real reduction in the deprivation indicators for income, employment and housing in Denbighshire's communities currently in the 10% most deprived communities in Wales (currently 5 in Rhyl and 1 in Upper Denbigh)	HHE

**Corporate Plan Priority: Improving performance in education and the quality of our school buildings**

If we are successful we expect to see:	Key measure of success by 2017	Lead Member										
Excellent education performance at the end of primary and secondary school stages, with a particular emphasis on English, Welsh, Maths and Science	<p>End of Primary School – Key stage 2</p> <p>Percentage of pupils achieving Level 4 or higher in :</p> <table data-bbox="722 622 1273 792"> <tr><td>English</td><td>95%</td></tr> <tr><td>Cymraeg</td><td>96%</td></tr> <tr><td>Mathematics</td><td>95%</td></tr> <tr><td>Science</td><td>97%</td></tr> <tr><td>Core Subject Indicator</td><td>94%</td></tr> </table> <p>End of Secondary School – Key stage 4</p> <p>Percentage of pupils achieving 5 GCSEs with grades A*-C including English and Maths (Level 2 +) 70%</p> <p>Core Subject Indicator 68%</p> <p>Percentage of pupils achieving 5 GCSEs with grades A*-G (Level 1) 100%</p>	English	95%	Cymraeg	96%	Mathematics	95%	Science	97%	Core Subject Indicator	94%	EWW
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Improved pupil attendance and fewer exclusions from schools	<p>Attendance in Primary schools – 96%</p> <p>Attendance in Secondary schools – 95%</p> <p>Exclusions – permanent and fixed term – zero</p>	EWW										
All pupils leaving school with approved qualifications	Our vision is 100% by 2017	EWW										
Significant improvements in the quality of school buildings and facilities	Our vision is to complete all the projects in the capital programme to include: - Rhyl new School, Ysgol Glan Clwyd, Faith based schools, Ruthin Town schools: Rhos Street & Pen Barras; Clocaenog and Cyffylliog Area School Llanfair & Pentrecelyn Area School Ysgol Pendref, Denbigh Bodelwyddan primary Rhyl primary provision	EWW										

A significant reduction in the number of mobile classrooms used	Our vision is that between 2013 -2017 the number of mobile and none teaching classrooms will reduce by 39	EWV								
A reduction in the number of empty spaces in schools, and fewer oversubscribed	<p>Primary empty spaces</p> <table border="0"> <tr> <td>2010</td> <td>17.7%</td> </tr> <tr> <td>2017</td> <td>12.7%</td> </tr> </table> <p>Secondary empty spaces</p> <table border="0"> <tr> <td>2010</td> <td>9.9 %</td> </tr> <tr> <td>2017</td> <td>19.5%</td> </tr> </table> <p>Within the secondary sector we are removing excess capacity as it becomes available, however this is being managed with the back drop of future rising number into the secondary sector. It is estimated that by 2020 secondary spaces are estimated to reduce to 17.8% and reduce further in year's there after</p>	2010	17.7%	2017	12.7%	2010	9.9 %	2017	19.5%	EWV
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**Corporate Plan Priority: Improving our roads**

<b>If we are successful we expect to see:</b>	<b>Key measure of success by 2017</b>	<b>Lead Member</b>
An overall improvement in the condition of our roads	An improvement in the average road condition assessment score measured across the whole highway network. (Figures to be obtained from the Council's Highways Asset Management System - 2017 mean compared to 2014 mean)	DS
A reduction in the percentage of roads classed as being in poor condition	A reduction in the proportion of highways categorised as being in poor condition. (Figures measured via the Council's Highway Asset Management System - 2017 mean compared to 2014 mean, with a score of 500 being classed as poor)	DS
An improvement in residents' satisfaction with the quality of our roads	Results from the 2017 residents survey (proportion of residents satisfied with condition - using the	DS

	mean across the 3 different road types)	
<b>Corporate Plan Priority: Vulnerable people are protected and are able to live as independently as possible</b>		
<b>If we are successful we expect to see:</b>	<b>Key measure of success by 2017</b>	<b>Lead Member</b>
More Extra Care Housing across Denbighshire	Denbighshire will have two additional Extra Care Housing schemes in operation (containing a total of around 100 units), with another scheme in the development phase.	BF
Fewer people in residential care homes	We will have reduced the number of adults who need residential care by 200, from 815 to 615.	BF
More people living in their own home for longer	750 more adults will be enabled to live independently without a formal package of social care.	BF
Fewer repeat referrals to child protection services	The re-referral rate will not rise above 20% in any year, and we would expect it to consistently fall within the range of 15-20% each year.	BF
<b>Corporate Plan Priority: Clean and tidy streets</b>		
<b>If we are successful we expect to see:</b>	<b>Key measure of success by 2017</b>	<b>Lead Member</b>
Less dog fouling and litter in our towns and villages	Top quartile of clean and tidy street index  The number of complaints about dog fouling will reduce by 10%  The number of fixed penalty notices issued for littering will reduce by 10%	DS
Clean and tidy towns and villages	Top quartile of clean and tidy street index	DS
High Levels of public satisfaction with the appearance of public spaces	Higher levels of satisfaction compared to previous residents' survey statistics	DS
<b>Corporate Plan Priority: Ensuring access to good quality housing</b>		
<b>If we are successful we expect to see:</b>	<b>Key measure of success by 2017</b>	<b>Lead Member</b>
Homeless people and those threatened	The service will have successfully	HI

with homelessness assisted to find a home	implemented the changes to Homeless Legislation as required through the Housing Bill and will be recognised as the top performing Local Authority in Wales in discharging its homelessness duties.	
Improved living conditions in private sector housing	<p>We will take direct action to improve over 300 private 'high risk' dwellings to an acceptable level</p> <p>We will adapt 320 privately owned dwellings to allow disabled people to live independently in their homes</p> <p>We will take direct action to enable over 500 properties to benefit from energy efficiency improvements</p> <p>We will license an additional 60 Houses in Multiple Occupation</p> <p>We will ensure a five year land supply, for housing development, is maintained</p>	DS
Welsh Government Affordable Housing targets delivered	By 2017 150 new affordable housing units will be delivered.	HI
More empty dwellings returned to occupation	We will take direct action to bring back into use 400 dwellings, which have been empty for more than 6 months	DS
Fewer people on the Housing Waiting List	By 2017 the housing waiting list will have reduced from 3000 applicants to 1500.	HI
Denbighshire County Council Housing Services recognised for excellence	By 2017 Housing Services will receive a 2 star good rating from external inspection; will be the best performing Local Authority in Wales as recorded through HouseMark UK Benchmarking service and be in the top quartile for performance when benchmarked by HouseMark against the Welsh RSLs and peer group Local Authorities in England.	HI
<b>Corporate Plan Priority: Modernising the council to deliver efficiencies and improve services for our customers</b>		
<b>If we are successful we expect to see:</b>	<b>Key measure of success by 2017</b>	<b>Lead Member</b>
Increased public satisfaction with the simplicity and ease of their interaction with the council	Results from the Denbighshire residents' survey. 2011 - 78%	HI

	2013 - 69% 85 % by the end of March 2017	
More cost effective services	Delivering on agreed budget savings and delivering savings arising from the modernisation programme	JTH
Fewer complaints by the public	Short term we are anticipating an increase in complaints as we promote the policy. 2010/11            632 2011/12            587 2012/13            660 2013/14            726    10% increase 2014/15            726    Remains static 2015/16            654    10% reduction 2016/17            589    10% reduction	HI
More online transactions carried out through the council's website	The new website went live 20/08/13 – 31/3/14 34,797 transactions made 200,000 transactions by the end of March 2017	HI/BS
High levels of staff satisfaction	Employee turnover will be no less than 7% and no more than 13%  The number of staff grievances will return to the 2012 level of 7 annually  In the 2017 staff survey, no service will be more than 20% below the average for questions 6-8	BS
Reduce impact on our environment as a result of: <ul style="list-style-type: none"> <li>less business travel, paper and waste</li> <li>less energy use/carbon emissions across all operational buildings</li> </ul>	Business mileage – by 2017 the total business mileage for Denbighshire will be reduced by 20%  Energy use/Carbon emissions per m2 across all operational buildings will reduce by approximately 20%.	BS  JTH/BS