



# Appendix 1 – Summary Corporate Performance Report

**QUARTER 4, 2015-16**

This document provides a SUMMARY of performance against the council's corporate priorities at the end of quarter 4, 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 & PERFORMANCE SUMMARY

This is the summary position for each outcome in the Corporate Plan as at the end of Quarter 4 (March 31<sup>st</sup>, 2016). The overall evaluation for each outcome has been determined by taking account of the indicators, performance measures, and improvement activity.

### DEVELOPING THE LOCAL ECONOMY

<a href="#">Outcome 1</a>	Infrastructure for growth	ACCEPTABLE
<a href="#">Outcome 2</a>	Supported and connected businesses	ACCEPTABLE
<a href="#">Outcome 3</a>	Opportunities for growth	ACCEPTABLE
<a href="#">Outcome 4</a>	High quality skilled workforce	GOOD
<a href="#">Outcome 5</a>	Vibrant towns and communities	ACCEPTABLE
<a href="#">Outcome 6</a>	Well-promoted Denbighshire	EXCELLENT

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

The majority of the annual headline indicators for this priority such as, the numbers of new enterprises, those that have been in existence for 1 and 3 years, as well as turnover for Denbighshire based businesses, all show excellent performance. In addition, the results from the business survey show that 83% of businesses were satisfied with the quality of the advice and support provided.

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

We also held 3 'Social Media for Beginners' courses as part of our work to support businesses in Denbighshire to [explore technology](#) and exploit digital infrastructure. This was in response to demand identified in our annual Business Survey, which shows technology as a key issue for local business. Further courses will run throughout the year given their popularity.

However, there are a few areas of performance that should be monitored:

- The percentage of available land on Priority Strategic Employment Sites ready to be developed for quarter 4 was 3.7%.

- The percentage of available land on Priority Strategic Employment Sites developed for quarter 4 was 0%.

Whilst key areas of activity are on track, it should be noted that the Council play an enabling role and therefore have limited control over the actual outturn performance for indicators in this area. In addition, the indicators for the Strategic Employment Site project have been reviewed as there were significant issues with the previous figures. This was primarily due to there not being a definition of what constituted a Priority [Strategic Employment Site](#) , and strategic sites frequently changing, depending on progress and opportunity. For these reasons the project has now been baselined against the 2014 Employment Land Study, which provides a clear baseline of employment land supply, and is regularly reviewed by Planning as part of the Local Development Plan (LDP) review process. The most recent figures provided are correct.

[Local procurement spend as a % of total procurement spend](#) has been seen a significant decrease. At the end of quarter 4 performance was 23.5%. This is partly attributable to the increase in construction spend in 2015/16 associated with the school building programme, particularly the new Rhyl High School. The spend in these cases are attributable to the main contractor and therefore not counted as local, although efforts have been made in all cases to ensure there are sub-contracting opportunities for local businesses and suppliers. In the case of Rhyl High school, 71% of spend was actually captured within North Wales.

Denbighshire's monthly average for [The percentage of children aged 16 - 18 Not in Education, Employment or Training \(NEET\)](#), for 2015 was 7%.(165 of the total cohort of 2,500), which is ahead of the target for Wales (9% by 2017). The 165 comprises of 60 who are known to be wanting employment and training and working with Careers Wales; 45 who are not fit, ready or able to access Careers Wales support or enter employment or training, and 60 who have become 'unknown' to Careers Wales since they have left school.

The number of NEET young people on the census day (October 31<sup>st</sup>) was 38, which we are clearly not happy to have had but we are mindful that it is an improvement on the previous spike of 53 in 2013. Further measures have been put in place in 2016 to reduce this headline figure. Whilst annual variations occur with the differences in the Year 11 cohort, the overall trend (3 year moving averages), over the time period since 2007, shows a steady reduction in the percentage of leavers being NEET on 'census' day.

## IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

### Outcome 7 Students achieve their potential

ACCEPTABLE

Nearly 80% (21) of the activities supporting delivery of this priority are 'complete' or 'on track'. In fact a special milestone has been reached with the opening of the brand new high school in Rhyl. The £25 million school has been built on Rhyl High's school playing fields and will accommodate 1,200 pupils as well as providing a base for 45 pupils from the nearby community special school, Ysgol Tir Morfa. The project was funded by Denbighshire County Council and the Welsh Government through its 21st Century Schools and Education programme. As well as the usual academic facilities, the school also boasts a café bar, construction yard and hairdressing salon.

Reporting on the annual education performance indicators was covered in the Quarter 3 report.

## IMPROVING OUR ROADS

### Outcome 8 Improving our roads

ACCEPTABLE

Throughout the year the Council has undertaken a programme of planned and remedial activities to improve the road network across Denbighshire, including resurfacing works and strengthening and repair works (e.g. Elwy and Foryd Road bridges). As a result of work undertaken throughout the year and in the preceding years of the corporate plan, excellent performance has been achieved in the national indicator which measures the percentage of roads (classifications A, B and C) which are in overall poor condition. This has reduced from 11.2% (2011/12) to 8.4% (2015/16).

However, the [percentage of damaged roads and pavements made safe within target time](#) has slipped to 78.2% for quarter 4. This was due to a focus on winter maintenance duties and dealing with flooding issues during the winter months. To improve monitoring of work completion times, a daily report will now be issued each day at 3pm by the Symology Team highlighting any outstanding work.

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

### Outcome 9 Independent vulnerable people

GOOD

### Outcome 10 Vulnerable people are protected

GOOD

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.

As part of our Corporate Plan 2012-17, we published an ambition to reduce the number of adults who needed residential care during the year by 200, from 815 in 2012 to 615 by 2017. Clearly we have made significant progress towards this

ambition (reducing the figure by 137 over the past 4 years). This demonstrates our success in supporting people to remain as independent as possible for as long as possible.

There is however, one indicator which despite showing improved performance is considered to be a Priority for Improvement (red); [the percentage of the population who cannot live independently \(aged 18 or over\)](#). As at 31<sup>st</sup> March 2015 the percentage of adults needing residential care because they were unable to live independently was 0.66% (499 people). This has decreased as at 31<sup>st</sup> March 2016 to 0.63% (473 people).

The actions required to support adult protection and Deprivation of Liberty Safeguards have been implemented through the introduction of the Single Point of Access which better manage referrals and with the appointment of a dedicated Safeguarding Team Manager. However, due to some concerns previously raised by CSSIW regarding the Protection of Vulnerable Adults (POVA) process, we are being cautious and evaluating Outcome 10 as `good` overall instead of `excellent`, despite the excellent performance in relation to all the indicators and measures. It is important to note that the concerns raised by CSSIW were based on their annual assessment for 2014/15, and various changes to our processes to respond to those concerns have now been implemented.

## CLEAN & TIDY STREETS

### [Outcome 11](#) Clean and tidy streets

**GOOD**

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

However, in Denbighshire the LEAMS survey used to calculate the [Keep Wales Tidy - cleanliness indicator](#) was carried out over 2 days in July 2015, resulting in an overall cleanliness grade of 66.7 for 2015/16. Each LEAMS survey covers a 6% sample of streets, selected at random from a full list of adopted highways provided by each local authority. All Wales local authority scores ranged from 62.1 to 75.8 at best. The Streetscene Team particularly in the North has gone through a period of leadership change and restructuring during the last nine months which may have impacted on service delivery. These issues are being addressed and plans are in place to recruit suitably qualified and experienced staff to fill important roles.

## ENSURING ACCESS TO GOOD QUALITY HOUSING

### [Outcome 12](#) Access to good quality housing

**GOOD**

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

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

Denbighshire was awarded an additional £846,000 of Social Housing Grant in this quarter from Welsh Government to be spent on affordable housing. This additional grant demonstrates the faith they have in our affordable housing delivery plan and will help accelerate the delivery of additional affordable houses next year (2016/17).

We have also extended the number of Registered Social Landlords who can operate in Denbighshire. Cartrefi Conwy, with the support of the Council's Strategic Housing Team, have been authorised by Welsh Government to be able to access funding opportunities within the county and their approach should assist us in increasing the number of affordable housing provided within Denbighshire.

The upper Denbigh Energy Conservation Project has improved the energy efficiency of 105 houses, 59 of which are council houses. All houses have had external wall insulation, bringing all properties above an "E" on the EPC rating. 9 houses have also had old inefficient gas boilers replaced with new, highly efficient, condensing combination boilers. This will also help to reduce annual fuel bills by over £250 per year for all households in the project. The Project has also provided building skills training opportunities to 19 unemployed individuals from the local area.

However, there are two measures where performance should be monitored:

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

The number of additional affordable housing units granted planning permission as a percentage of all housing units granted planning permission ([QLI-PLA006](#)) was 6% for quarter 4. The provision of affordable housing units on site is governed by a number of factors. Foremost of these is the adopted Local Development Plan Policy which is always the starting point when assessing planning applications. The relevant adopted policies in the Plan mean that only residential development schemes of 10 or more units could result in a new affordable dwelling being provided on site due to the agreed 10% provision. Many residential development schemes are for 9 or less dwellings. The size of residential schemes and the types of applications received are beyond our control making it very difficult to influence performance for this indicator.

We are working towards significantly improving the standard of properties we let. However, this has impacted on the [number of calendar days taken to let empty properties \(council stock only\)](#) - general needs and housing for older people. Performance for quarter 4 was an average of 58 calendar days. In the medium term we are aiming to increase standards whilst also increasing our resources to manage the additional work, alongside developing efficient processes to improve the turnaround time.



## 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

A range of activities are being undertaken to modernise the Council and in so doing, improve efficiency and services for customers. A prime example is the outlook migration project which is now complete. This was one of the major ICT transformation projects within the modernisation programme; ensuring all staff are fully equipped with up to date e-mail and mobile phone technology. We successfully migrated over 2,000 Lotus Notes mail boxes to outlook and installed nearly 600 new smartphones across the authority. The migration ran to time and budget and took 6 months in total to complete (June - December 2015).

A further example is the Electronic Document and Record Management System (EDRMS) project which is on track to complete in March 2017. We now have in excess of 600 users on the system having recently completed Flying Start and Foundation Teams implementation for Education. The timesheet element of work at Kinmel Depot has also been completed, reducing paper stored and speeding up access to documents for Catering, Cleaning, Refuse and Street Scene Teams.

The Council takes its responsibilities toward its staff very seriously, recognising them as a key asset and essential to delivering good quality services. The percentage of staff receiving a performance appraisal has increased to 95% as at the end of quarter 4 (year end 2015/16). This now meets the threshold at an 'acceptable' level. The Senior Leadership Team (SLT) are committed to ensuring accurate data capture and that 100% is achieved.

However, there are areas in which the Council recognises performance can be improved, such as timeliness of complaints handling and sickness absence levels.

In quarter 4, 88% of all [external stage 1 complaints](#) received by the council were responded to within corporate timescales. Performance against this indicator is automatically reported to and monitored by Scrutiny each quarter.

Corporate [sickness absence](#) levels continue to be a priority for improvement at 8.59 days as at the end of quarter 4. Our targets for the reduction in sickness absence are challenging. It should also be noted that the Council has lower sickness absence levels overall than most other local authorities in Wales. For 2014/15 we were positioned 3<sup>rd</sup> in Wales, the best in Wales being 6.66 days and worst being 11.94 days. Comparative data for 2015/16 will be available later in the year. New activities are included the Legal, HR and Democratic service plan 2016-17 to address sickness absence and promote staff well-being across the authority.

We remain unable to provide information for [carbon emissions](#) at present. All 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 have changed suppliers with effect from April 1st. However, in terms of spend there has been a considerable



reduction across all types of energy from £2,904,556 in 2014/15 to £2,518,000 for 2015/16.

# Appendix 2 – Corporate Performance Report

**QUARTER 4, 2015-16**

This document provides an update on performance against the council's corporate priorities at the end of quarter 4, 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 4 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

<b>Description</b>	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.
<b>Outcome Summary</b>	The overall status for these indicators is Orange: Acceptable. The status of these annual indicators has not changed since the Q3 2015-16 report, as validated annual data for 2015-16 will not be available until late 2016-17.

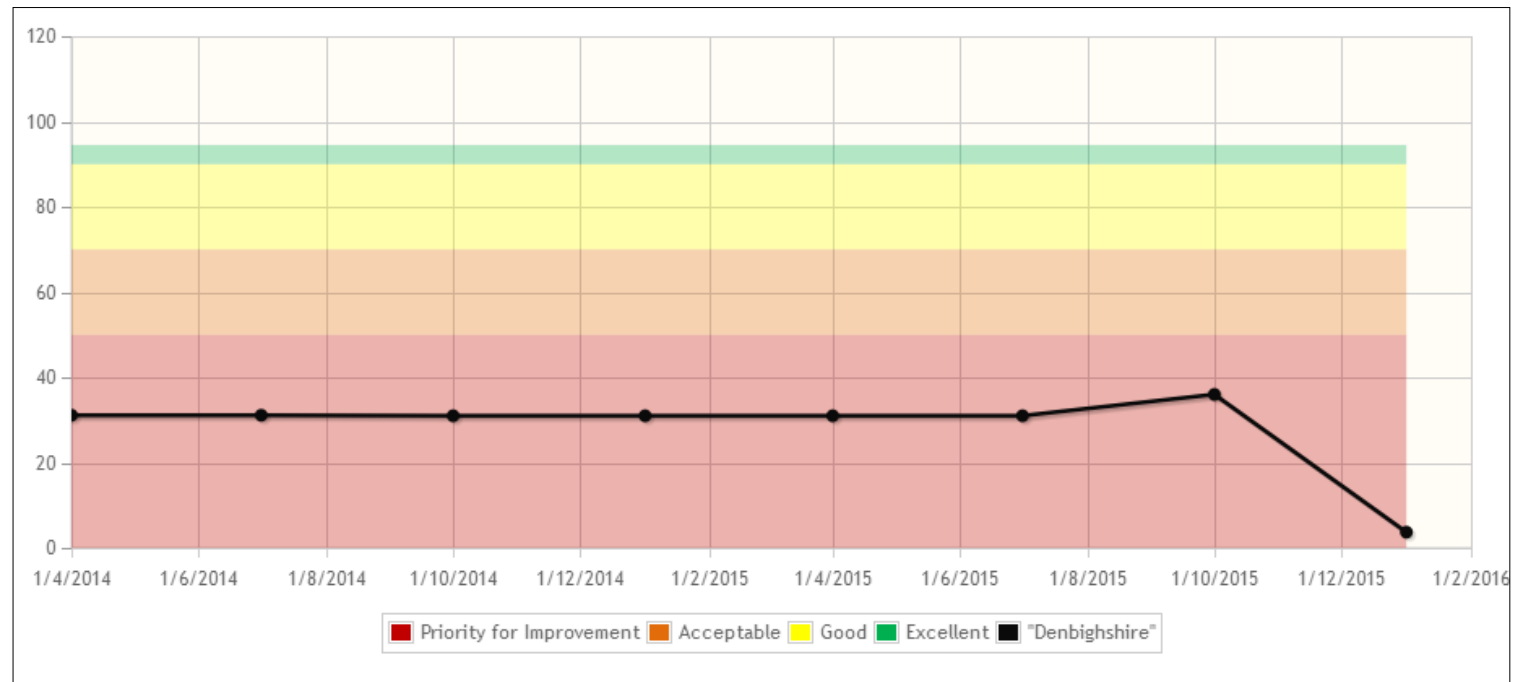
Indicators	
QECAHeadline1	% Job Seekers Allowance claimant count
ECAHeadline2	Median Household Income
ECAheadline3	The count of births of new enterprises
ECAheadline4	1 year survival rate of new enterprises (%)
ECAheadline5	3 year survival rate of new enterprises (%)
ECAheadline6	Turnover of Denbighshire based businesses (£m)

#### OUTCOME 1 - INFRASTRUCTURE FOR GROWTH

<b>Status</b>	<b>ACCEPTABLE</b>
<b>Outcome Summary</b>	<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 OFCOM indicators have not been updated by OFCOM for some time. Their usefulness will be reviewed in the next quarter, but it should be noted that BT attended Performance Scrutiny to discuss the progress of the national</p>

	<p>Superfast Broadband rollout.</p> <p>ECA1.2i and ECA1.3i have been reviewed – see below.</p>
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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
ECA1.2i	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



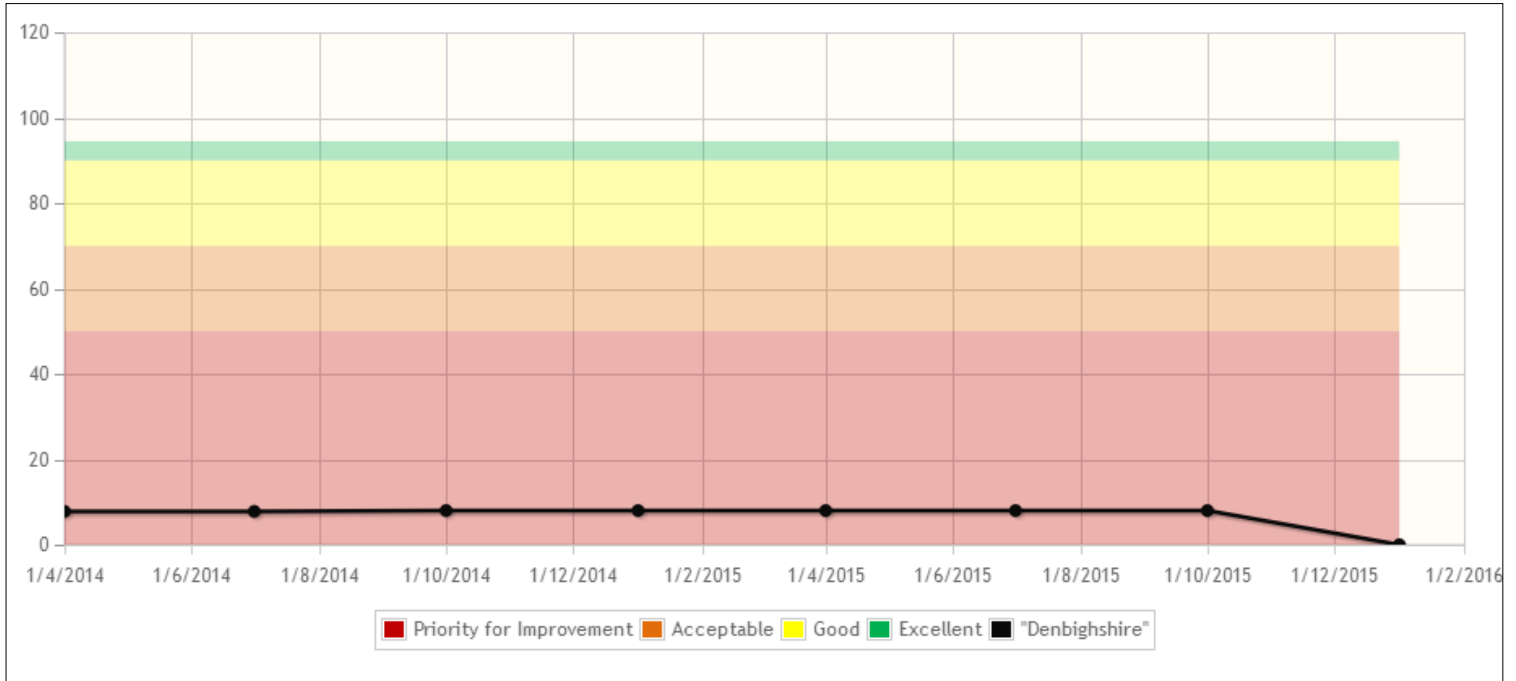
**Latest Data Comment**

Quarter 4 ECA1.2i and ECA1.3i

ECA1.2i, Quarter 4 = 3.7%. ECA1.3i = 0%. The indicators for this project have been reviewed. There were significant issues with the previous figures, namely: there was no definition of what constituted a Priority Strategic Investment Site, with strategic sites constantly changing, depending on progress and opportunity. For these reasons the project has now been baselined against the 2014 Employment Land Study, which provides a clear baseline of employment land supply, and is regularly reviewed by Planning as part of the LDP review process. On this basis, the most recent figures provided are correct.

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



Activities

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

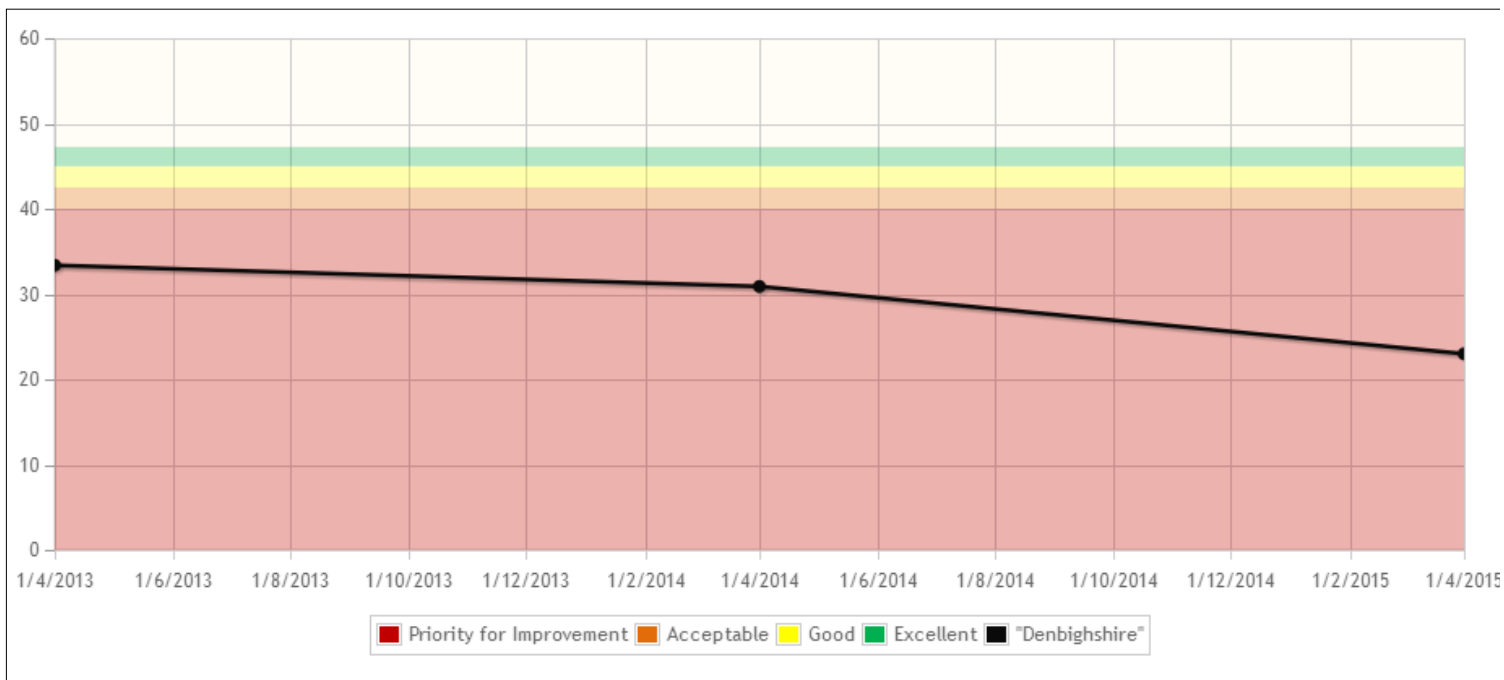
OUTCOME 2 - SUPPORTED AND CONNECTED BUSINESSES

Status	<b>ACCEPTABLE</b>
Outcome Summary	The overall status for this Outcome is Orange: Acceptable.  This outcome is supported by annual indicators. The final data for the local procurement spend 2015/16 – see below.

Indicators

FAA406m	Local procurement spend as a % of total procurement spend
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### Latest Data Comment

Annual 2015-16	Whilst there has been a significant decrease in the recorded percentage of local spend, this is partly attributable to the increase in construction spend in 2015/16 associated with the school building programme, particularly the new Rhyl High School. The spend in these cases are attributable to the main contractor and therefore not counted as local, although efforts have been made in all cases to ensure there are sub-contracting opportunities for local businesses and suppliers. In the case of Rhyl High school, 71% of spend was actually captured within North Wales. Quarter 4 is currently 23.5%.
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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 £1 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**

<b>Status</b>	<b>ACCEPTABLE</b>
<b>Outcome Summary</b>	<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. This relates to indicators ECA3.1i and ECA3.2i.</p> <p>STEAM data is annual, and validated national data will be available at the end of quarter 1, 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 jobs in Growth Sectors
ECA3.3i	No. of Denbighshire residents employed in Growth Sectors

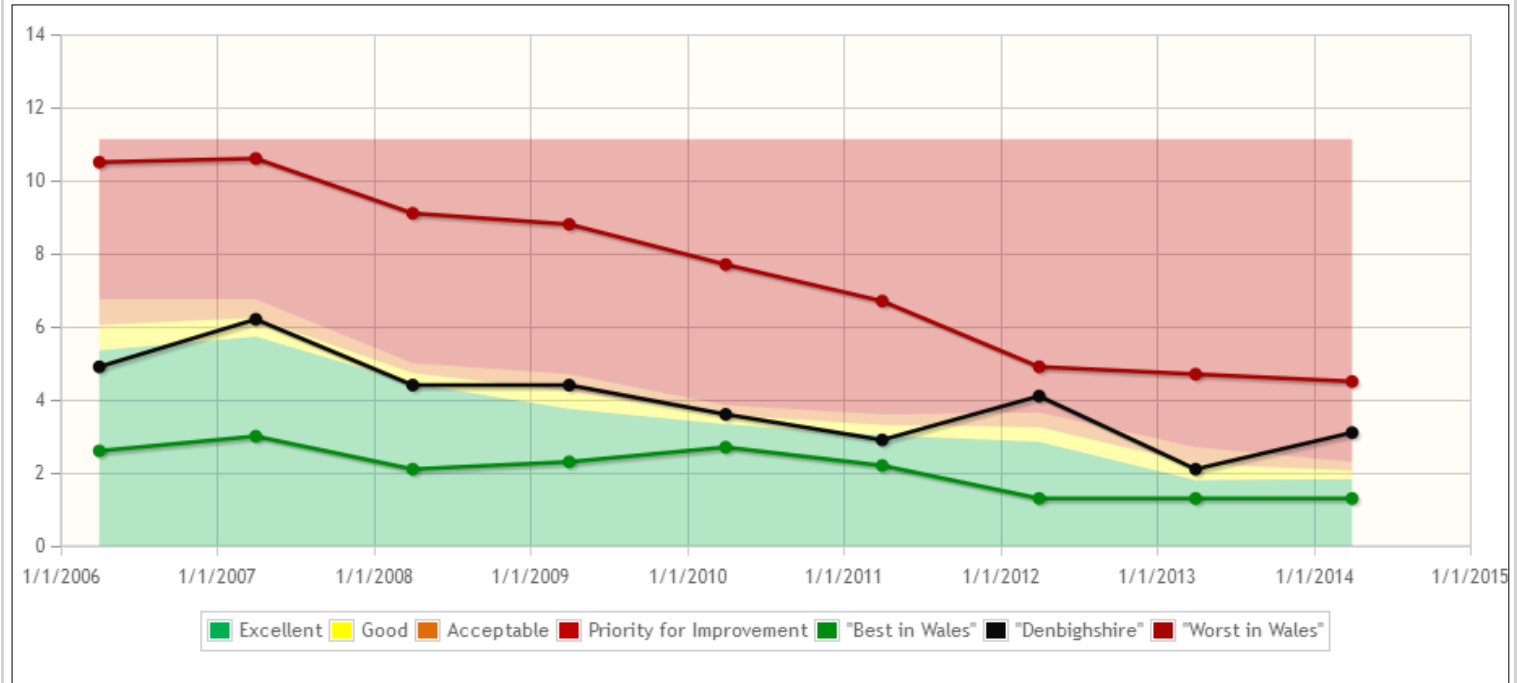
Activities			
ECA 3.1Aa-c	Tourism Growth Plan	05/06/14	31/07/15
ECA 3.2a	New Growth Sectors	01/01/15	01/03/17
ECA 3.2b/d	Regional Growth Opportunities	11/06/14	30/04/18
PPP311a	Take a pro-active approach to encourage the private sector to develop economic development, by producing master plans, planning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

**OUTCOME 4 - HIGH QUALITY SKILLED WORKFORCE**

<b>Status</b>	<b>GOOD</b>
<b>Outcome Summary</b>	<p>The overall status for this Outcome is Yellow: Good.</p> <p>There is one indicator that is considered to be a priority for improvement, which is detailed below:</p>

**Indicators**

	<b>Ed004i</b>	The percentage of children aged 16 - 18 Not in Education, Employment or Training, at the preceding 31 August in Denbighshire
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**Latest Data Comment**

Annual 2014/15	This figure represents 38 young people.
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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
eca4.10i	% 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
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**OUTCOME 5 - VIBRANT TOWNS AND COMMUNITIES**

<b>Status</b>	<b>ACCEPTABLE</b>			
<b>Outcome Summary</b>	<p>The overall status for this Outcome is Orange: Acceptable</p> <p>None of these indicators are updated on a frequency more than an annual, and data relating to the WIMD (LSOA) is only updated once every three years.</p> <p>Denbighshire's Business Survey 2015 did not include BusSurv2.1 % of town centre businesses reporting confidence in future prospects.</p> <p>Data for ECA5.4i will be available autumn 2016.</p> <p>Latest data for No. of LSOA with a claimant count (%) greater than Great Britain is August 2015 which is at an 'acceptable' level at 22.</p>			
<b>Indicators</b>				
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 2014	% 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			
<b>Activities</b>				
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**

<b>Status</b>	<b>EXCELLENT</b>
<b>Outcome Summary</b>	The projects are both currently at an Excellent status.

Activities				
	ECA 6.1 a-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

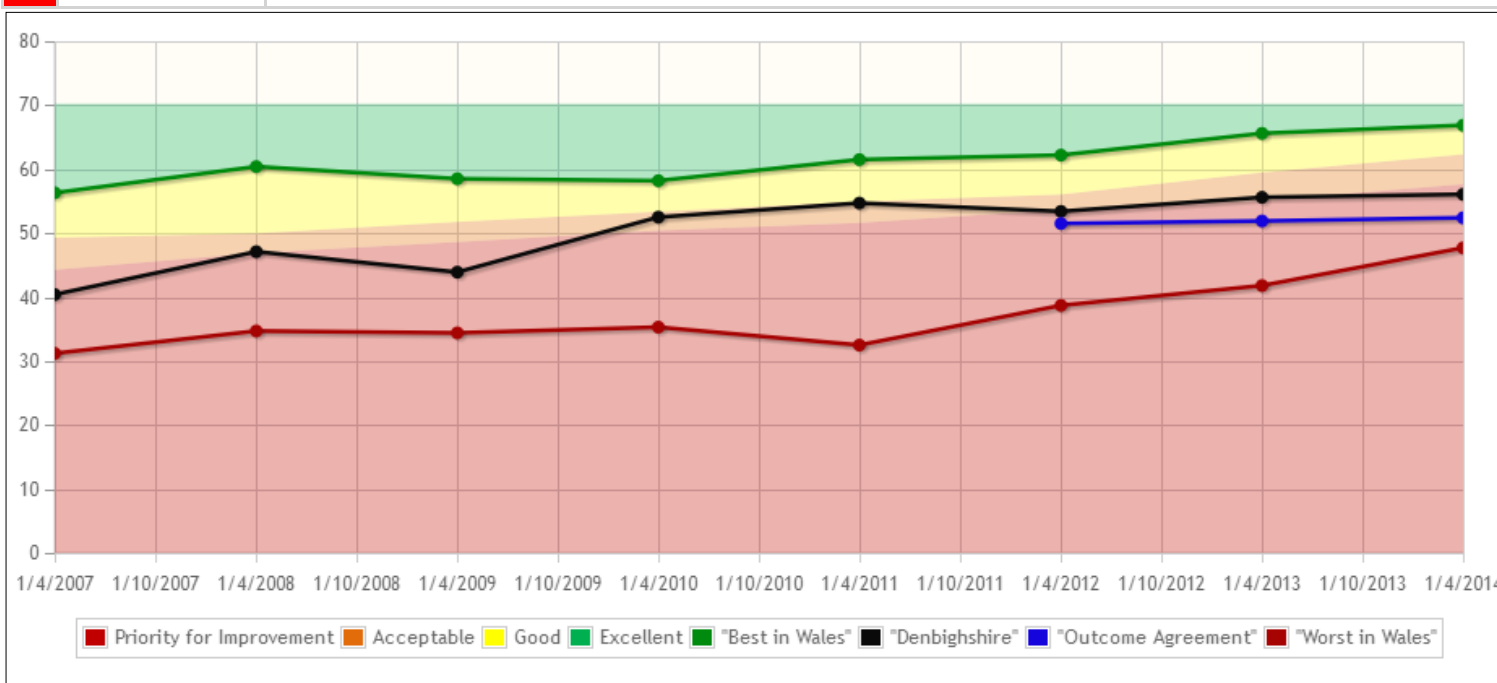
### OUTCOME 7 - STUDENTS ACHIEVE THEIR POTENTIAL

**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.

#### Indicators

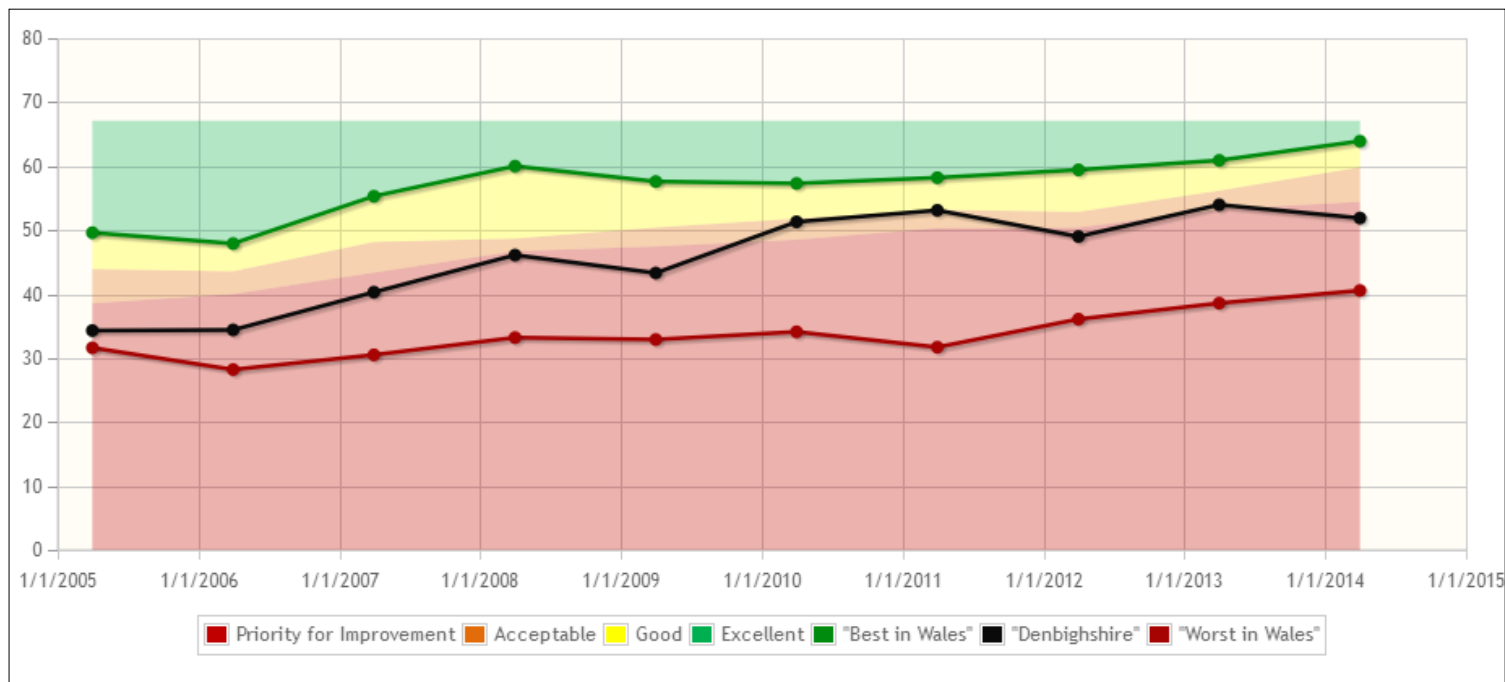
Ed001i	The average capped points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (all pupils)
EDU017	The percentage of pupils achieving the level 2 threshold including Welsh/English and maths (all pupils)



#### Latest Data Comment

**Annual** 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)

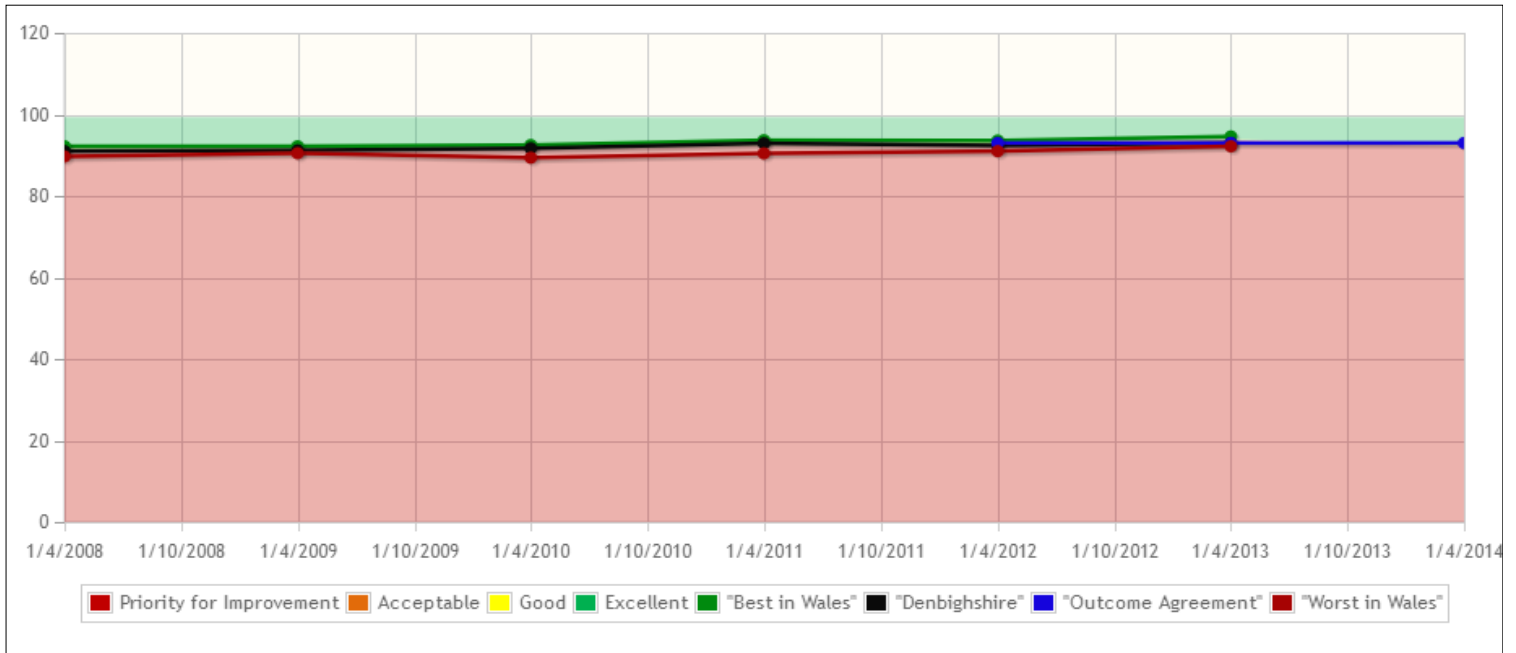


**Latest Data Comment**

Annual 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

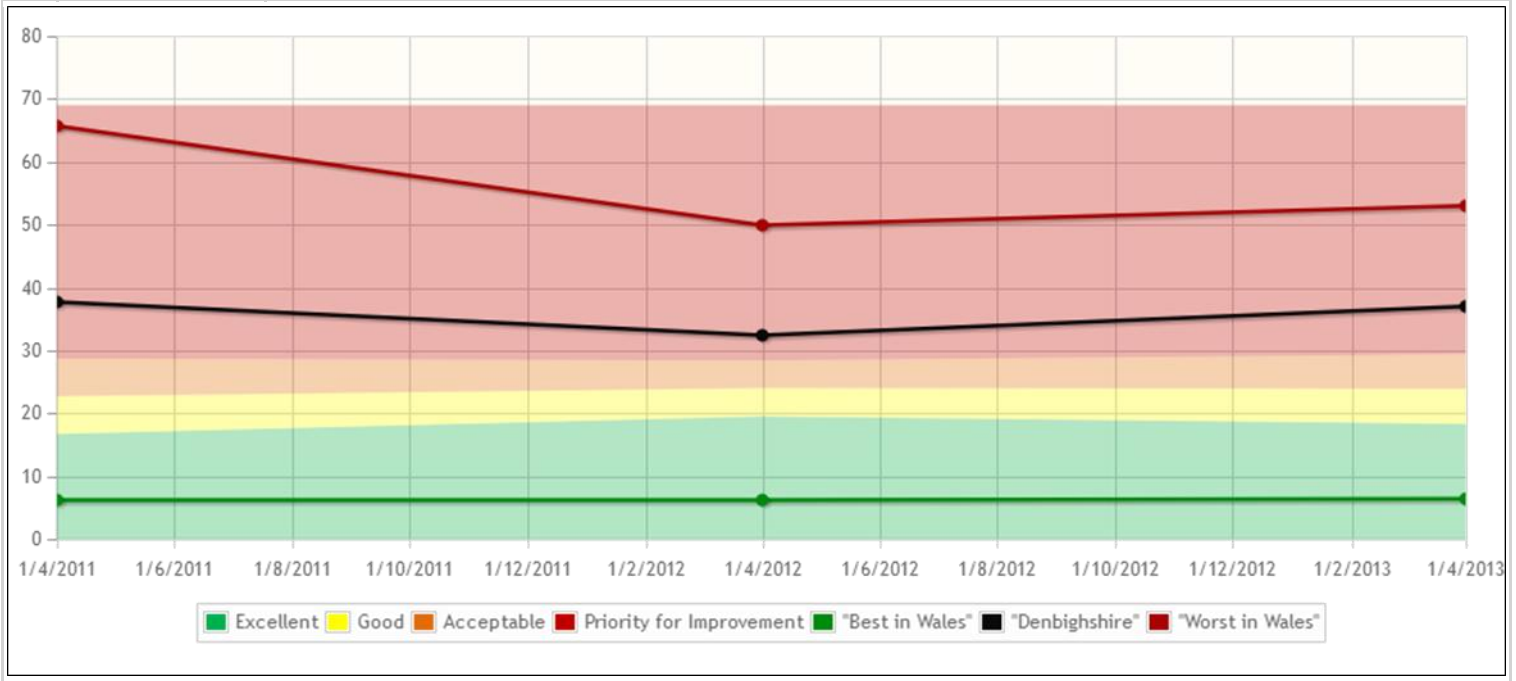




### Latest Data Comment

Annual	Validated data for 2014-15 academic year will be available in September. Current 2015-16 academic year performance at the end of April was at 93.72%.
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EDU101i	The total rate per 1,000 pupils of fixed-term exclusions from local authority maintained schools
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### Latest Data Comment

Annual	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.
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### 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 21 <sup>st</sup> Century Schools programme of work. Data is not yet available for these but will be included in the next quarter 1 report.

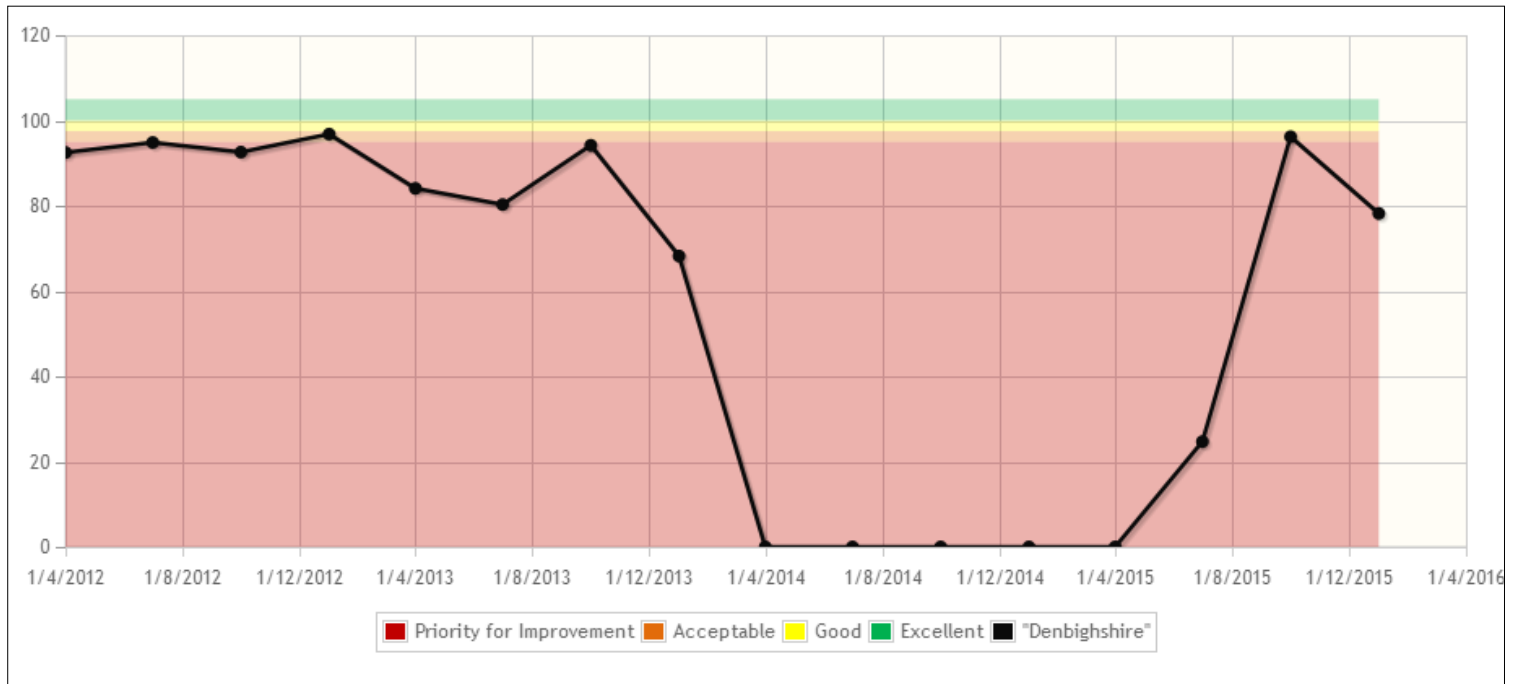
Activities				
CES102a	Funding the 21st Century Schools Programme and wider Modernising Education Programme	01/04/14	01/08/19	
CES111a	To reduce the reliance on mobile accommodation	01/04/14	31/03/16	
CES112a	To progress business cases for further investment in the school estate	01/04/14	31/03/19	
ECA 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	29/07/16	
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 data using a sample from our sixth-form schools	01/07/15	31/10/15	
EDUa022	Curriculum Enrichment Programme	01/04/15	31/03/16	

PR000359	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 Emlyn	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**

<b>Status</b>	<b>ACCEPTABLE</b>	
<b>Outcome Summary</b>	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.	
<b>Indicators</b>		
HES101i		The percentage of respondents reporting satisfaction with the council's work in maintaining rural roads in good condition
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
<b>Measures</b>		
APSEPI03c		Percentage of damaged roads and pavements made safe within target time



**Latest Data Comment**

Quarter 4	78.2% completed due to staff sickness and winter maintenance duties. To improve monitoring of work completion times, a daily report will now be issued each day at 3pm by the Symology Team highlighting any outstanding work.
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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

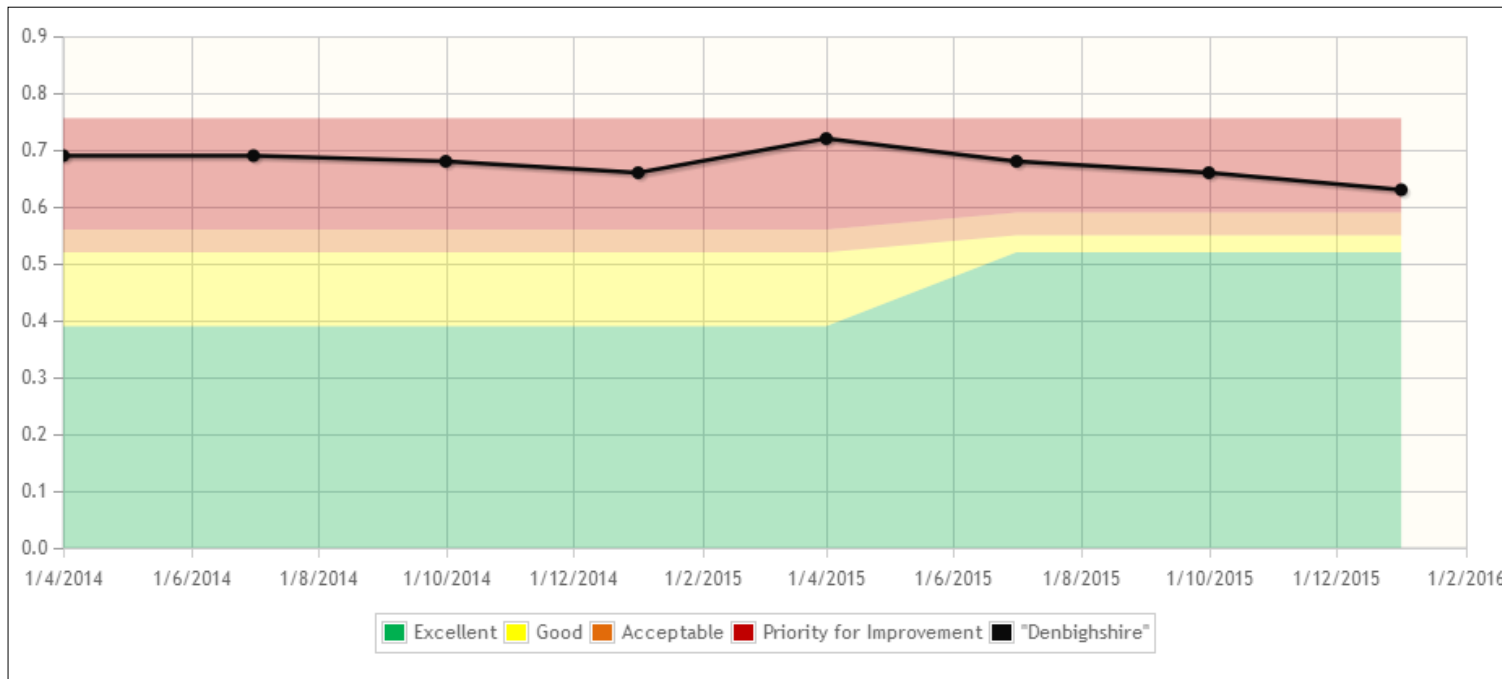
Activities				
	HES106a	Continue to strengthen the Elwy Bridge, St Asaph, and undertake extensive repairs to the East Abutment of Foryd Road Bridge, Rhyl.	01/04/14	31/03/15
	HES107a	Local transport infrastructure barriers to growth (from Economic & Community Ambition Programme Plan)	01/09/14	31/03/16
	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**

<b>Status</b>	<b>GOOD</b>	
<b>Outcome Summary</b>	<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. The percentage of the population who cannot live independently (aged 18 or over). As at 31 March 2015 the percentage of adults needing residential care because they were unable to live independently was 0.66% (499 people). This has decreased as at 31st March 2016 to 0.63% (473 people). This has shown a decrease in the numbers throughout the year.</p> <p>However, as part of our Corporate Plan 2012-17, we publish an ambition to reduce the number of adults who needed residential care during the year by 200, from 815 in 2012 to 615 by 2017. Clearly we have made significant progress towards this ambition (reducing the figure by 137 over the past 4 years). This demonstrates our success in supporting people to remain as independent as possible for as long as possible.</p> <p>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>	
<b>Indicators</b>		
	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 4** The percentage of the population who cannot live independently (aged 18 or over). As at 31 March 2015 the percentage of adults needing residential care because they were unable to live independently was 0.66% (499 people). This has decreased as at 31st March 2016 to 0.63% (473 people). This has shown a decrease in the numbers throughout the year.

**Measures**

ABSm3	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 'Community Led Conversations' programme run by the NDTi	01/04/15	31/03/16
	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	24/05/16

## OUTCOME 10 - VULNERABLE PEOPLE ARE PROTECTED

<b>Status</b>	<b>GOOD</b>
<b>Outcome Summary</b>	<p>The overall position for this outcome is Yellow: Good.</p> <p>There are no exceptions to report on for quarter 4, 2015/16.</p> <p>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> <p>An update report will be discussed by Performance Scrutiny in September.</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

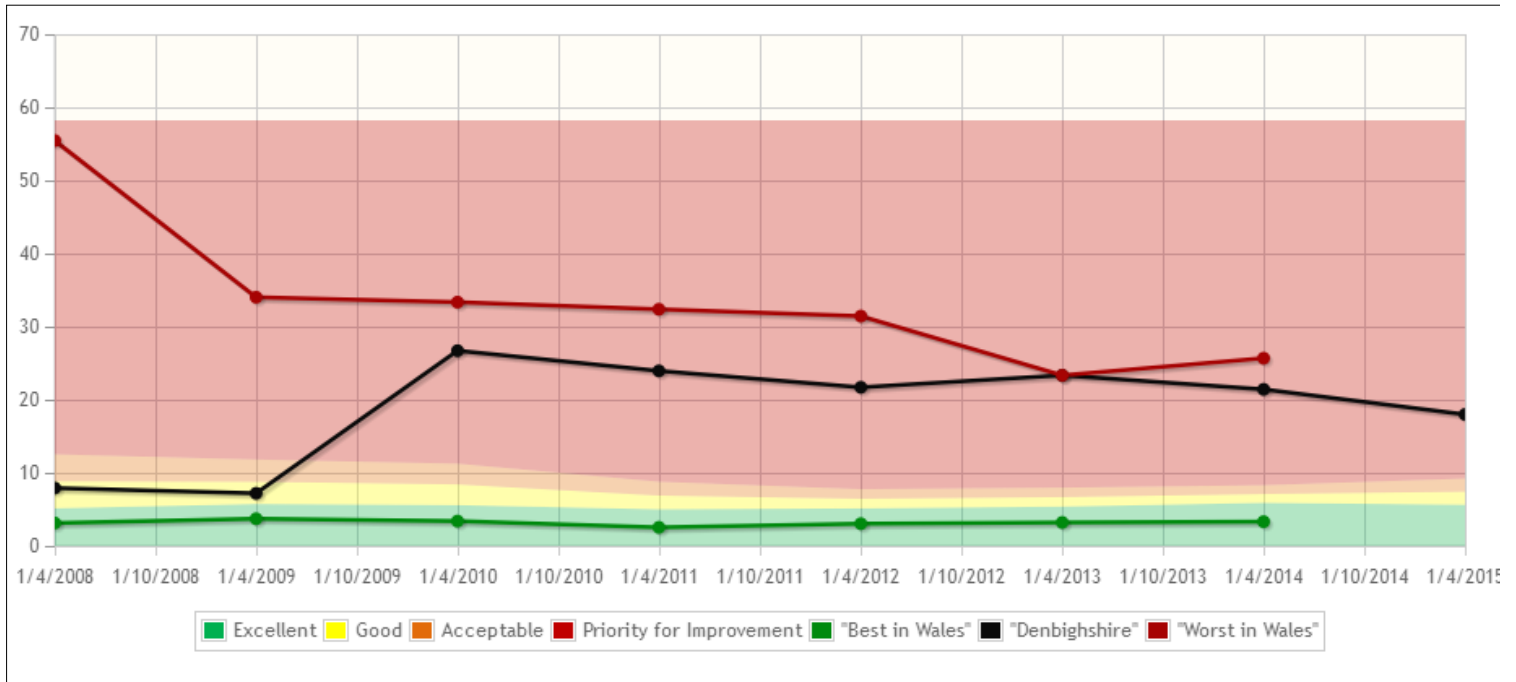
CFS102a	Implement a coherent service wide approach to the use of risk models and risk management in the direct work with families.	01/04/14	31/03/16
CFS106a	Develop a Strategy to further strengthen impact of early intervention services and an Options Appraisal for strengthening the interface between 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**

<b>Status</b>	<b>GOOD</b>
<b>Outcome Summary</b>	<p>The overall position for this outcome is Yellow: Good.</p> <p>In Denbighshire the LEAMS survey was carried out over 2 days in July 2015, the outcome of which was an overall cleanliness grade of 66.7. The methodology for the LEAMS surveys reflects the Code of Practice for Litter and Refuse and Associated Guidance (COPLAR) 2007, which relate to Part IV of the Environmental Protection Act (EPA) 1990. Each survey covers a 6% sample of streets, selected at random from a full list of adopted highways provided by each local authority. LEAMS assesses the quality of the local environment through a visual survey of a 50m transect of one side of a street. All Wales local authority scores ranged from 62.1 to 75.8 at best for 2015/16.</p> <p>The Streetscene Team particularly in the North has gone through a period of leadership change in the last nine months. Two senior members of the team have been on long term sick leave which may have impacted on service delivery. These issues are being addressed and plans are in place to recruit suitably qualified and experienced staff to fill these important roles.</p>

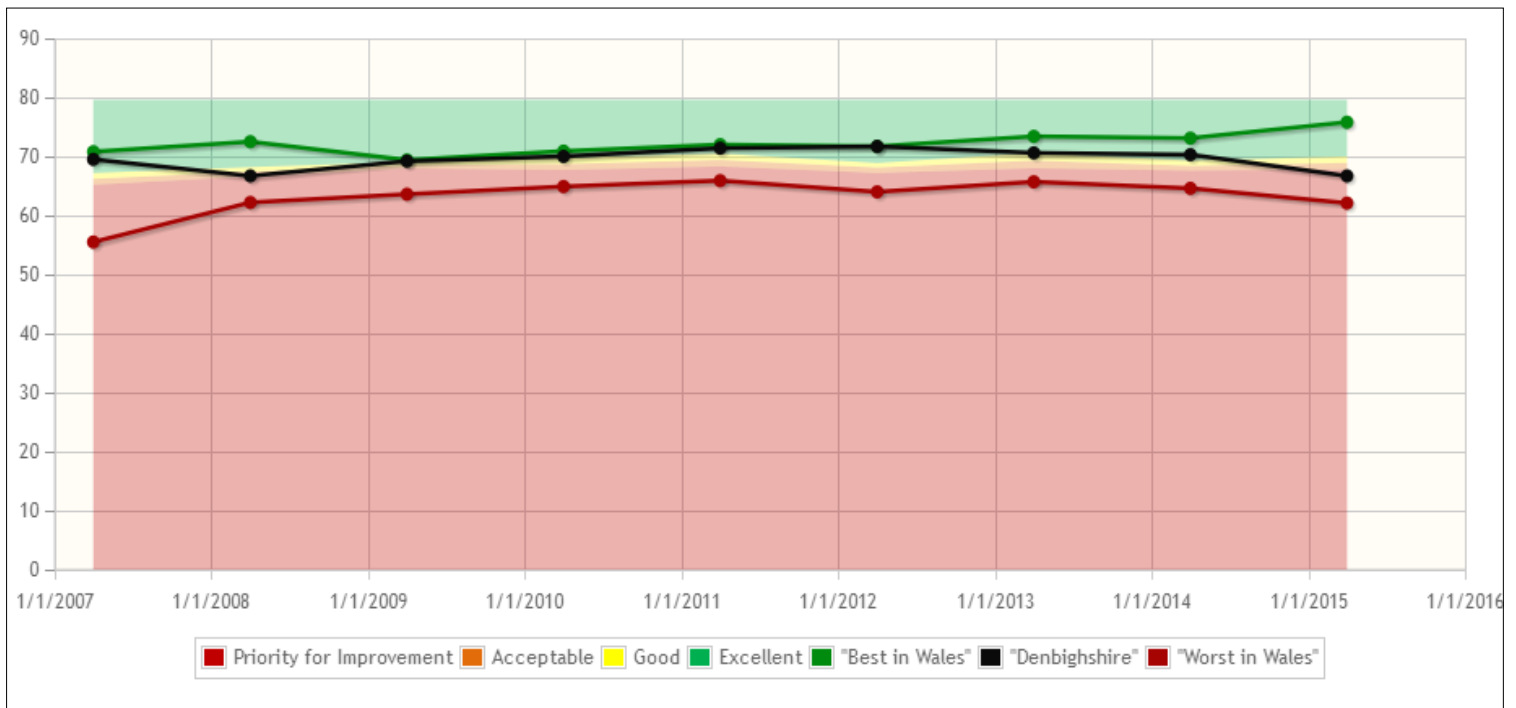
Indicators		
	HES201i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area
	HES202i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area in relation to dog fouling
	HES203i	The percentage 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



**Latest Data Comment**

**Annual** The rate of fly-tipping in Denbighshire per 1,000 has decreased during 2015/16 with 1,699 incidents being recorded. Whilst this may remain high in the context of all Wales, we believe we are reporting this indicator differently from other councils. We include incidents that we identify ourselves through our street cleaning activities, in addition to incidents reported by the public.

**KWT001i** Keep Wales Tidy - Cleanliness Indicator



### Latest Data Comment

Annual 2015-16	In Denbighshire the LEAMS survey was carried out over 2 days in July 2015, the outcome of which was an overall cleanliness grade of 66.7. All Wales local authority scores ranged from 62.1 to 75.8 at best for 2015/16. The Streetscene Team particularly in the North has gone through a period of leadership change in the last nine months. Two senior members of the team have been on long term sick leave which may have impacted on service delivery. These issues are being addressed and plans are in place to recruit suitably qualified and experienced staff to fill these important roles.
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### 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

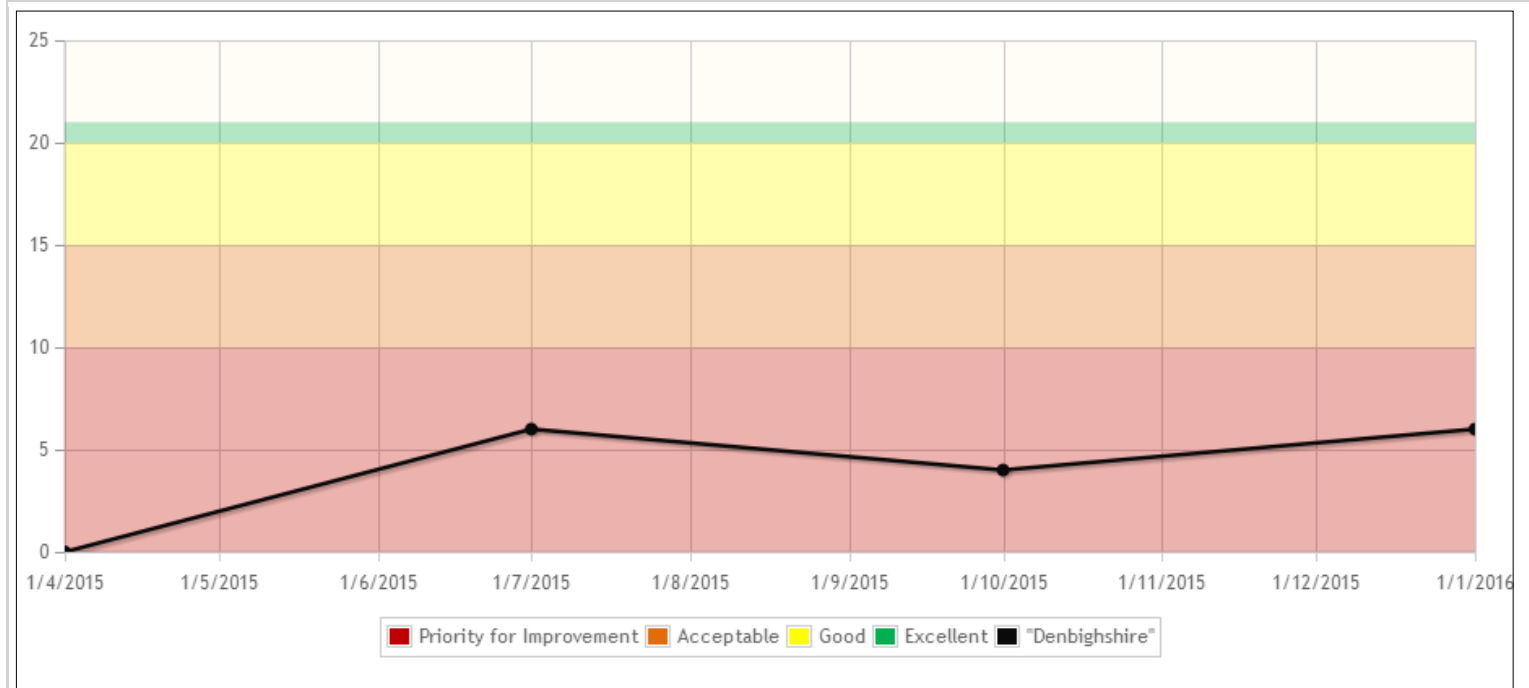


**PRIORITY - ENSURING ACCESS TO GOOD QUALITY HOUSING**

**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**

<b>Status</b>	<b>GOOD</b>
<b>Outcome Summary</b>	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.

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.



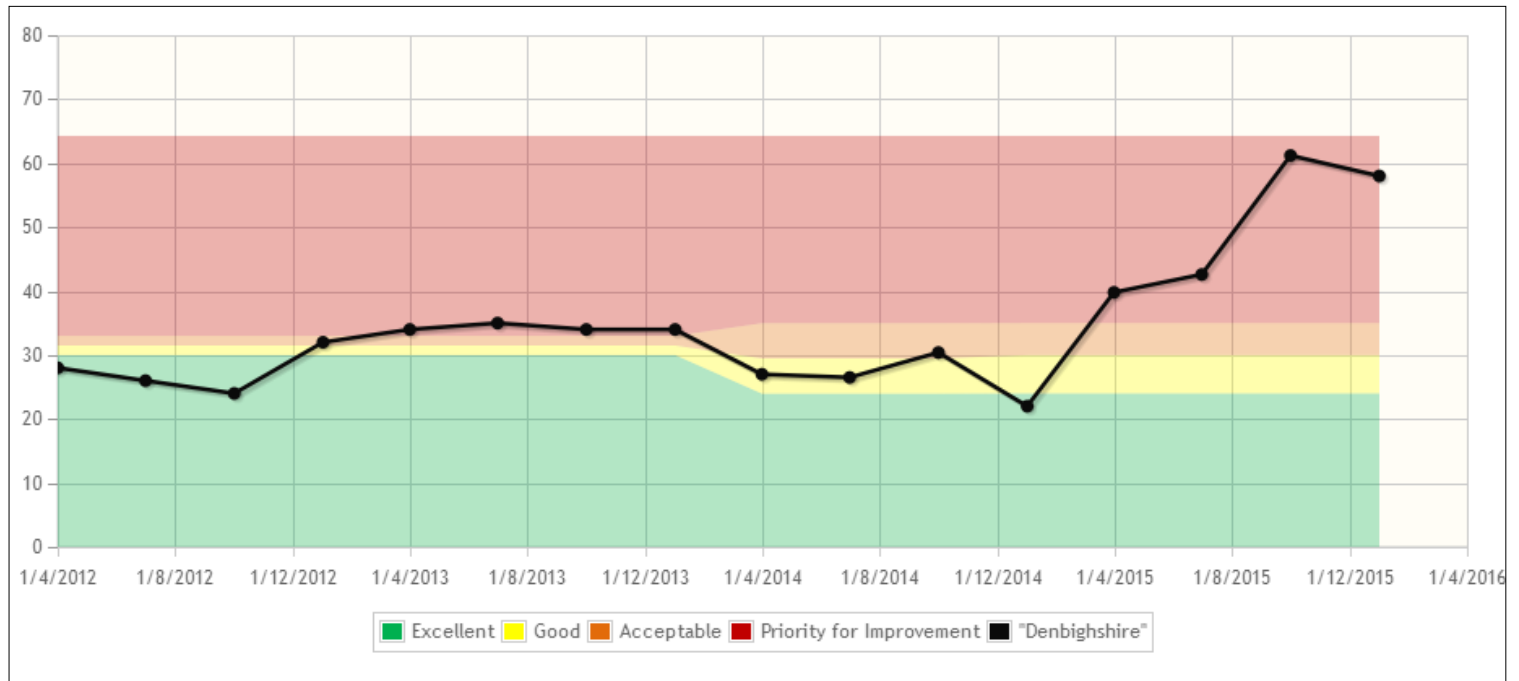
**Latest Data Comment**

<b>Quarter 4</b>	The provision of affordable housing units on site is governed by a number of factors. Foremost of these is the adopted Local Development Plan Policy which is always the starting point when assessing planning applications. The
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relevant adopted policies in the Plan mean that only residential development schemes of 10 or more units could result in a new affordable dwelling being provided on site due to the agreed 10% provision. Many residential development schemes are for 9 or less dwellings. The size of residential schemes and the types of applications received are beyond our control meaning it is very difficult to influence the indicator.

**Measures**

Q-HMPI102	Percentage of residents satisfied with the most recent repair (when surveyed in accordance with the organisation's own survey format)
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 4** The turnaround time has slightly decreased as at the end of quarter 4, to 58 calendar days. We are significantly increasing the standard to which we let properties to ensure the highest possible standards. In the medium term we are aiming to increase standards whilst also increasing our resources to manage the additional work alongside developing efficient processes to improve the turnaround time.

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		
<b>Activities</b>			
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
No Progress			29/04/16
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	30/09/16
FAH405a	Develop and implement policy to support energy efficient housing within the council's stock	01/01/16	30/04/16
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	01/03/15	31/07/16

	contract in preparation for its renewal / replacement, in partnership with neighbouring authorities		
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	30/06/16
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	31/07/16
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	31/03/17
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 & Housing Strategy	01/02/16	30/09/16
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	01/04/14	31/03/16

		improve the conditions of private sector housing and environmental enhancements		
	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

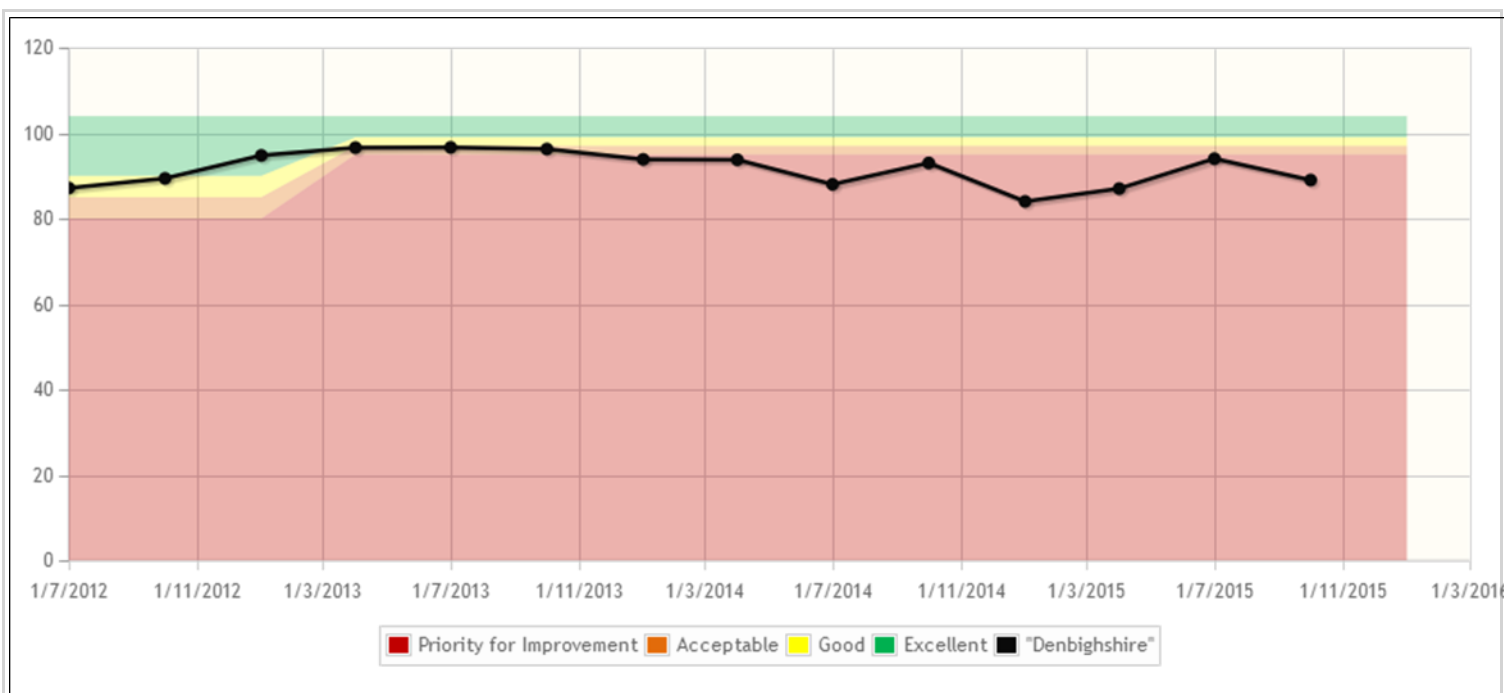
## PRIORITY - MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

### OUTCOME 13 - SERVICES WILL CONTINUE TO DEVELOP AND IMPROVE

<b>Status</b>	<b>ACCEPTABLE</b>
<b>Outcome Summary</b>	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>One measure has generated a Red: Priority for Improvement status. Only 88% of all external stage 1 complaints received by the council were responded to within corporate timescales.</p> <p>The new Well-being Impact Assessment tool will include an assessment of a project or policy's impact on people using Welsh and the promotion of the Welsh language.</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
RSQ16C	The percentage of residents responding positively to the statement: My council acts on the concerns of residents (excluding don't know)

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 4 129 received in quarter 4, 114 responded to within timescale (88%). Monthly reports are provided to Heads of Service with performance against this indicator automatically reported to and monitored by Scrutiny every quarter.

ROCDCC The rate of stage 1 complaints received by Denbighshire County Council per 10,000 population

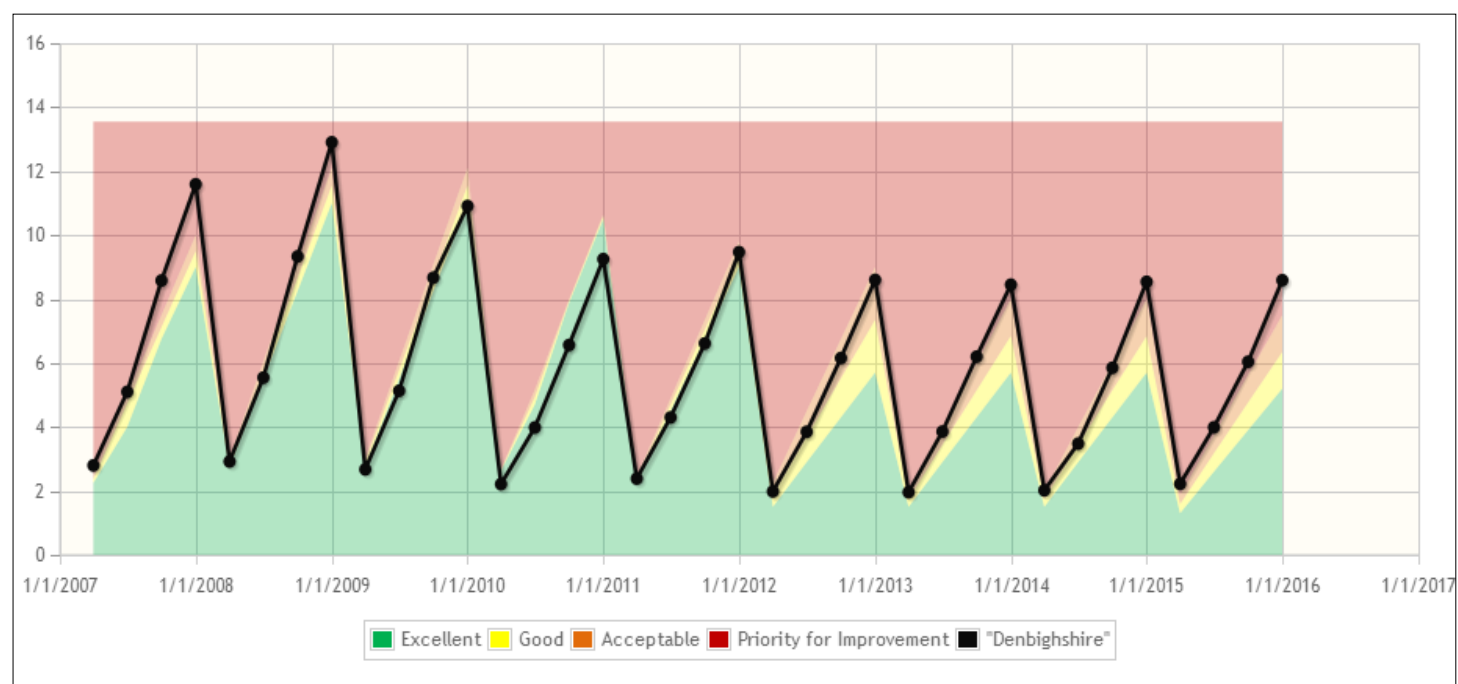
### Activities

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

<b>Status</b>	<b>ACCEPTABLE</b>
<b>Outcome Summary</b>	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>Sickness absence remains a priority for improvement at 8.59 in quarter 4. 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. New activities are included in the Legal, HR and Democratic service plan 2016-17 to address sickness absence and promote staff well-being.</p> <p>Performance appraisal completion increased to 95% as at the end of quarter 4 and is now at an `acceptable` level.</p>

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 4	Corporate sickness absence levels continue to be a priority for improvement at 8.59 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 (desk based) who have been equipped with a laptop for agile working
SHR104i		The percentage of eligible staff that were due a performance appraisal within the last 13 months and have received one (corporately)

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	