



Appendix 1 – Summary Corporate Performance Report

QUARTER 3, 2015-16

This document provides a SUMMARY of performance against the council's corporate priorities at the end of quarter 3, 2015-16

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INTRODUCTION & SUMMARY

This performance report looks at the Corporate Plan 2012-17. It provides an evidence-based assessment of the current position. Below is a summary of the key issues identified.

OUTCOME SUMMARY

This is the summary position for each outcome in the Corporate Plan as at the end of Quarter 3 (December 31st 2015). The overall evaluation for each outcome has been determined by taking account of the indicators, performance measures, and improvement activity.

DEVELOPING THE LOCAL ECONOMY

Outcome 1	Infrastructure for growth	ACCEPTABLE
Outcome 2	Supported and connected businesses	ACCEPTABLE
Outcome 3	Opportunities for growth	ACCEPTABLE
Outcome 4	High quality skilled workforce	GOOD
Outcome 5	Vibrant towns and communities	ACCEPTABLE
Outcome 6	Well-promoted Denbighshire	EXCELLENT

IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

Outcome 7	Students achieve their potential	ACCEPTABLE
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IMPROVING OUR ROADS

Outcome 8	Improving our roads	ACCEPTABLE
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VULNERABLE PEOPLE ARE PROTECTED & ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

Outcome 9	Independent vulnerable people	GOOD
Outcome 10	Vulnerable people are protected	GOOD

CLEAN & TIDY STREETS

Outcome 11	Clean and tidy streets	GOOD
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ENSURING ACCESS TO GOOD QUALITY HOUSING

Outcome 12	Access to good quality housing	GOOD
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MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

Outcome 13 Services will continue to improve

ACCEPTABLE

Outcome 14 Flexible and efficient workforce

ACCEPTABLE

KEY PERFORMANCE SUMMARY

THE CORPORATE PLAN

1. [The percentage of the population who cannot live independently](#) (aged 18 or over). We are working to reduce 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 is diminishing, 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. We had an ambitious plan to reduce the number of people needing to be supported by the council in residential care by 200, from 815 to 615, during the period of the current Corporate Plan. The figure at the end of quarter 3 stood at 645, so it is clear that much progress has been made with respect to this ambition.
2. [QLI-PLA006 is a quarterly local indicator](#). This indicator shows how many dwellings have been granted planning permission and out of those how many are 'affordable'. A large proportion of the quarter 3 "additional dwellings" were the 83 units granted consent at the HM Stanley site in St. Asaph. No affordable units were secured as part of this permission due to viability of the development which related to the abnormal costs of restoring the Listed Buildings on the site.
3. Key activities that support the Corporate Plan's [Housing Outcome](#) have been reviewed and will reported from quarter 4 onwards. However, the Corporate Housing Strategy and associated detailed Action Plan was agreed at Full Council in December 2015.
4. The [number of calendar days taken to let empty properties \(council stock only\)](#) - general needs and housing for older people for quarter 3 increased to 61.2 calendar days. This increase, however, reflects the service's commitment to ensuring that properties are let in a fit state and of better quality to avoid repeat visits. The focus being on ensuring tenant's needs are met when allocating empty properties and that time is taken to ensure that the right properties are allocated to the right tenants. An improvement plan is in place and it is anticipated that there will be a decrease in re-let times, not only as properties are let more efficiently and effectively in the future but also as tenancies will be more sustainable in the longer term as a result of this focus.

5. [Validated performance data for 2014-15 academic year](#) has shown a decline in some key attainment indicators. In particular, this means that the percentage of pupils achieving the level 2 threshold (including Welsh/English and maths) and core subject indicator at Key Stage 4 are again considered to be a priority for improvement.
6. [The total rate per 1,000 pupils of fixed-term exclusions](#) from local authority maintained schools replaces previous measures around the number of exclusions, and the number of days lost, which are no longer published by Welsh Government. Looking at the data for 2013/14 academic year, there were 563 fixed-term exclusions lasting 5 days or less, and 17 lasting over 5 days. This is a 14% increase on 2012/13. Data for 2014/15 academic year is not validated until April / May."
7. Corporate [sickness absence](#) levels continue to be a priority for improvement at 6.04 days. The targets for the reduction in sickness absence are challenging and overall the levels are reducing. It should be noted that the Council has lower sickness absence levels overall than most other local authorities in Wales, despite failing to meet its own lower, more ambitious target at this time.
8. We remain unable to provide information for [carbon emissions](#) at present. All the Welsh authorities have been effected, some more than others, by the inability of British Gas to provide accurate electricity bills. The data unit Wales is aware of the issues with British Gas. Corrected bills are now coming through and we should be able to report last year's consumption next month. Welsh authorities will be changing suppliers from April 1st.
9. [ICT106i, The percentage of staff \(home based\)](#) who have been equipped for agile working. There has been a slight delay in progress in Q3 but the project is now back on track.
10. In quarter 3, only 89% of all [external stage 1 complaints](#) received by the council were responded to within corporate timescales. There was one complaint in Education, it was a complex matter involving several officers and exceeded timescale. Three complaints in Highways and Environmental Services exceeded timescale, this brought their overall performance down to 91%. Planning and Public Protection's performance has dropped to 79% in Q3 (23 out of 29 complaints responded within timescale). This is being addressed by the service and we would hope to see an improvement in Q4. Performance against this indicator is automatically reported to and monitored by Scrutiny every quarter.
11. The [percentage of staff receiving a performance appraisal](#) has increased to 90% as at the end of quarter 3. There have been changes made to information in relation to appraisals being captured on the system which should help ensure that the completion rates continue to improve. Heads of service are now receiving monthly updates on their figures. The Senior Leadership Team (SLT) are committed to ensuring accurate data capture and that 100% is achieved.

ACHIEVEMENTS IN QUARTER 3

12. There was a significant improvement in the percentage of damaged roads and pavements made safe within target time to 96.2%. During quarter 3 there were 104 defects logged, 100 of which were completed within target time. Of the four not completed within target time, one was unavoidable due to events beyond DCC control.
13. The former Grange Hotel in Rhyl is one of the 'top 20' eye sore sites in Denbighshire. As a result of actions by Officers working with the owner the buildings have now been demolished and the site has been cleared and left tidy. Officers will continue to monitor the condition of the site and press the owner to progress the proposed development.
14. The Corporate Housing Strategy and detailed Action Plan was agreed by Full Council in December 2015. The Council now has an adopted Housing Strategy, with 5 Outcome Themes and a detailed robust Action Plan, identifying responsible Head of Service and Lead Members. Regular updates on progress with the actions will be provided to Lead Members and Scrutiny as appropriate.
15. The Denbighshire Excellence Awards 2015 event was held in quarter 3 to recognise the efforts of employees who have made a difference to our Council and to Denbighshire residents.
16. Rhyl's new One Stop Shop - the Council has completed its transformation of the Rhyl Library building at Church Street and has now opened the town's brand new One Stop Shop.
17. Developed the leisure offer along the coast with the launch of the NOVA centre, Prestatyn, to provide first class leisure facilities that will encourage more people to get involved in activities, providing high quality settings for the benefit of the local community and visitors.



Appendix 2 – Corporate Performance Report

QUARTER 3, 2015-16

This document provides an update on performance against the council's corporate priorities at the end of quarter 3, 2015-16

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KEY

Each outcome contains a number of indicators, performance measures, and improvement activities. This content is used to determine how good the current position of the council is, which is based on contextual data to enable a more robust understanding of our performance.

THE COLOURS

Colour	Action Status	Measure Status
Green	On Target	Excellent
Yellow	Experiencing Obstacles	Good
Orange	At Risk	Acceptable
Red	Compromised	Priority for Improvement
Blue	Completed	N/A
Grey	No data	No data or is a count only

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 activity reporting is documented in the project management methodology, summarised above (Action Status).

APPENDIX 2 -QUARTER 3 PERFORMANCE REPORT

This performance report looks at the Corporate Plan 2012-17. It provides an evidence-based assessment of the current position on an exceptions basis i.e. those measures that are Red: Priority for Improvement, or where there is an issue with the data that needs to be raised. Those measures that are currently showing an acceptable, good or excellent status are not examined in any great detail within this report, but are available to view through the Verto Performance Management System.

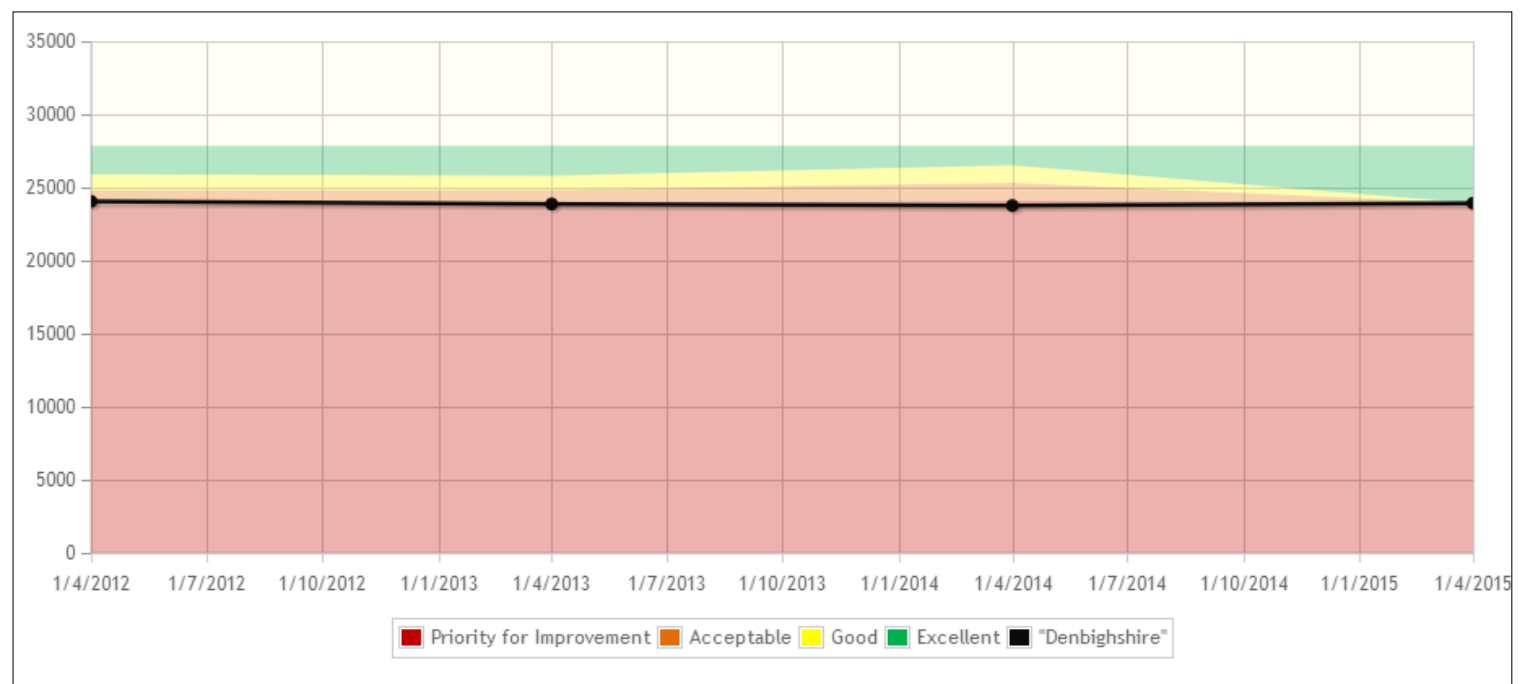
Please Note: This report has been generated from the Verto Performance Management System

PRIORITY - DEVELOPING THE LOCAL ECONOMY

ECONOMY HEADLINE INDICATORS

Description	This cluster of indicators are economy-based aspects of the external environment in which we'd expect to see an improvement if our Outcomes were progressing well. The six Outcomes within the Economic & Community Ambition priority will have a discrete set of indicators according to their theme (e.g. infrastructure), but collectively should enable progress against this cluster of indicators by laying the foundations for economic growth.
Outcome Summary	The overall status for these indicators is Orange: Acceptable.

Indicators	
QECAHeadline1	% Job Seekers Allowance claimant count
ECAHeadline2	Median Household Income



Latest Data Comment

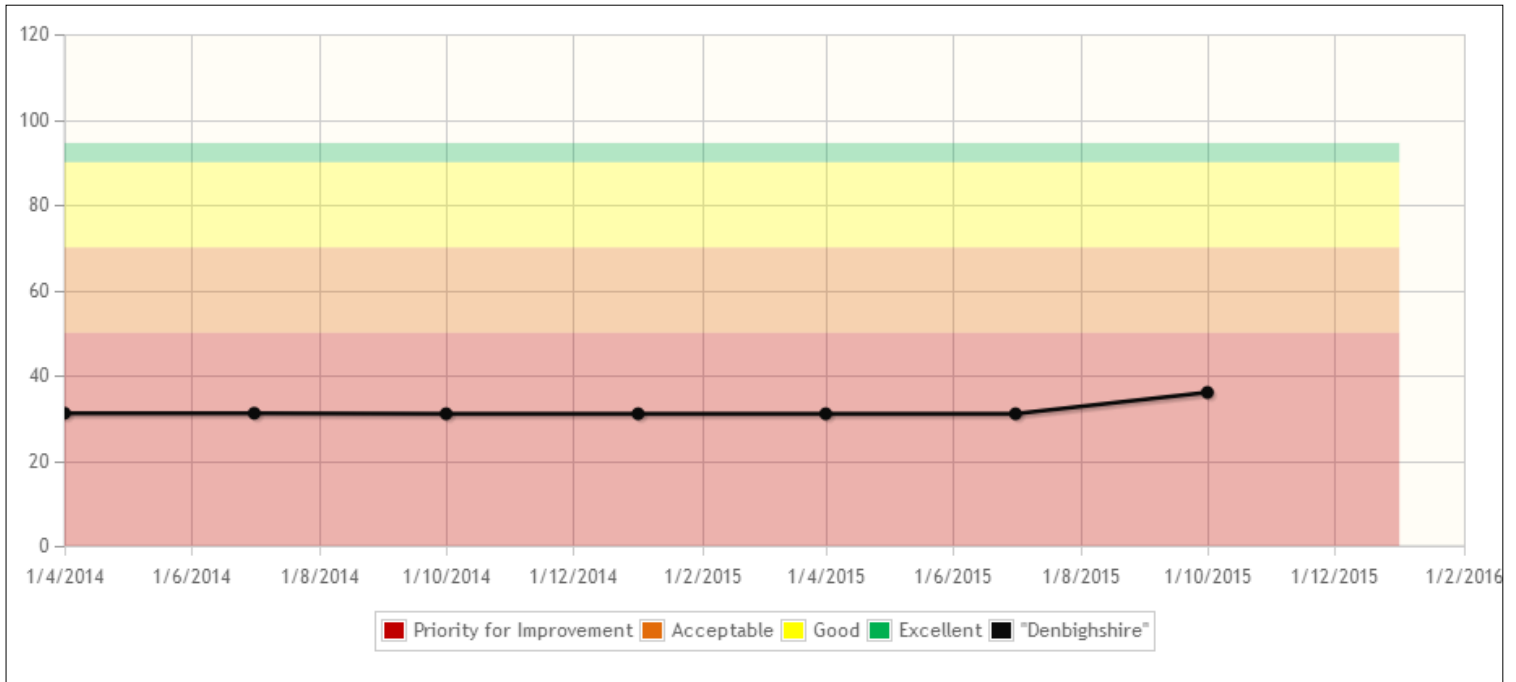
Quarter 3	Incomes remain below their pre-recession high point. This may be due to the continuing lack of increase in wages and reduction in benefits.
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ECAheadline3	The count of births of new enterprises
ECAheadline4	1 year survival rate of new enterprises (%)
ECAheadline5	3 year survival rate of new enterprises (%)
ECAheadline6	Turnover of Denbighshire based businesses (£m)

OUTCOME 1 - INFRASTRUCTURE FOR GROWTH

Status	ACCEPTABLE
Outcome Summary	<p>The overall status for these indicators is Orange: Acceptable.</p> <p>Three indicators have a Red, Priority for Improvement Status. Please see below for details</p> <p>The Priority Strategic Employment Sites project has had a new project manager, who has removed the indicator ECA 1.1i . This is because the work involved to secure planning consent for a site includes the work to remove barriers -hence this indicator did not add value.</p>

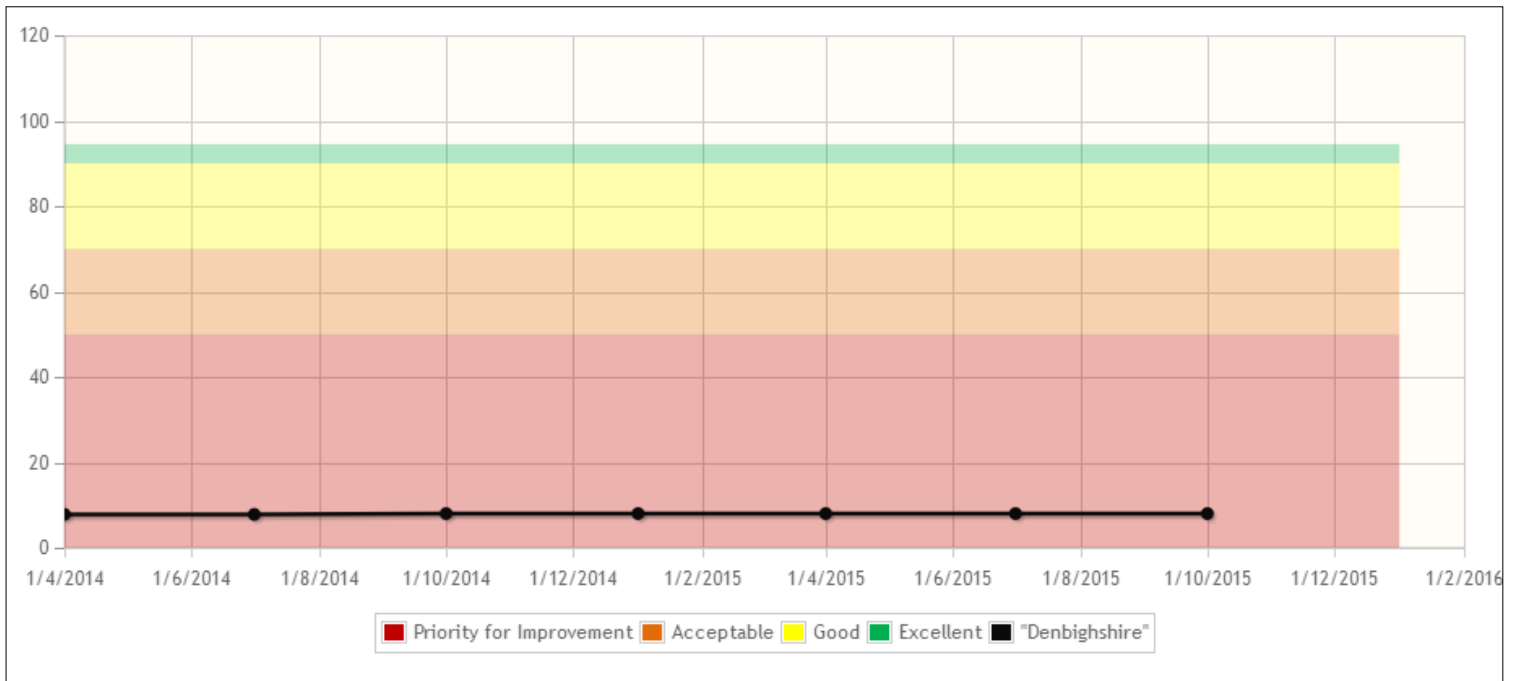
Indicators	
BusSurv1.9	The percentage of businesses selling or sourcing goods or services online
OFCOMsuperfast - Annual	Denbighshire's OFCOM five-point ranking for superfast broadband availability
OFCOMtakeup Annual	Denbighshire's OFCOM five-point ranking for broadband take-up
ECA1.1i	The percentage of available land on Priority Strategic Employment Sites where restrictions/hindrances to development are removed from the legal title (as a % of all available land)
ECA1.2i	The percentage of available land on Priority Strategic Employment Sites ready to be developed (i.e. with planning permission), as a % of all available land on PSES



Latest Data Comment

Quarter 3 Planning applications submitted on Station Yard, Denbigh, Property Alliance retail on Rhuddlan Triangle.

ECA1.3i The percentage of available land on Priority Strategic Employment Sites developed, as a percentage of all available land on PSES's



Latest Data Comment

Quarter 3 No change in developed status since Q1 2015

Activities				
	ECA 1.2a	Digital Denbighshire	15/07/13	31/10/15
	ECA 1.3b	Strategic Employment Sites	06/05/14	31/03/17

OUTCOME 2 - SUPPORTED AND CONNECTED BUSINESSES

Status	ACCEPTABLE
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>This outcome is supported by annual indicators and therefore there has been no update during quarter 3.</p>

Indicators	
FAA406m	Local procurement spend as a % of total procurement spend
BusSurv4.2	% of businesses satisfied with quality of advice/support
BusSurv4.1	% of businesses satisfied with access to advice/support
ECA2.2i	The percentage of contracts worth over £2 million with community benefit clauses

Activities				
BIM314a	Conduct, collate, analyse and publish results from the Business Survey	01/04/14	31/10/15	
ECA 2.1a/2.2a/2.2c	Business Advice & Support	12/09/13	31/03/16	
ECA 2.1b	Better Business for All (BFC Phase 1 - Planning & Public Protection)	06/05/14	31/03/16	
ECA 2.1bus case	Develop business case for Better Business For All project	01/04/15	30/09/15	
ECA 2.3a	Supportive Procurement (Phase 1 - Procurement Strategy)	02/12/13	28/11/14	
PR003264/ECA 2.3a	PROCUREMENT: Strategy & revised CPR's	01/06/15	01/04/16	
PR003266/ECA 2.3b	PROCUREMENT: Local Supplier Development	01/06/15	01/04/16	

OUTCOME 3 - OPPORTUNITIES FOR GROWTH

Status	ACCEPTABLE
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>Work to identify growth Sectors is now underway, but the project is a very long term one. In order to ensure that we can assess our progress over the short-medium term, some interim measures are being developed. Reporting will be possible from Q1 2016-17</p>

Indicators

CMLi10	STEAM - Total Economic Impact of Tourism (£ million)
CMLi11	STEAM - Number of Full Time Jobs Supported by Tourism
ECA3.1i	No. of businesses in the tourism sector
ECA3.2i	No. of new businesses in Growth Sectors
ECA3.3i	No. of Denbighshire residents employed in Growth Sectors

Activities

ECA 3.1Aa-c	Tourism Growth Plan	05/06/14	31/07/15
ECA 3.2a	New Growth Sectors	01/01/15	01/03/17
ECA 3.2b/d	Regional Growth Opportunities	11/06/14	30/04/18
PPP311a	Take a pro-active approach to encourage the private sector to develop economic development, by producing master plans, planning briefs and SPGs	01/04/15	31/03/16

OUTCOME 4 - HIGH QUALITY SKILLED WORKFORCE

Status	GOOD
Outcome Summary	<p>The overall status for this Outcome is Yellow: Good.</p> <p>Two indicators - achievement in STEM subjects has been adopted as a priority by the North Wales Economic Ambition Board, as it is being managed by that board the STEM indicators are recommended for withdrawal from this outcome.</p>

Indicators

Ed004i	The percentage of children aged 16 - 18 Not in Education, Employment or Training, at the preceding 31 August in Denbighshire
QECA4.6i	% of the population aged 18 to 24 claiming JSA
BusSurv3.3a	% of businesses reporting unfilled vacancies due to unsuitable applicants
BusSurv3.3b	% of businesses reporting difficulty recruiting staff with the right skills
ECA4.7i	% of pupils leaving school at 16 attaining Level 2 in at least 1 STEM subject

ECA4.8i	% of pupils leaving school at 18 attaining Level 3 in at least 1 STEM subject		
eca4.10i	% of people of working age in Denbighshire who are self employed		
Activities			
ECA 4.1b,4.2a-c,4.3a	Pathways +	01/04/15	31/07/16

OUTCOME 5 - VIBRANT TOWNS AND COMMUNITIES

Status	ACCEPTABLE
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable</p> <p>None of this data is updated on a basis more frequently than annual - WiMD data is only updated once every three years, and was last updated in 2014. Therefore there is no change in the indicators' status. ECA5.3i and ECA5.5i there is no new data is available at this time.</p> <p>The two RSQ indicators from the Residents' Survey 2015 status remains the same as the previous survey results.</p>

Indicators	
ECA5.1i	% of vacant town centre premises (Denbighshire average)
RSQ11	% of residents reporting overall satisfaction with their town centre
RSQ2	% of town residents reporting overall satisfaction with their local area
BusSurv2.1	% of town centre businesses reporting confidence in future prospects
ECA5.2i	% of LSOA that fall into the 10% most deprived in Wales
ECA5.3i	No. of LSOA with a claimant count (%) greater than Great Britain
ECA5.4i	No. of LSOA with a median household income below Wales
ECA5.5i	% of the rural working age population claiming Job Seekers Allowance

Activities			
ECA 5.1	Town Centre Growth & Diversification Plan	05/05/15	31/03/17
ECA 5.3a RGF	Rhyl Regeneration		
ECA 5.3a RGF 01	Rhyl Harbour: Pedestrian and cycle bridge, public square, quayside building and extended quay wall	02/03/09	31/03/15
ECA 5.3a RGF 01.1	Rhyl Harbour: Harbour Empowerment Order	02/05/12	30/06/16
ECA 5.3a RGF 02	West Rhyl Housing Improvement Project		

ECA 5.3a RGF 03	The Honey Club, Rhyl		
ECA 5.3a RGF 10	49 - 55 Queen Street	01/09/14	31/03/15

OUTCOME 6 - WELL-PROMOTED DENBIGHSHIRE

Status	EXCELLENT
Outcome Summary	The projects are both currently at an Excellent status.

Activities			
ECA 6.1a-c	Locate in Denbighshire- Inward Investment Marketing Campaign	17/04/14	31/03/16
ECA 6.2a	Develop a Destination Management Plan for Denbighshire	01/04/14	30/06/14
ECA 6.2b / 1.3a	Enquiry Handling for Sites & Premises	24/11/14	30/06/15

PRIORITY - IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

OUTCOME 7 - STUDENTS ACHIEVE THEIR POTENTIAL

Status

ACCEPTABLE

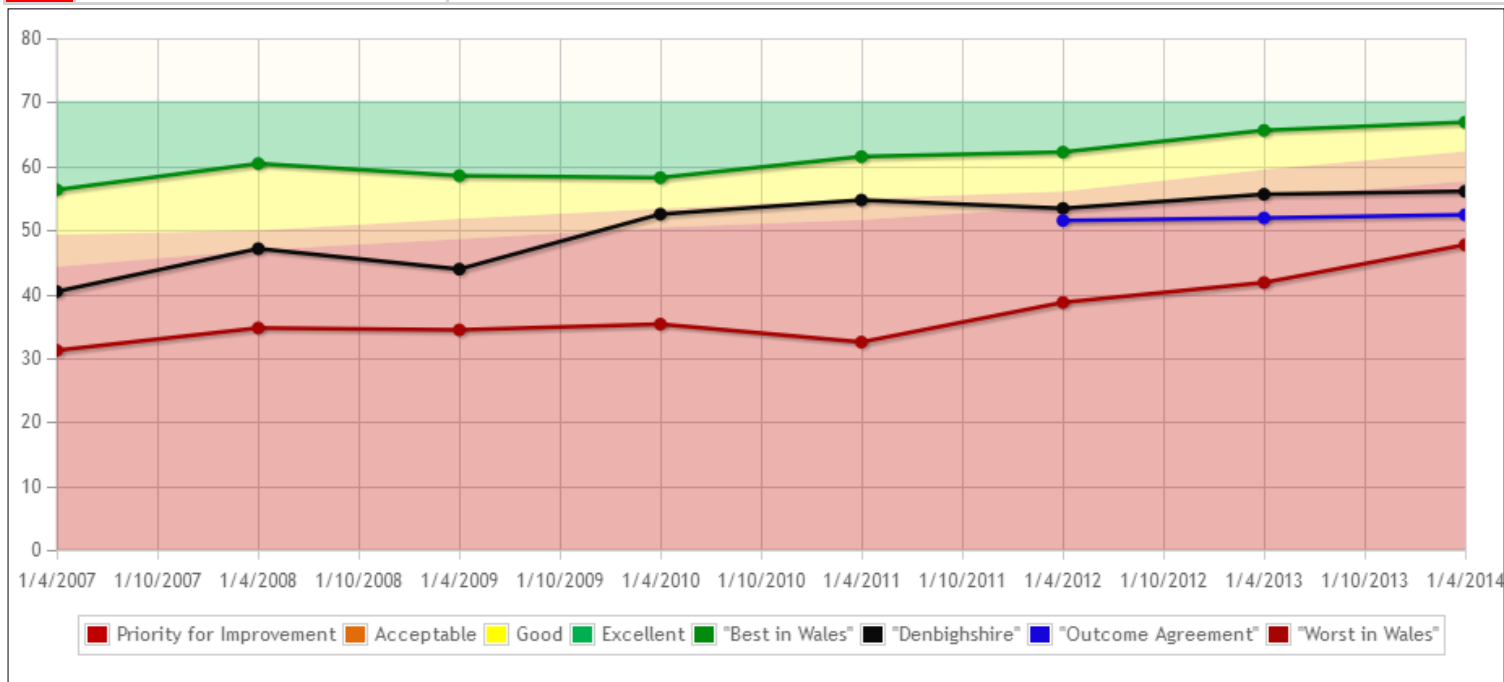
Outcome Summary

The overall position for this outcome is Orange: Acceptable. We are using a higher benchmark for excellence for educational attainment where 'Green: Excellent' is the best in Wales. Indicators considered to be a priority for improvement are detailed below.

A new cluster of Measures have been added to this selection. They relate to the conditions of schools, improvement of which is a major driver for the 21st Century Schools programme of work. As they are new and annual, no data is yet available, but will be added as soon as possible.

Indicators

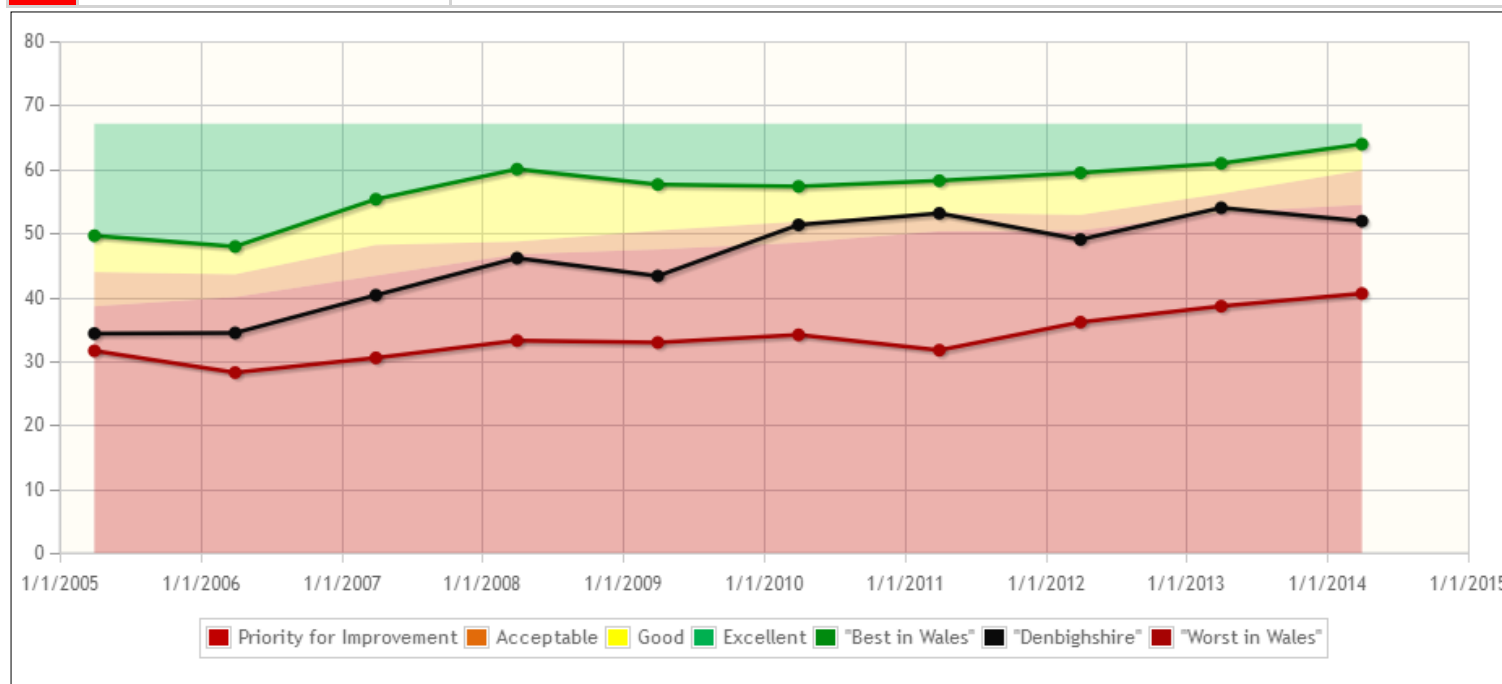
Ed001i	The average capped points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (all pupils)
EDU017	The percentage of pupils achieving the level 2 threshold including Welsh/English and maths (all pupils)



Latest Data Comment

Quarter 3 Performance against the indicator has increased from 55% in 2013-14 to 56% in 2014-15. However, improvement elsewhere in Wales now means that Denbighshire's performance has fallen below the median and is considered a priority for improvement.

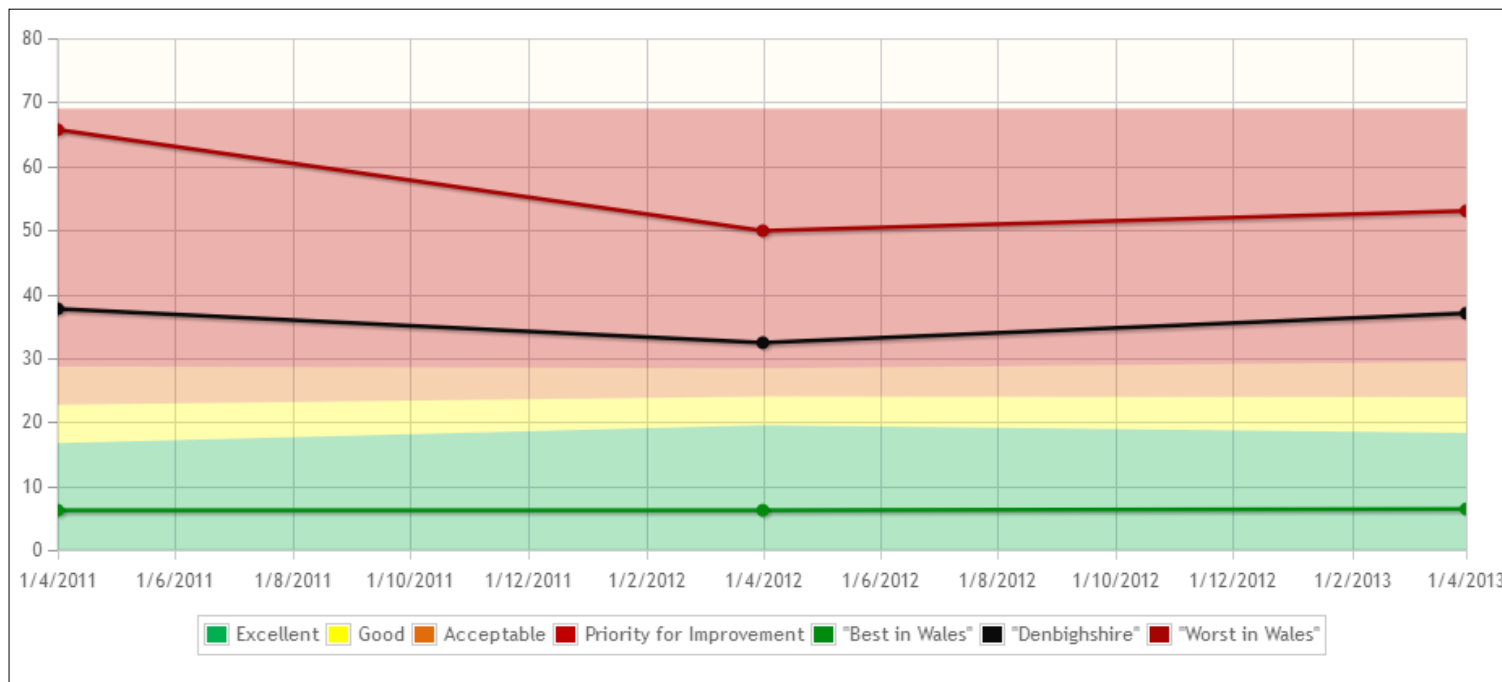
Ed006i	The percentage of pupils achieving the level 2 threshold or vocational equivalents (all pupils)
Ed009i	The percentage of pupils who achieve the Core Subject Indicator at Key Stage 4 (all pupils)



Latest Data Comment

Quarter 3 Performance against the indicator has fallen from 53% in 2013-14 to 51% in 2014-15. Together with improvement elsewhere in Wales, this means that Denbighshire's performance has fallen below the median and is considered a priority for improvement.

EDU002i	The percentage of pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.
EDU003all	The percentage of pupils who achieve the Core Subject Indicator at Key Stage 2 (all pupils)
EDU016a	Percentage of pupil attendance in primary schools
EDU016b	Percentage of pupil attendance in secondary schools
EDU101i	The total rate per 1,000 pupils of fixed-term exclusions from local authority maintained schools



Latest Data Comment

Quarter 3 This measure replaces previous measures around the number of exclusions, and the number of days lost, which are no longer published by Welsh Government. Looking at the data for 2013/14 academic year, there were 563 fixed-term exclusions lasting 5 days or less, and 17 lasting over 5 days. This is a 14% increase on 2012/13. Data for 2014/15 academic year is not validated until April / May.

Measures		
	LMEd20a	The number of deficit places as a percentage of the total school places in Denbighshire (Primary)
	LMEd20b	The number of deficit places as a percentage of the total school places in Denbighshire (Secondary)
	LMEd21a	The number of surplus places as a percentage of the total school places in Denbighshire (Primary)
	LMEd21b	The number of surplus places as a percentage of the total school places in Denbighshire (Secondary)
	LMEd22a	The number of school places provided through mobile classrooms (Primary)
	LMEd22b	The number of school places provided through mobile classrooms (Secondary)
	* CES101i	The percentage of primary places provided in Category A schools
	* CES102i	The percentage of primary places provided in Category B schools
	* CES103i	The percentage of secondary places provided in Category A schools
	* CES104i	The percentage of secondary places provided in Category B schools
	* This cluster of new indicators relate to the conditions of schools (Category A being the	

best), improvement of which is a major driver for the 21st Century Schools programme of work. As they are new and annual, no data is yet available, but will be added as soon as possible.

Activities

CES102a	Funding the 21st Century Schools Programme and wider Modernising Education Programme	01/04/14	01/08/19
CES111a	To reduce the reliance on mobile accommodation	01/04/14	31/03/16
CES112a	To progress business cases for further investment in the school estate	01/04/14	31/03/19
ECA 4.1b,4.2a-c,4.3a	Pathways +	01/04/15	31/07/16
ECA 4.2a-c	TRAC	07/04/14	31/08/20
EDU117a	Health and Wellbeing Outcomes for Schools	01/04/15	31/03/16
EDU118a	Review of Athrawon Bro Service for schools	01/04/15	31/03/16
EDUa003	Review current provision for students who access the Behaviour support Service and remodel as appropriate	01/04/13	31/03/16
EDUa005	Revisit Service Level Agreement with GwE	01/04/14	31/03/16
EDUa006	Celebrating teacher achievements / good practice through an award scheme (Excellence Denbighshire for teachers)	01/04/14	31/03/16
EDUa008	Literacy, Numeracy & ICT Skills development in schools	01/04/14	31/03/16
EDUa009	Soft skills / skills for employment	01/04/14	31/03/16
EDUa011	Careers advice and support	01/04/14	31/03/16
EDUa012	Work experience opportunities	01/04/14	31/03/16
EDUa013	Apprenticeships	01/04/14	31/03/16
EDUa014	Links between schools, colleges and employers	01/04/14	31/03/16
EDUa015	Advanced skills for growth sectors	01/04/14	31/03/16
EDUa018	Challenge Action: Further develop the role of the School Standards Monitoring Group (SSMG), to include focus on headteacher performance and school attendance	22/04/15	31/05/16
EDUa019	Challenge Action: Continue to develop Denbighshire's own leadership of GwE	22/04/15	31/03/16
EDUa020	Challenge Action: Service to progress its strategy on improving secondary school attendance, and to circulate a paper to Scrutiny for information	22/04/15	30/06/15
EDUa021	Challenge Action: Analysis of Yr13 2015 destination	01/07/15	31/10/15

		data using a sample from our sixth-form schools		
	EDUa022	Curriculum Enrichment Programme	01/04/15	31/03/16
	PR000044	Rhyl New School	22/10/12	11/07/16
	PR000055	Bodnant Community School Extension and Refurbishment	20/12/12	31/12/16
	PR000247	Extending Secondary Welsh Medium Provision - Ysgol Glan Clwyd Extension & Refurbishment	06/01/14	31/08/18
	PR000319	Ruthin Area Review: Ruthin Town School Modernisation	21/04/14	01/09/18
	PR000330	Ruthin Area Review: New Area School for Ysgol Carreg Emllyn	01/01/14	30/10/17
	PR000332	Ruthin Review -New Area School for Llanfair DC and Pentrecelyn	01/08/14	03/09/18

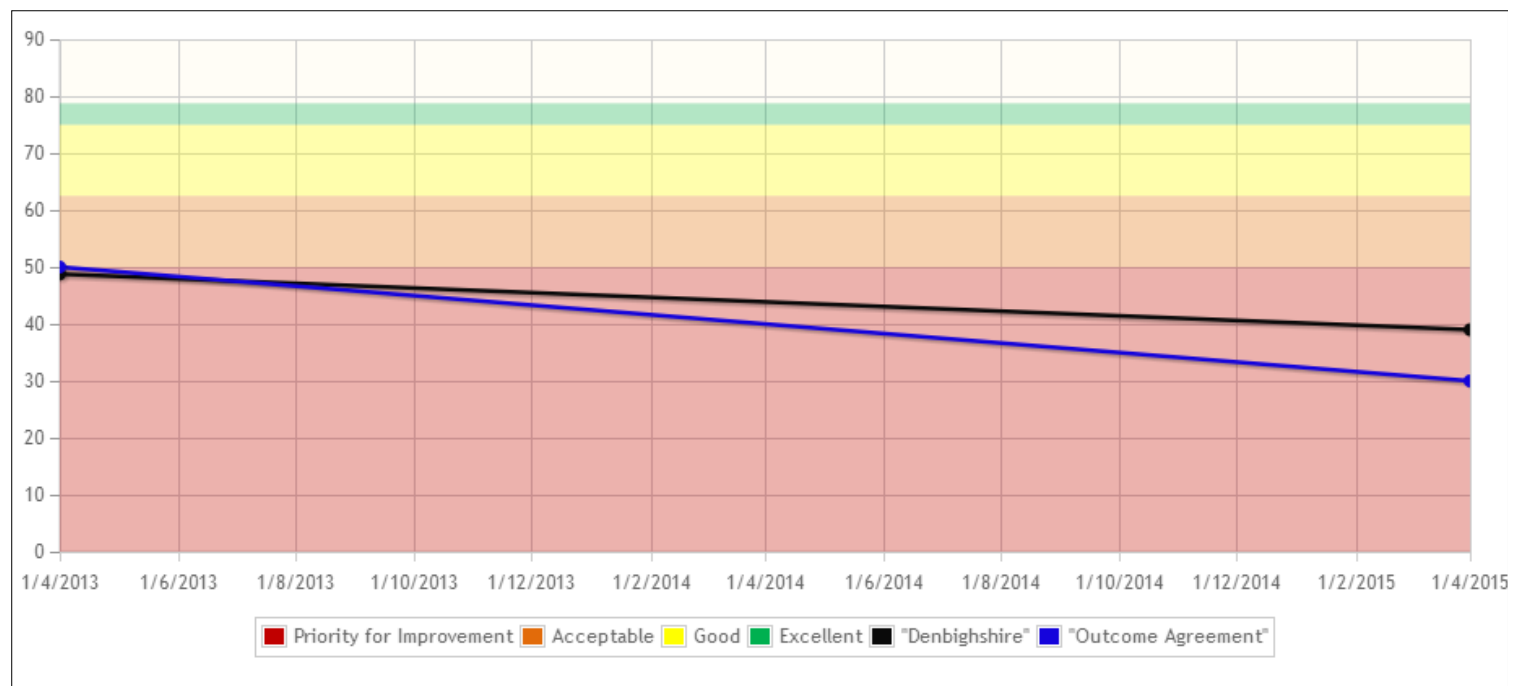
PRIORITY - IMPROVING OUR ROADS

OUTCOME 8 - RESIDENTS AND VISITORS TO DENBIGHSHIRE HAVE ACCESS TO A SAFE AND WELL-MANAGED ROAD NETWORK

Status	ACCEPTABLE
Outcome Summary	<p>The overall position for this outcome is Orange: Acceptable. We compare our position for the road condition indicators with a group of similar rural local authority areas in Wales on an annual basis.</p> <p>Resident Survey results for indicators in this outcome have significantly fallen since the results of the 2013 survey.</p> <p>There was a significant improvement in the percentage of damaged roads and pavements made safe within target time to 96.2%, now at an `acceptable` level.</p>

Indicators

	HES101i	The percentage of respondents reporting satisfaction with the council's work in maintaining rural roads in good condition
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Latest Data Comment

Quarter 3	Resident Survey results for indicators in this outcome have significantly fallen since the results of the 2013 survey.
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	RSQ09A	The percentage of respondents reporting satisfaction with the council's work in maintaining main roads in good condition (excluding don't know)
	RSQ09B	The percentage of respondents reporting satisfaction with the council's work in maintaining streets in towns and villages in good condition (excluding don't know)
	THS012 - Annual	The percentage of principal (A) and non-principal (B) and (C)

		roads that are in overall poor condition
	THS012a - Annual	The percentage of principle A roads that are in overall poor condition
	THS012b - Annual	The percentage of non-principal/classified B roads that are in overall poor condition
	THS012c - Annual	The percentage of non-principal/classified C roads that are in overall poor condition

Measures



	APSEPI03c	Percentage of damaged roads and pavements made safe within target time
	HES102m	The percentage of planned dropped-kerbs delivered along key routes within the year
	HIM006	The percentage of Category C (Final) Street Works inspections carried out on utility works before their guarantee period ends (legislation states 10%)
	HIM007	The number of successful claims against the council concerning road condition during the year
	HIM042	The proportion of the planned Highways Capital Maintenance Programme achieved (schemes)
	THS003	The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance

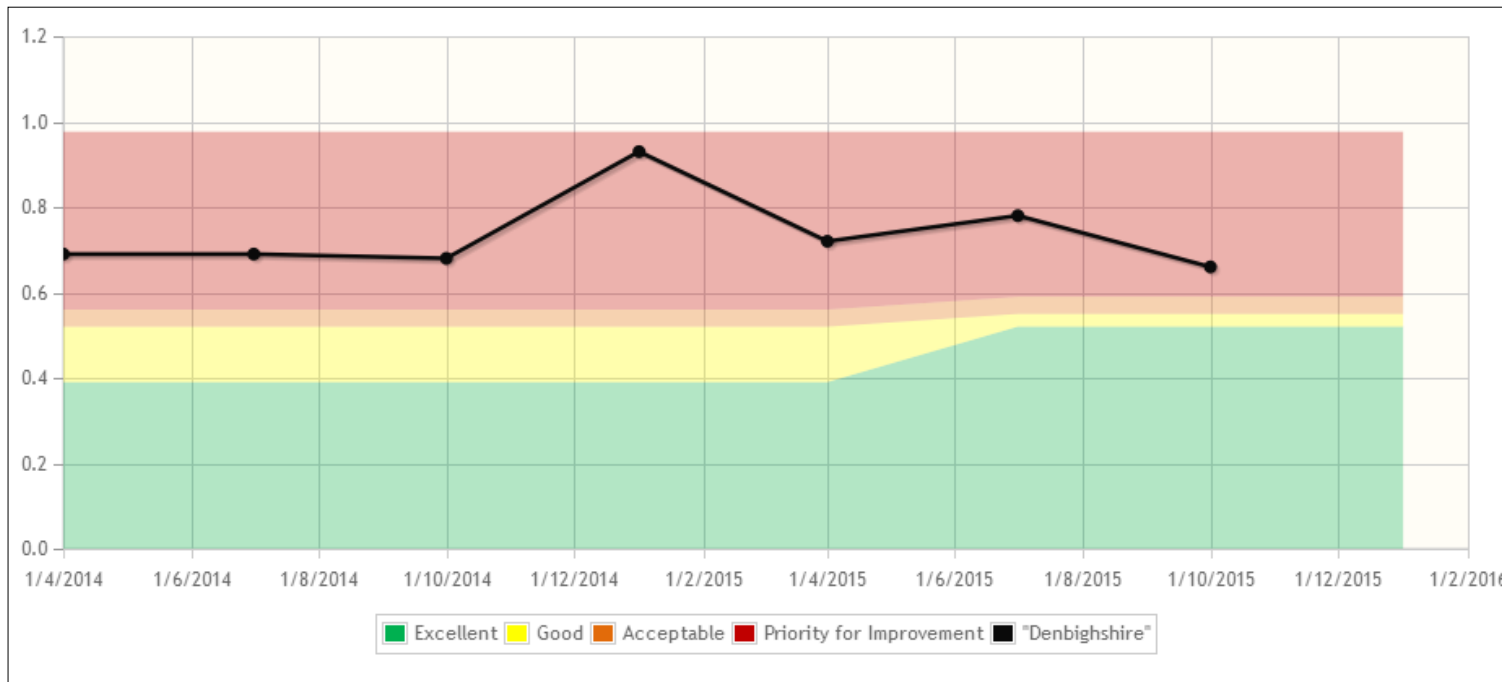
Activities

	HES106a	Continue to strengthen the Elwy Bridge, St Asaph, and undertake extensive repairs to the East Abutment of Foryd Road Bridge, Rhyl.	01/04/14	31/03/15
	HES107a	Local transport infrastructure barriers to growth (from Economic & Community Ambition Programme Plan)	01/09/14	31/03/16
	HES113a	Resurfacing works	01/04/15	31/03/16
	HES114a	Microasphalt laying works	01/04/15	31/03/16
	HES115a	Surface dressing works	01/04/15	31/03/16
	HES116a	Review car park tariffs	01/04/15	31/07/15
	HES117a	Introduce telemetry system for car park pay & display machines	01/04/15	31/03/16
	HIA004	Implement policy by delivery of dropped kerbs on prioritised key routes	01/04/14	31/03/16

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

OUTCOME 9 - VULNERABLE PEOPLE ARE ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

Status	GOOD	
Outcome Summary	<p>The overall position for this outcome is Yellow: Good.</p> <p>There is one indicator that is considered to be a Priority for Improvement, and this is detailed below. More adults are now able to live independently without a formal package of social care provided by the council. We have invested heavily in developing our staff to help people to identify what matters to them, and to identify the assets that are already available to them (in their communities and family/friendship groups) to enable them to achieve their personal wellbeing outcomes. Some people will always need care and support from social services, but our aim is to delay the point at which (and extent to which) that is required. Denbighshire still has a relatively high number of people in residential care, compared to the rest of Wales, but we have reduced the number people needing residential care by 170 (from 815 to 645) during the period of the current Corporate Plan. This reduction has been difficult to achieve because it is often hard to move people out of residential care once they have been there for some time. We have therefore focussed our efforts on preventing the need for residential care and ensuring that alternative exist for potential new placements. Our vision is that nobody in Denbighshire will need standard residential care in future, but that vision requires the development of more extra care housing as an alternative for people who have 24-hr care needs and do not require significant nursing or specialist mental health input. Plans for the development of additional extra care housing schemes are progressing well, although some of the potential plans are subject to decisions that are to be made by Cabinet in April 2016 about the future of our in-house residential care homes.</p> <p>It is proposed to remove ABSM3 - the percentage of people no longer needing a social care service following involvement from the reablement and intake service, as this is no longer collected by the service. It is proposed that this will be replaced by a new National measure in April 2016.</p>	
Indicators		
	QIndependent18	The percentage adults who live independent of a formal package of social care provided/arranged by the council (aged 18 or over)
	QResidential18	The percentage of the population who cannot live independently (aged 18 or over)



Latest Data Comment

Quarter 3 We are working to reduce 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 is diminishing, 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. We had an ambitious plan to reduce the number of people needing to be supported by the council in residential care 200, from 815 to 615, during the period of the current Corporate Plan. The figure at the end of Q3 stood at 645, so it is clear that much progress has been made with respect to this ambition.

Measures	
ABS m3	The percentage of people no longer needing a social care service following involvement from the reablement and intake service
Assistive18	The number of adult clients in receipt of assistive technology (aged 18 or over)
Newcarehome65 (count only)	The number of new placements of adults whom the authority supports in care homes (aged 65 or over)
QPSR002	The average number of calendar days taken to deliver a Disabled Facilities Grant
QSCA001	The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over
QSupported (a) 18	Of the people who can live independently with a package of care, the percentages that are supported to live independently through,

		modern supportive options (aged 18 or over)		
	QSupported (b) 18	Of the people who can live independently with a package of care, the percentages that are supported to live independently through traditional care options		
Activities				
	ABS110a	Service Challenge Action : Carry out review of Single Point of Access (SPoA) and develop a meaningful set of indicators with data available late 2015.	30/09/14	30/09/15
	CFS206a	The development of a new Care Leavers Service commissioned through engagement and co-production	01/04/15	30/09/15
	CFS406a	Improve the approach to inclusive practice of mainstream providers of services to children and young people, so that these services can be easily accessed by children with additional needs	01/04/15	31/03/16
	CSS101a	Development and implementation of the Supporting Independence in Denbighshire (SiD) vision, including: engaging with Town & Community Councils and the 3rd Sector to develop supportive communities	01/04/15	31/03/16
	CSS102a	Working with providers in the independent sector to enable the council to commission "outcomes" rather than "services" from providers.	01/04/15	31/03/16
	CSS302a	Specialist Services Development. We will review the roles & responsibilities within Specialist Service and consider whether it is feasible to develop a whole of life disability service.	01/04/15	31/03/16
	CSS304a	Implementation of changes necessary to respond to the Housing Act	01/04/15	31/03/16
	CSS305a	Continue to promote and develop integrated partnership working with health (developing formal integrated structures and governance arrangements).	01/04/15	31/03/16
	CSS306a	Continue to develop person centred approaches to support and empower citizens to gain independence and achieve the outcomes that are important to them, including working with the Social Services Improvement Agency to test the National Outcomes Framework.	01/04/15	31/03/16
	CSS307a	We will test a different way of working with citizens at risk of losing their independence that is community focussed and geared towards promoting independence. This will be part of a national	01/04/15	31/03/16

		`Community Led Conversations' programme run by the NDTi		
	MSSEWB2013/03	Extra Care - Independent living in a safe and supported environment	15/04/13	
	PR000173	Single Point of Access		
	PR002863	Consultation on future of in-house services	13/01/15	01/04/16

OUTCOME 10 - VULNERABLE PEOPLE ARE PROTECTED

Status	GOOD
Outcome Summary	<p>The overall position for this outcome is Yellow: Good.</p> <p>There are no exceptions to report on for quarter 3, 2015/16. The actions required to support adult protection and Deprivation of Liberty Safeguards have been implemented with work undertaken with the Single Point of Access to manage referrals better and the appointment of a dedicated Safeguarding Team Manager. However, some concerns have previously been raised by CSSIW with respect to the Protection of Vulnerable Adults (POVA) process, and we are therefore being cautious and evaluating this outcome as `good' overall instead of `excellent', despite the excellent performance in relation to all the indicators and measures.</p> <p>It is important to note that the concerns raised by CSSIW were based on their annual assessment for 2014/15, and we have since implemented various changes to our processes to respond to those concerns, as highlighted above.</p> <p>The CSSIW concerns, and our response to them, has also been discussed at length at Performance Scrutiny, and the cautious evaluation of `good' for this outcome reflects the view that it may be too early to evaluate whether those changes have been fully embedded yet.</p>

Indicators	
QSCC010	The percentage of referrals that are re-referrals within 12 months
Measures	
QSCA019	The percentage of adult protection referrals completed where the risk has been managed
QSCC015	The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference
QSCC034	The percentage of child protection reviews carried out within statutory timescales during the year

Activities

CFS102a	Implement a coherent service wide approach to the use of risk models and risk management in the direct work with families.	01/04/14	31/03/16
CFS106a	Develop a Strategy to further strengthen impact of early intervention services and an Options Appraisal for strengthening the interface between TAF and Intake Services	01/04/15	30/09/15
CFS107a	Develop the final year plan for delivery of Families First to include preparation to exit from the programme	01/04/15	31/03/16
CFS108a	Develop and deliver an effective training programme for `all staff' around providing stability for vulnerable families	01/04/15	31/03/16
CFS207a	Implement actions from Foster Care Profile exercise undertaken in 2014/15.	01/04/15	30/09/15
CFS208a	National Outcomes Framework Pilot for Looked After Children and children at risk of becoming Looked After	01/04/15	30/09/15
CFS302a	Establish a learning framework for identifying and prioritising safeguarding issues to be addressed	01/02/14	31/03/15
CFS303a	Implement Signs of Safety approach to manage child protection conferences	01/02/15	31/12/15
CFS304a	Aim to ensure every child is subject to an appropriate intervention	01/05/15	31/03/16
CFS305A	Improve basic Skills Set for communicating with children	01/04/15	31/12/15
CFS306a	Implement an effective approach to Core Groups ensuring they adhere to the creation and implementation of a child protection plan	01/05/15	31/03/16
CSS201a	Improve POVA processes to support the role of the Designated Lead Manager	01/07/15	31/03/16
CSS202a	Improve processes to ensure more effective management of the DoLs workload	01/07/15	31/03/16

PRIORITY - CLEAN & TIDY STREETS

OUTCOME 11 - TO PRODUCE AN ATTRACTIVE ENVIRONMENT FOR RESIDENTS AND VISITORS ALIKE

Status	GOOD
Outcome Summary	<p>The overall position for this outcome is Yellow: Good.</p> <p>The four indicators relating to the Residents' Survey have not changed in status in 2015. Although the reported figures were lower in 2015 than in 2013 the difference was not statistically significant.</p>

Indicators

HES201i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area
HES202i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area in relation to dog fouling
HES203i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their nearest town centre
HES204i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their nearest town centre in relation to dog fouling
HES207i - Annual	Clean Streets Survey - Improvement Areas
RATE/STS/006D - Annual	The rate of fly-tipping incidents reported per 1000 population
KWT001i - Annual	Keep Wales Tidy - Cleanliness Indicator

Measures

QPPP101m	The percentage of untidy land incidents resolved within 12 weeks
STS006 - Annual	The percentage of reported fly tipping incidents cleared within 5 working days
Q-PPP102m	The rate of fixed penalty notices (all types) issues per 1000 population
Q-PPP103m	The rate of fixed penalty notices (dog fouling) issues per 1000 population

Activities

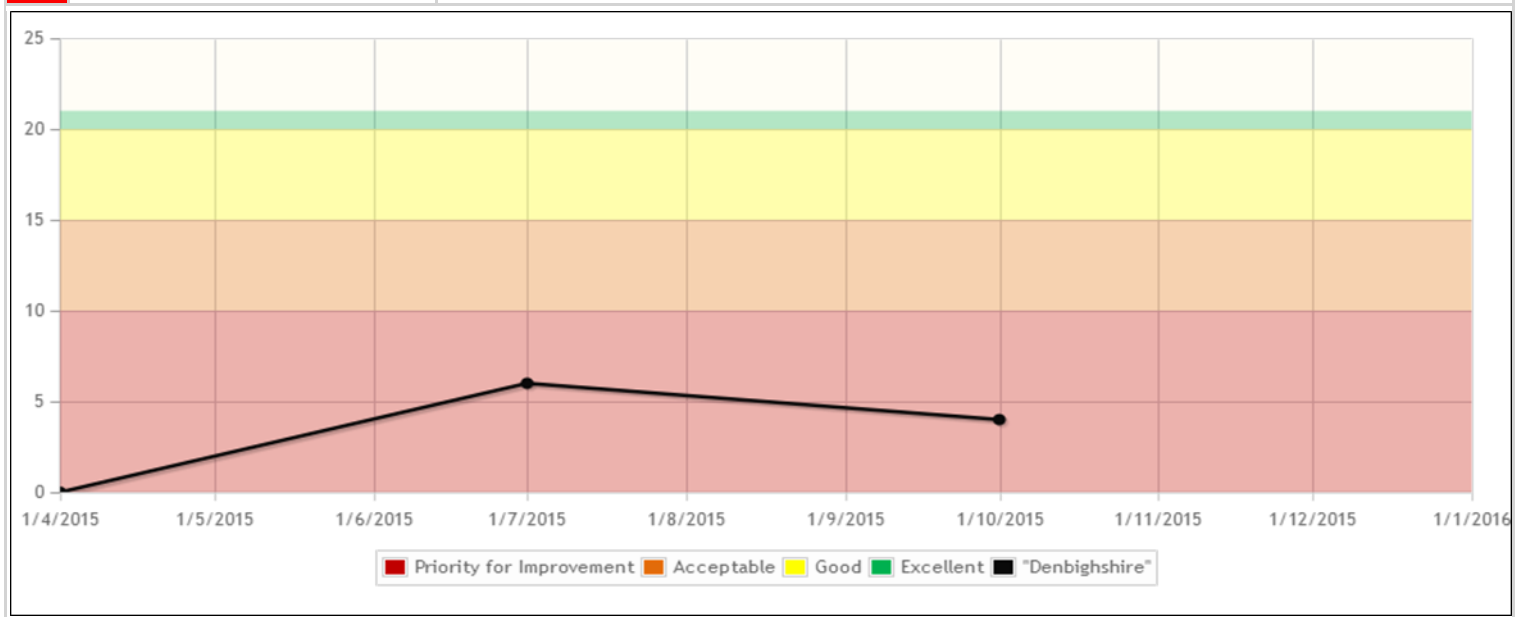
HES204a	Collaboration between Streetscene and Public Protection in relation to dog fouling	01/04/15	31/03/16
HES205a	Streetscene/Countywide engagement with the general public in relation to dog fouling	01/04/15	31/03/16
PPP104a	Develop and implement a coordinated approach to tackling identified eyesore sites across the county	01/10/14	31/03/15
PR000069	Former North Wales Hospital	01/03/10	31/03/16

PRIORITY - ENSURING ACCESS TO GOOD QUALITY HOUSING

OUTCOME 12 - THE HOUSING MARKET IN DENBIGHSHIRE WILL OFFER A RANGE OF TYPES AND FORMS OF HOUSING IN SUFFICIENT QUANTITY AND QUALITY TO MEET THE NEEDS OF INDIVIDUALS AND FAMILIES

Status	GOOD
Outcome Summary	<p>The overall position for this outcome is Yellow: Good. There is one indicator and one performance measure that are considered to be a priority for improvement. These are detailed below.</p> <p>New activities have been identified for Finance, Assets & Housing to support this outcome. There is currently no ROYG status for these activities as they are due to commence in quarter 4.</p> <p>The Corporate Housing Strategy and associated detailed Action Plan was agreed at Full Council in December 2015.</p>

Indicators	
JHLAS03i - Annual	The years of supply of housing land as determined by the Joint Housing Land Availability Study
QPSR007a	Of the Houses in Multiple Occupation known to the local authority, the percentage that have a full licence
FAA407i	The % of Council House tenants that were at least satisfied with the quality of their home
PPPAH001- Annual	The additional supply of affordable housing, including social housing, provided during the year
PPPMH001- Annual	The additional supply of market housing, provided during the year
QLI-PLA006	No. of additional affordable housing units granted planning permission as a % of all housing units granted planning permission.



Latest Data Comment

Quarter 3 This indicator shows how many dwellings have been granted planning permission and out of those how many are `affordable`. A large proportion of the quarter 3 “additional dwellings” were the 83 units granted consent at the HM Stanley site in St. Asaph. No affordable units were secured as part of this permission due to viability of the development which related to the abnormal costs of restoring the Listed Buildings on the site.

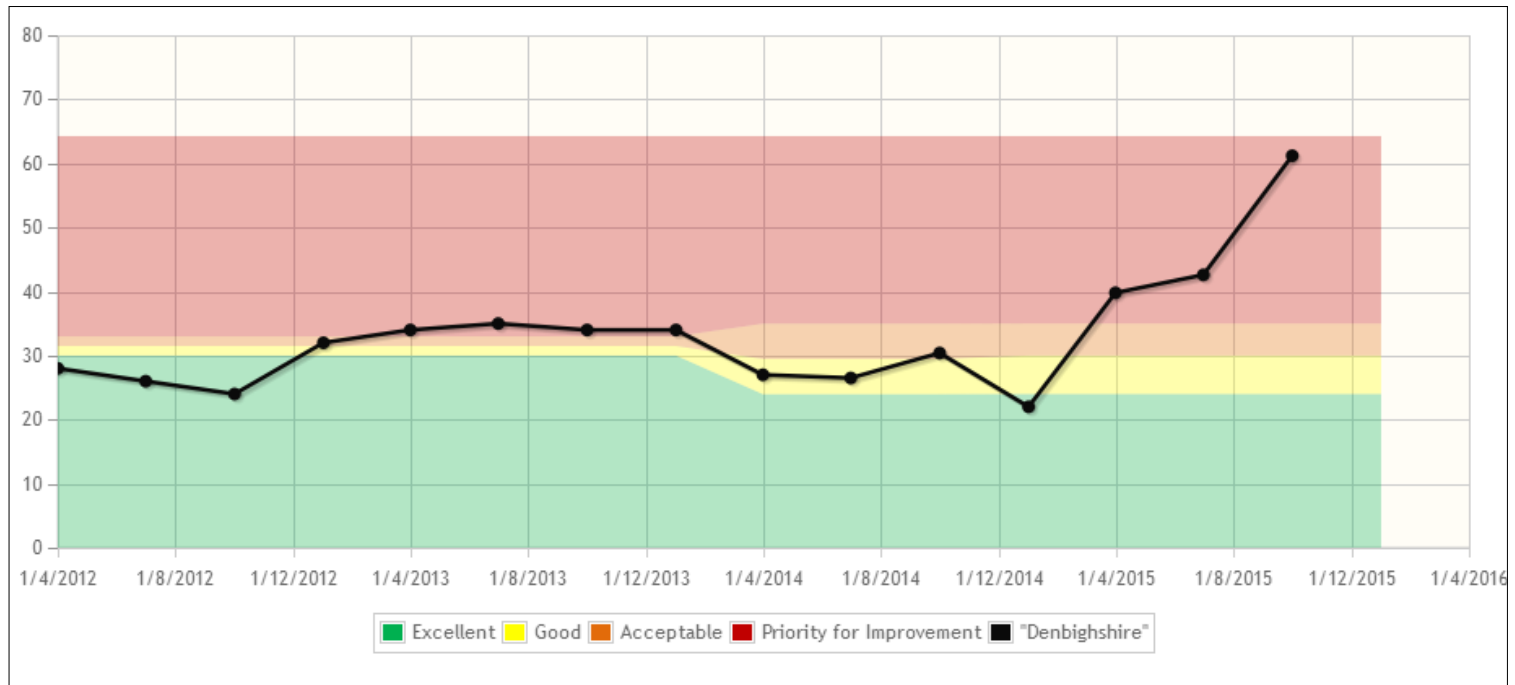
Measures

Q-HMPI102	Percentage of residents satisfied with the most recent repair (when surveyed in accordance with the organisation's own survey format)
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Latest Data Comment

Quarter 3 Survey results regarding satisfaction are unavailable for quarter 3.

HHA013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months
Q-CMPI03	The number of calendar days taken to let empty properties (council stock only) - General Need & Housing for Older People



Latest Data Comment

Quarter 3 The number of calendar days taken to let empty properties (council stock only) - general needs and housing for older people for quarter 3 increased to 61.2 calendar days. This increase, however, reflects the service’s

commitment to ensuring that properties are let in a fit state and of better quality to avoid repeat visits. The focus being on ensuring tenant's needs are met when allocating empty properties and that time is taken to ensure that the right properties are allocated to the right tenants. An improvement plan is in place and it is anticipated that there will be a decrease in re-let times, not only as properties are let more efficiently and effectively in the future but also as tenancies will be more sustainable in the longer term as a result of this focus.

Q-LI/HS/13	The number of potential homeless people assisted to find a home
QPLA004c	The percentage of householder planning applications determined during the year within 8 weeks
QPSR002	The average number of calendar days taken to deliver a Disabled Facilities Grant
QPSR004	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
Y-HSG304m	The percentage of council properties compliant with the Welsh Housing Quality Standard

Activities

FAA402a	Develop and embed some county-wide initiatives to enhance tenant engagement and satisfaction	01/04/15	31/03/16
FAA405a	Publish results from the 2014/15 Council Tenant survey	01/04/15	31/03/16
FAA502a	Undertake work to enable identified vacant private sector dwellings to be converted into Council Housing	01/04/15	31/03/16
FAA503a	Prepare sites to enable new Council House builds	01/04/15	31/03/16
FAH401a	Conduct condition surveys to update our intelligence around the housing stock, to include an analysis around high-cost maintenance properties	01/02/16	31/03/17
FAH402a	Review approach to surveying tenants about property condition / repairs	01/01/16	30/04/16
FAH403a	Profiling our tenants to understand current and future needs	01/01/16	30/04/16
FAH404a	Create a more coherent approach to property management and maintenance in order to assure best value for money	01/12/15	30/06/16
FAH405a	Develop and implement policy to support energy	01/01/16	30/04/16

	efficient housing within the council's stock		
FAH406a	Develop programme for the electrical testing of properties	01/01/16	30/04/16
FAH407a	Develop one approach to a Health & Safety policy for housing and corporate property (covering asbestos, fire, electrical, etc.)	01/01/16	30/04/16
FAH408a	Implement enhanced processes around the 'anything else?' approach to maintenance and repairs, allowing flexibility for operatives to deal with ad-hoc tasks and reduce the need for repeat visits	01/01/16	30/04/16
FAH409a	Evaluate the effectiveness of the Jewson supplier contract in preparation for its renewal / replacement, in partnership with neighbouring authorities	01/03/15	31/07/16
FAH410a	Develop a strategic asset management plan for our housing stock (link to Housing Strategy), which defines Denbighshire's own housing quality standard	01/01/16	31/05/16
FAH411a	Delivery of planned upgrade works to housing stock	01/04/16	31/03/17
FAH412a	Integration of housing and corporate property services to deliver best value (to include a review of the workforce, helpdesk, skill-gaps and contracts, etc.)	01/01/16	30/04/16
FAH413a	Improve strategic approach to the buying and selling of housing assets ('whole-street' approach), supported by intelligence around need and demand, for the benefit of housing stock	01/02/16	30/06/16
FAH414a	Undertake work to enable identified vacant private sector dwellings to be converted into social housing and temporary accommodation, in partnership with homelessness services	01/09/15	31/03/17
FAH415a	Develop a schedule to enhance our open space / play assets	01/10/15	31/10/18
FAH416a	Acquire sites to enable new social housing developments	01/12/15	30/04/16
FAH417a	Profiling of current Council Housing stock against need and demand with a view to explore opportunities of reclassification (i.e Sheltered to general needs). Working in conjunction with RSL's	01/02/16	30/06/16

		& Housing Strategy		
	FAH418a	Review of all IT systems and data recording methods in Housing (Keystone, Coms, spreadsheets etc)	01/01/16	31/03/16
	FAH419a	Review of Denbighshire County Council's Right to Buy Scheme and consider suspension	01/01/16	29/02/16
	FAH513a	Create an action plan based on the results from the Council Tenant survey	01/08/15	31/10/15
	HCD103a	Develop and deliver a Housing Strategy	01/04/14	31/03/16
	MSSEWB2013/03	Extra Care - Independent living in a safe and supported environment	15/04/13	
	PPP201a	Deliver the Renewal Area projects in Rhyl to improve the conditions of private sector housing and environmental enhancements	01/04/14	31/03/16
	PPP203a	Take a pro-active approach to encourage the private sector to bring forward allocated housing sites, to deliver mixed type and range of housing, by producing master plans, planning briefs and SPGs	01/04/14	31/03/15
	PPP205a	Ensure as many Affordable Houses as possible are provided through the planning system and other methods of delivery	01/04/14	31/03/16
	PPP207a	Improve the behaviour of private sector landlords	01/04/15	31/03/16
	SCHSG206a	Service Challenge Actions: Housing : Ensure Service Challenge key actions are taken into account regarding the development of the Local Housing Strategy	04/03/15	31/10/15

FAH Activities - grey status

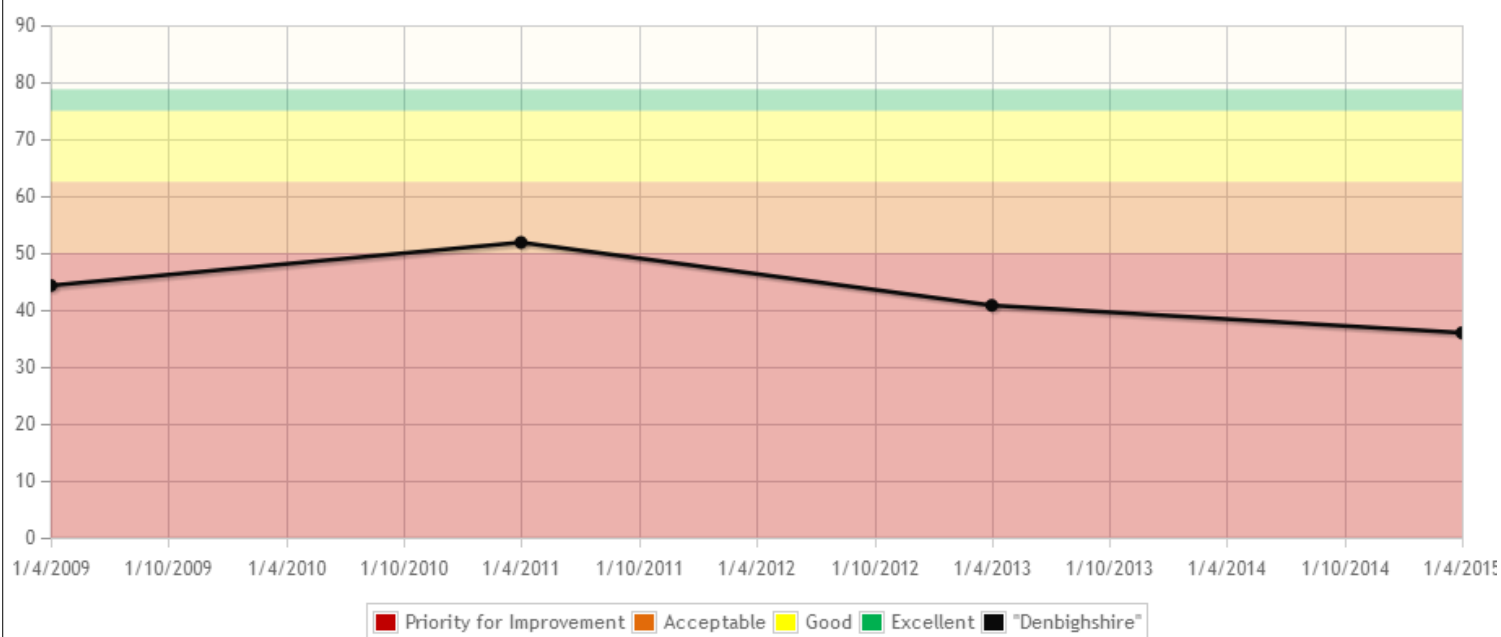
Quarter 3	Key activities above that support this Housing outcome have been reviewed and will be reported from quarter 4 onwards.
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PRIORITY - MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

OUTCOME 13 - SERVICES WILL CONTINUE TO DEVELOP AND IMPROVE

Status	ACCEPTABLE
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>Two indicators with a Red: Priority for Improvement status are from the Residents' Survey 2015. Although the reported figures were lower in 2015 than in 2013 the difference was not statistically significant.</p> <p>Two measures have generated a Red: Priority for Improvement status. Only 89% of all external stage 1 complaints received by the council were responded to within corporate timescales. .</p> <p>Welsh Language Standards - currently on target. Welsh Language Champions have been identified for each Service and first meeting held.</p>

Indicators	
BPP1002	The number of formal recommendations for improvement within the WAO Improvement Reports
BIM3110i	The percentage deviation from a good practice figure of 75% of Open projects generating a Green or Yellow ROYG status in terms of being on-track to deliver their outputs according to pre-defined scope
RSQ16B	The percentage of residents responding positively to the statement: My Council is efficient and well-run

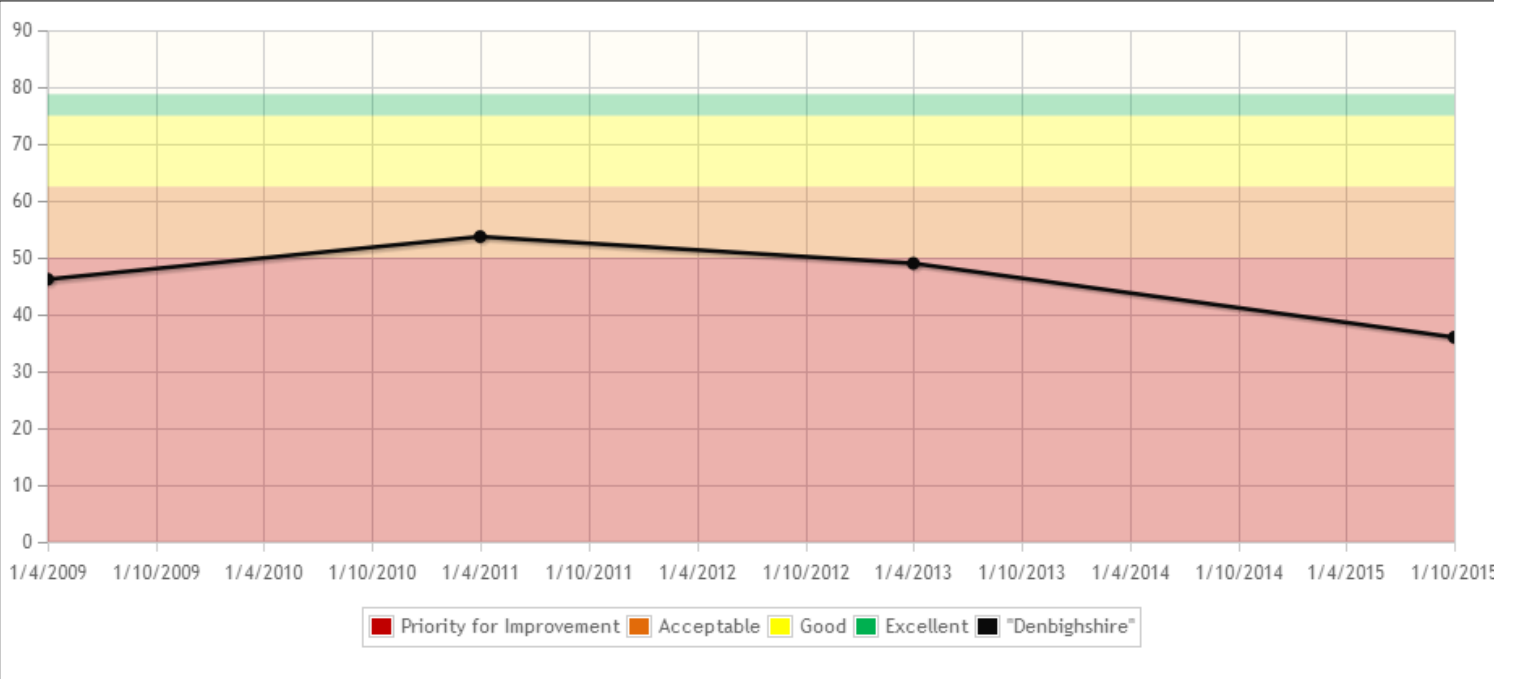


Latest Data Comment

Quarter 3 Although the reported figures were lower in 2015 than in 2013 the difference was not statistically significant.

RSQ16C The percentage of residents responding positively to the statement: My

council acts on the concerns of residents (excluding don't know)

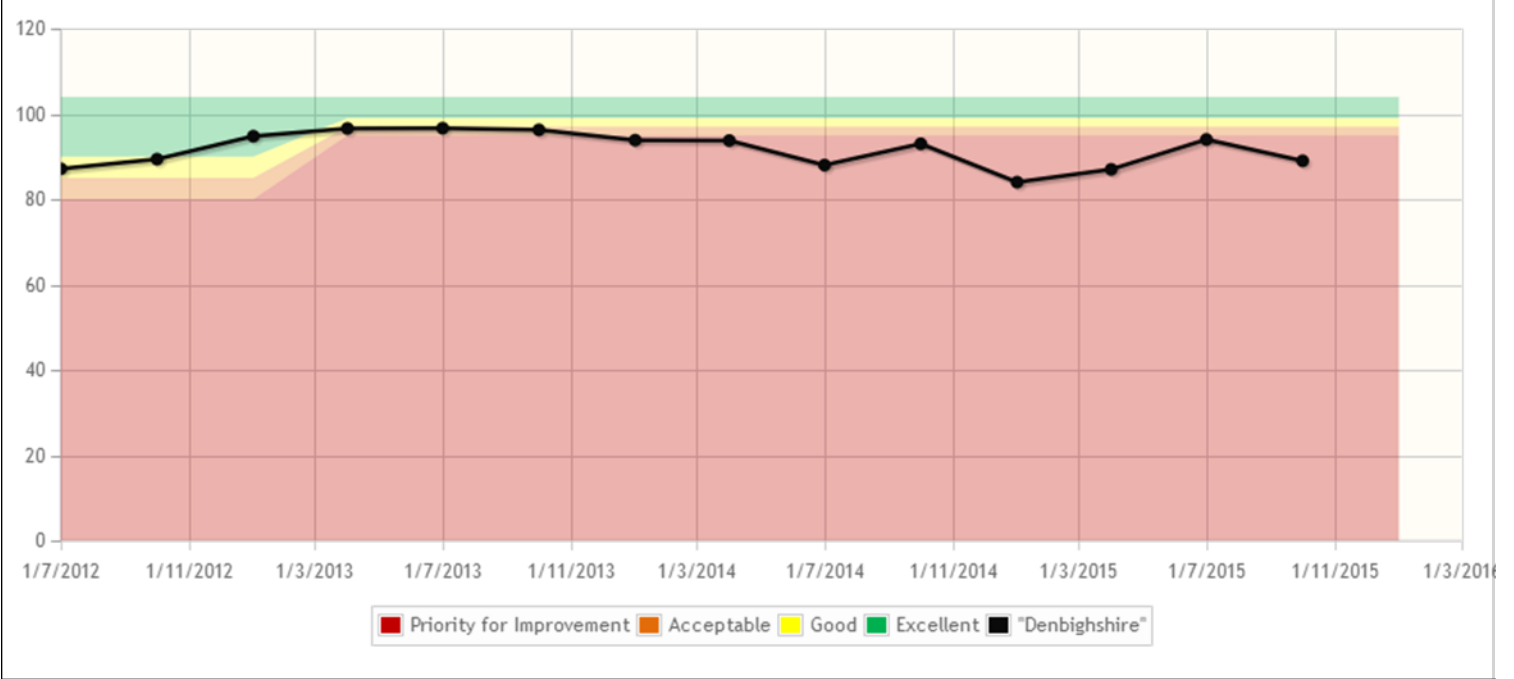


Latest Data Comment

Quarter 3 Reported figures were lower in 2015 than in 2013, with a significant statistical difference.

Measures

BPP1004	The percentage of Outcome Agreement Grant awarded by WG
M102m	The percentage of Modernisation projects that were due a post-implementation review this quarter that have been subject to one
PCOTDCC	The % of external stage 1 complaints that are responded to within corporate timescales (DCC)



Latest Data Comment

Quarter 3	In quarter 3, only 89% of all external stage 1 complaints received by the council were responded to within corporate timescales. There was one complaint in Education, it was a complex matter involving several officers and exceeded timescale. Three complaints in Highways and Environmental Services exceeded timescale, this brought their overall performance down to 91%. Planning and Public Protection's performance has dropped to 79% in Q3 (23 out of 29 complaints responded within timescale). This is being addressed by the service and we would hope to see an improvement in Q4. Performance against this indicator is automatically reported to and monitored by Scrutiny every quarter.
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ROCDCC	The rate of stage 1 complaints received by Denbighshire County Council per 10,000 population
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Activities

BIM114a	Support Town and Area Champions and Member Area Groups to develop revised Town and Area Plans in collaboration with Partners and Communities in line with the Wellbeing Plan	01/04/15	31/03/16
EDU119a	Preparing for merger with Children & Family Services	01/04/15	31/03/16
LDS203a	Establish and operate a Task & Finish sub-scrutiny group to examine the Impact of Budget Cuts on the Corporate Plan and the Council's Performance	01/04/15	31/03/17
PR000317	Digital Choice - Getting the Customers Ready	21/10/14	01/11/15
PR000494	Archives & Records Management Transformation	01/09/14	28/02/18
WLS001	Consider our position in relation to the Welsh Language Standards set by the Welsh Language Commissioner and develop an action plan to deliver them	01/04/15	31/03/17

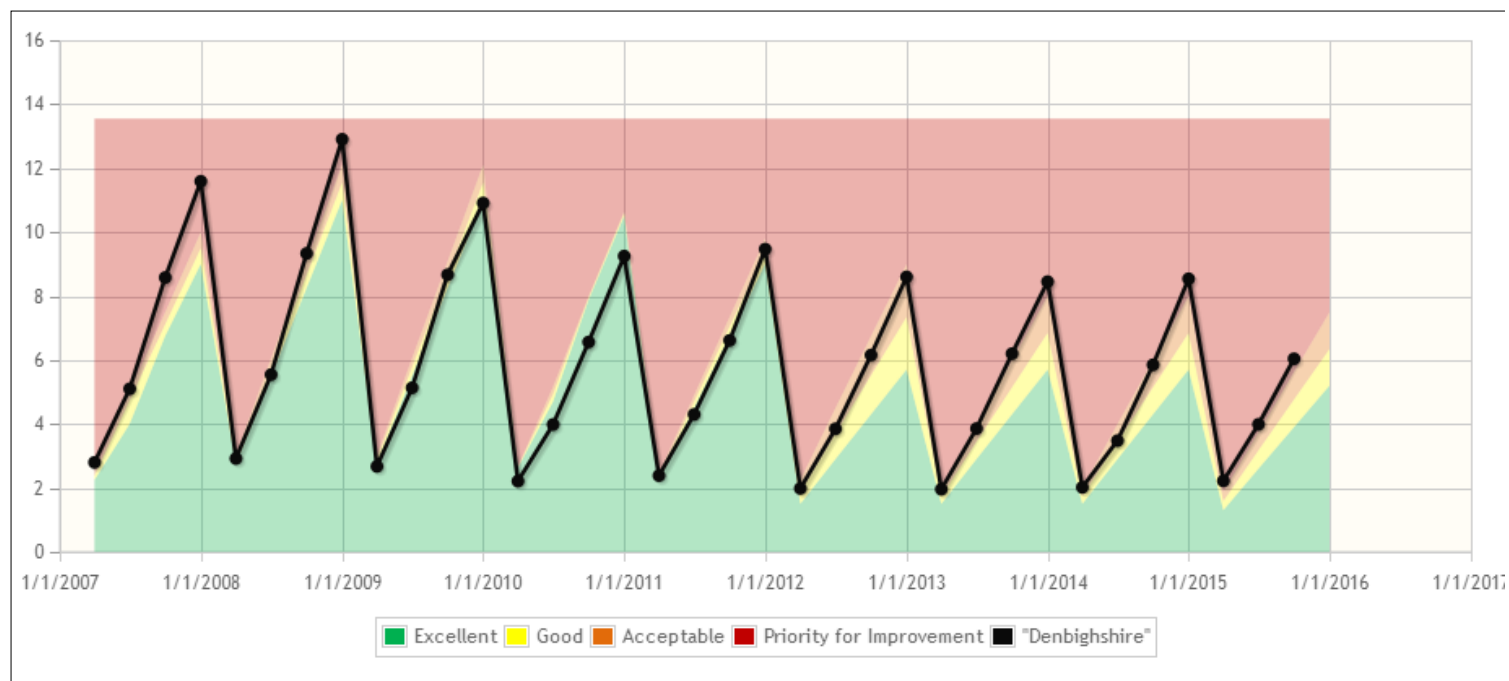
OUTCOME 14 – MORE FLEXIBLE AND EFFECTIVE WORKFORCE SUPPORTED BY COST EFFICIENT INFRASTRUCTURE

Status	ACCEPTABLE
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>Sickness absence remains a priority for improvement at 6.04 in quarter 3. The targets for the reduction in sickness absence are challenging and overall the levels are reducing. It should be noted that the Council has lower sickness absence levels overall than most other local authorities in Wales, despite failing to meet its own lower, more ambitious target at this time.</p> <p>Performance appraisal completion increased to 90% as at the end of quarter 3. There have been changes made to how we capture date only and not eligible information in relation to appraisals on the system which should</p>

help ensure that the completion rates continue to improve. Heads of service will now receive monthly updates on their figures. The Senior Leadership Team (SLT) are committed to ensuring accurate data capture and that 100% is achieved.

Indicators

M202a	Staff Survey Q3a - The percentage of staff responding positively to the statement: I have the skills to do my job effectively
QCHR002	(Corporate) The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence



Latest Data Comment

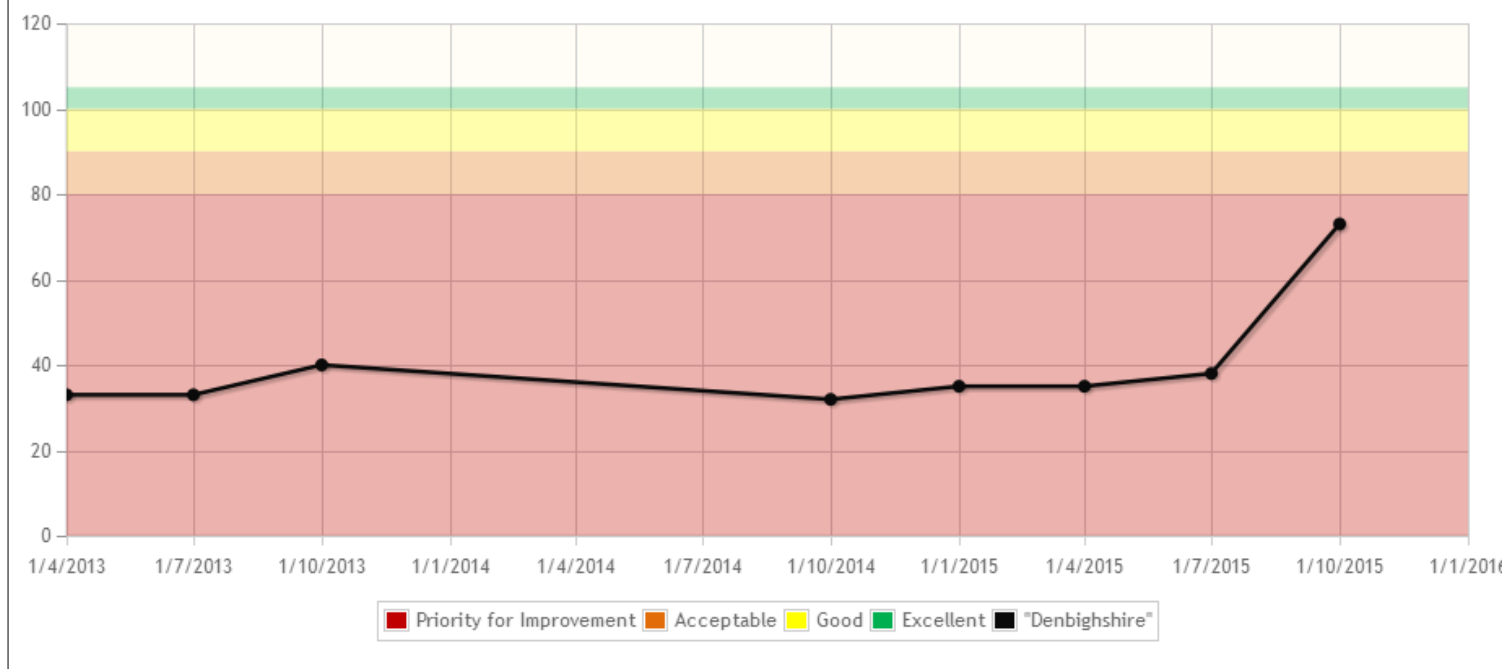
Quarter 3 Corporate sickness absence levels continue to be a priority for improvement at 6.04 days. The targets for the reduction in sickness absence are challenging, however, overall the levels are reducing.

SSQ13a	The percentage of staff responding positively to the statement: I have access to the information and IT I need to work efficiently
SSQ1A	The percentage of staff responding positively to the statement: I know what is expected of me

Measures

ABMCORP	The average number of business miles recorded per FTE across all corporate services
CES301	The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels
FAA101m	Corporate office space occupied by Denbighshire County Council (m2) per FTE
FAA110i	Carbon emissions (carbon kgs) per m2 of Denbighshire's corporate office space

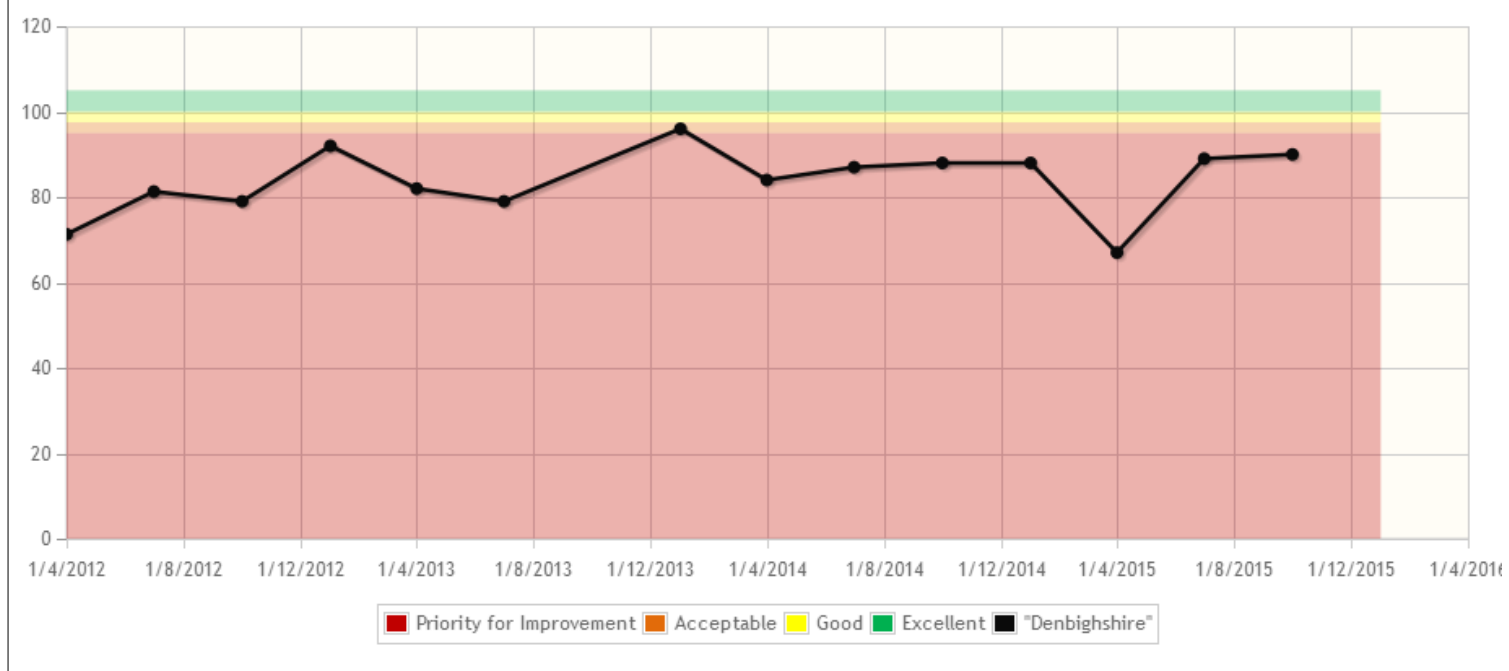
FAA111i	Carbon emissions (carbon kgs) per m2 in Denbighshire's primary schools
FAA112i	Carbon emissions (carbon kgs) per m2 in Denbighshire's secondary schools
ICT106i	The percentage of staff (home based) who have been equipped for agile working



Latest Data Comment

Quarter 3 The percentage of staff (home based) who have been equipped for agile working. There has been a slight delay in progress in Q3 but the project is now back on track.

SHR104i	The percentage of eligible staff that were due a performance appraisal within the last 13 months and have received one (corporately)
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Latest Data Comment

Quarter 3	90%, there have been changes made to how we capture data only and not eligible information in relation to appraisals on the system which should help ensure that the completion rates continue to improve. Heads of service will now receive monthly updates on their figures. The Senior Leadership Team (SLT) are committed to ensuring accurate data capture and that 100% is achieved.
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Activities

FAA302a	Introduce an apprenticeship scheme for the repairs & maintenance section	01/04/15	31/03/16
PMPDCC	Implement the project: Change Management the Denbighshire Way	01/04/14	31/03/16
PR000073	Office Accommodation Review		
PR000157	Electronic Document and Record Management System (EDRMs)	01/04/13	31/03/17
PR000251	Centralised Mailroom Project	01/04/15	30/04/17
PR000304	Outlook Rollout	28/05/14	31/03/16
PR000309	Windows 2003 Migration		31/12/15
PR000318	Digital Choice - Getting the council ready	01/10/14	
PR000344	Flexible Working	01/08/14	31/12/15
PR003096	Central Invoice Registration Phase 2	01/10/14	31/03/18