



Denbighshire County Council

Annual Performance Review: Summary

2010 - 2011

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Introduction

We are now in the final year of our Corporate Plan 2009-12, and this document provides a summary of progress made in the second year of the plan, 2010-11. More detail about our performance can be found in our full Annual Performance Review 2010-11 – www.denbighshire.gov.uk/corporateplan.

In the Corporate Plan 2009-12, we outlined our ambition in relation to our four corporate priorities, which are: Responding to Demographic Change; Regeneration; Modernising Education; and Roads and Flood Defences. We also agreed a set of national performance indicators to help us evaluate whether we are a “High Performing Council”. We have the ambition to perform within the top half of authorities in Wales for 100% of these indicators by 2012. However, this is an aspirational target, and “high performance” is not dependent on achieving 100%.

In the first year of our Corporate Plan (2009-10), we exceeded our expectations by performing in the top half of authorities in Wales for 74% of our 2012 indicators, and the top quarter of authorities for 63%. In the second year of the Corporate Plan (2010-11), we improved further by performing in the top half of authorities for 84% of the indicators. This demonstrates a significant improvement in the performance of the Council since 2008-09, when we performed in the top half of authorities for 53% of the indicators. As in 2009-10, Denbighshire again had more of the 2012 Indicators in the top quarter of authorities than any other council in Wales, and we were ranked 1st in Wales for 32% of the indicators.

Although this represents excellent progress, we have not yet achieved all of the ambitions set for the Council in our Corporate Plan. For example, although performance in our schools has improved considerably since the start of the plan, we have not yet achieved our ambition of being within the top ten councils in Wales for school performance. We also know that more work is required to improve the condition of our roads, a situation which has been made more difficult by the prolonged periods of bad weather during the past two winters. Our consultation and engagement work has also delivered the clear message that the condition of our roads is the major area of concern for our communities.

During 2010-11, we developed an Efficiency Programme which enabled us to identify savings proposals totalling £6.4 million for 2011-12. This allowed us to commit an additional £1.5 million in funding for our priorities in 2011-12. Although each priority received additional investment, the £1.5 million has not been distributed equally between the priorities, but has been strategically targeted at the areas of greatest community need. The largest proportion has therefore been allocated to our roads, and the funding will be used to pay for approximately £7 million of prudential borrowing for major highways works.

This additional funding demonstrates our ongoing commitment to our corporate priorities, and to achieving the community-focused outcomes within our corporate plan. The funding is significant in the context of the current financial climate, as the Council has needed to identify major savings due to the reduction in government funding.

The prospect of further government funding cuts in 2012-13 and 2013-14 means that the next few years will be a time of unprecedented change for the council. We have responded by introducing a Business Transformation Programme, which will modernise the council and equip us to tackle current and future challenges.

Councillor Hugh H Evans
Leader of the Council

Dr Mohammed Mehmet
Chief Executive

A High Performing Council, Close to the Community

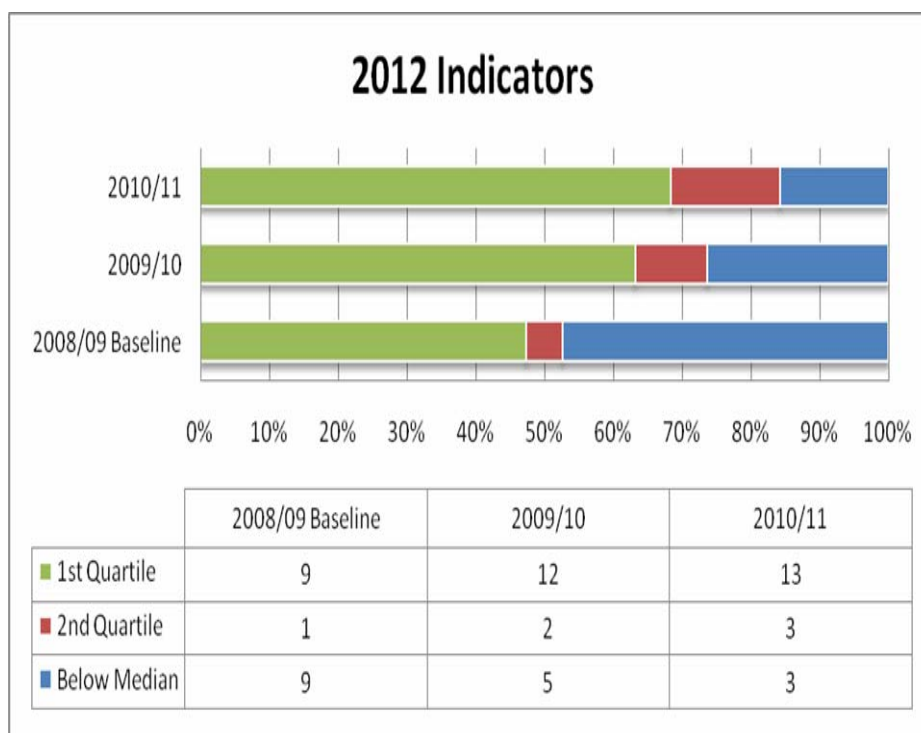
In the Corporate Plan 2009-12, we made a pledge to become a ‘High Performing Council, Close to the Community’. We have committed to measuring our success in delivering this pledge in the following ways:

High Performing Council

The 2012 Indicators are the set of 19 national indicators chosen by the council to help us evaluate whether we are on track to become a “High Performing Council”. We will use this set to compare our performance against other local authorities in Wales to indicate whether we have become a “High Performing Council” by 2012.

Overall, we have the ambition to perform within the top half of authorities in Wales for all of the 2012 Indicators. However, for those indicators where we were already in the top half at the start of the Corporate Plan, our aim is to improve this position to be in the top quarter of authorities in Wales. It should be noted that these are aspirational targets, and it may be possible to demonstrate that we have become a “High Performing Council” even if we don’t manage to achieve all of these targets.

In the first year of our Corporate Plan (2009-10), we exceeded our expectations by performing in the top half of authorities in Wales for 84% of our 2012 Indicators, and the top quarter of authorities in Wales for 63%. In 2010-11, we were able to improve further by performing in the top half of authorities in Wales for 84% of the indicators, and the top quarter of authorities in Wales for 68%. The chart below summarises our performance since the start of the Corporate Plan.



Close to the Community

We have identified two methods for measuring our success in bringing the council “Close to the Community”. These are summarised in the table below. The first is by delivering the outcomes of our corporate priorities, which have been developed to address community needs. The second is by considering the results of the Denbighshire County Council Residents’ Survey.

2010-11 was the second year of our Corporate Plan, and a detailed review of performance against the corporate priorities (or Improvement Objectives) is included within this report. Overall we achieved a lower proportion of our outcome measure targets during 2010-11 (55%) when compared to the previous year (66%). Each year we try to set targets which appear to be achievable, but are also challenging and require demonstrable improvement. The ambitious nature of our internal target setting means that we are unlikely to achieve all of them in any one year. However, we would like to increase the proportion of targets we achieve during the period of this Corporate Plan (2009-12), and we will therefore be working hard during 2011-12 to meet as many of our targets as possible.

The Residents’ Survey was conducted for the first time in 2009, and went out to a random selection of 6,000 households in Denbighshire. The results help us to plan our activity based on community needs and perceptions, and in turn enable the community to judge our performance. The survey was conducted again in 2011, and we were pleased to see an improvement in both of the two questions (below) that are relevant to the council being “Close to the Community”.

Description	2009-10 Actual	2010-11 Actual	2011-12 Target
The percentage of priority outcome measures on target	66%	55%	>66%
The percentage of residents responding positively to the statement: “My council acts on the concerns of residents”	46%	54%	>46%
The percentage of residents responding positively to the statement: “My council treats all people fairly”	64%	68%	>64%

Responsibility for developing the council’s aim to become “Close to the Community” has been assigned to a Corporate Director, which demonstrates a strong commitment to delivering this outcome. In order to increase the pace of this work during 2011-12, a Closer to the Community Board has been set up to facilitate and strengthen our approach to community engagement and development.

During 2010-11 the council did implement a number of initiatives that will help to ensure that the Council understands and responds to the needs of our communities. These initiatives include: the development of Town Plans; improved Member Area Groups; and extended consultation and engagement activities.

Improvement Objectives

The council set five Improvement Objectives for 2010-11, four of which related to our four corporate priorities (Responding to Demographic Change; Regeneration; Modernising Education; and Roads and Flood Defences). Our fifth “Improving the Council” Improvement Objective was a rationalisation of the four Improvement Themes in the original Corporate Plan 2009-12, which were developed to address perceived weaknesses within our council. Our five Improvement Objectives for 2010-11 were therefore as follows:

Our Improvement Objectives 2010-11

1. Adapting service delivery to address demographic changes
2. Reducing deprivation, and growing Denbighshire’s economy sustainably, by strategically targeting resources
3. Modernising the education service to achieve a high level of performance across the county
4. Securing a sustainable road network and flood defences
5. Improving the way the Council works

Each of our Improvement Objectives has one or more associated outcome for the residents of Denbighshire. The following section provides an evaluation of our success in delivering our Improvement Objectives, and in improving outcomes for citizens, during 2010-11. Further details about the delivery of our Improvement Objectives can be found in our full Annual Performance Review 2010-11 – www.denbighshire.gov.uk/corporateplan.

Improvement Objective 1: Demographic Change



Adapting service delivery to address demographic changes

In 2010-11 we made a commitment to achieve three outcomes for our communities as part of the Demographic Change Improvement Objective.

Independence and Choice for Older People	Independence and Choice for People with Learning Disabilities	Community Wellbeing
Older people are able to live independently for longer	People with learning disabilities are able to live independently for longer	Community initiatives meet the needs of an increasing population of older and disabled people

Outcome 1: Independence and Choice for Older People

This outcome is about enabling older people to live safely and independently in their community, without the need for long-term care packages. In relation to the two key indicators for this outcome, one achieved its target, and the other was marginally below the target. We also successfully delivered a number of planned activities that we believe will have a significant impact on independence for older people in the coming years. Overall, good progress was made in relation to the “independence for older people” outcome during 2010-11, although further work is required to reduce the rate of older people supported in care homes.





Indicators of Success	Actual	Target	RAG
Reduce the number of older people (aged 65+) who are supported in a care home	536	552	 GREEN
The rate of older people (aged 65+) whom the authority supports in care homes per 1000 population at 31 March	26.03	26.01	 AMBER

The number of older people (aged 65+) supported in a care home successfully fell below our target of 552 to 536 during 2010-11. This is a positive figure, particularly as the benefits of our Extra Care Housing Schemes and the reablement programme will not be realised until 2011-12. It is also important to note that this figure is a snapshot taken on a particular census date, and therefore includes some people who will not require on-going residential care.

In terms of reducing the rate of older people supported in care homes, our performance was marginally worse than our target of 26.01 (and equal to our performance at the beginning of the Corporate Plan). We acknowledge that we still have higher rates of older people supported in care homes than many parts of Wales, and we will continue to work to improve this.


Outcome 2: Independence and choice for people with learning disabilities

This outcome focuses on enabling people with learning difficulties to live safely and independently in their community. This outcome was successful in 2010-11, with all indicators achieving their targets. The trend shows an increase in the number and rate of adults with learning disabilities helped to live at home, and a decrease in the number and rate of adults aged 18-64 with a learning disability supported in a care home. The current position for both indicators is better than our baseline performance at the start of the Corporate Plan, and presents a clear indication that we are achieving our outcome. We also successfully delivered a number of planned activities that will continue to have a positive impact on this outcome in future years.

Indicators of Success	Actual	Target	RAG
Reduce the number of adults aged 18-64 with a learning disability who are supported in a care home	31	34	 GREEN
Increase the number of adults with learning disabilities helped to live at home	241	227	 GREEN
Reduce the rate of adults aged 18 - 64 with a learning disability who are supported in a care home	0.55	0.60	 GREEN
Increase the rate of adults with learning disabilities helped to live at home	4.29	3.90	 GREEN

Outcome 3: Community wellbeing

This outcome aims to provide community facilities that are available to meet the needs of an increasing population of older and disabled people. The Community Wellbeing outcome was successful in 2010-11, with the main indicator achieving its target, and the trend showing that we continue to maintain the number of communities engaged in sustainable support networks for older people. Furthermore, we made good progress with all of the planned activities that were developed to have a positive impact on this outcome.

Indicators of Success	Actual	Target	RAG
The number of communities engaged in developing sustainable support networks for older people	6.00	6.00	 GREEN

The six community engagement activities established were: Positive Action for Strokes; Nordic Walking; "Getting to Know You"; Passion 4 Life programme; Sheltered Housing initiative; and Pub is the Hub.

Improvement Objective 2: Regenerating Our Communities

Reducing deprivation and growing Denbighshire's economy sustainably, by strategically targeting resources

In 2010-11 we made a commitment to achieve three outcomes for our communities as part of the Regenerating Our Communities Improvement Objective.

Reducing socio-economic deprivation by strategic targeting	Supporting sustainable economic growth	Reducing the rate of decline in the rural economy
Pockets of high socio-economic deprivation in the northern coastal strip - particularly those in Rhyl - will be tackled to enable them to catch up with other parts of Wales	We will support sustainable economic growth by: increasing the number and quality of job opportunities; improving opportunities for business growth and start-ups; and ensuring that housing of the required quality and quantity is available	Support will be provided to arrest the decline in rural businesses and the tourism sector in Denbighshire

Outcome 4: Reducing socio-economic deprivation by strategic targeting





The “reducing socio-economic deprivation by strategic targeting” outcome is about tackling pockets of high socio-economic deprivation in the northern coastal strip - particularly those in Rhyl - to enable them to catch up with other parts of Wales.

We were partially successful in 2010-11, based on the indicators and activity selected to evaluate progress. We excelled in the support offered to reduce the number of people who live in poverty (below the 60% poverty line), and the incidence of criminal damage in Rhyl reduced significantly. Furthermore, all of our planned improvement activities have shown successful results during the year. However, we failed to make a positive impact on the relative percentage of the population in receipt of jobseekers allowance (JSA claimants) or the numbers of Houses of Multiple Occupation (HMOs) taken through the licensing scheme.

The general trend for the incidence of criminal damage in Rhyl is showing a positive decline. We hope that this trend will continue into 2011-12 and reduce further. The target for the additional number of HMOs taken through the licensing scheme was not achieved. Seven additional HMOs were taken through the licensing scheme during 2010-11, against the target of 50. However, there were many more that were close to being achieved but were not completed by the end of the year. It is now felt that the target of 50 was too optimistic, as we miscalculated the amount of work involved in processing these licenses. The target for 2011-12 has therefore been set at 30.

There was a steady increase in the number of JSA claimants since July 2010, which reflects a general decline in the condition of the local economy. We expected the gap between Rhyl and Denbighshire rates of JSA to stand at 3.50 percentage points but the actual gap is 4.11 percentage points. The position at the end of 2010-11 was therefore worse than at the start of the Corporate Plan.





The increase in the need for people to be supported (who are below the 60% poverty line) reflects the general condition of the local economy, where we have a growing population of people who require this support. The target to reduce the number of people below the 60% poverty line is linked to ensuring that those people identified as needing support receive all that they are entitled to. We continued to be successful in relation to providing this support.

Indicators of Success	Actual	Target	RAG
Incidence of criminal damage in Rhyl	44.0	62.5	 GREEN
The additional number of Houses in Multiple Occupation (HMO's) taken through the licensing scheme	7	50	 RED
The relative reduction in Job Seekers Allowance claimants in Rhyl compared to Denbighshire	4.11	3.50	 RED
Reduce the number of people below the 60% poverty line	527	334	 GREEN

Outcome 5: Supporting sustainable economic growth

The “supporting sustainable economic growth” outcome is about the local activity the council can take to support economic growth in a wider economic climate. This outcome specifically aims to support the local economy via the delivery of specific projects.

We were partially successful in delivering this outcome during 2010-11, based on the indicators and actions selected to evaluate progress. We were below target for the relative reduction of JSA claimants in Denbighshire compared to Wales, and also with the number of social enterprises assisted. However, we were above target for the difference in economic inactivity between Wales and Denbighshire, and with the ratio of house prices to average earnings. We successfully delivered the vast majority of the activity planned to support the outcome in 2010-11.

Indicators of Success	Actual	Target	RAG
The number of social enterprises assisted	9.00	12.0	 RED
The ratio of average house prices to average earnings	5.68	6.84	 GREEN
The relative reduction in economic inactivity	25.5	27.4	 GREEN
The relative reduction in JSA claimants in Denbighshire	0.00	0.21	 RED

The first indicator measures the planned output from a collaborative project with our Irish partners. The target number of social enterprises assisted during 2010-11 was not met by the end of the financial year, and discussions are now underway with our Irish partners regarding how to deliver the expected project benefits.

In relation to the ratio of average house prices to earnings, the target is to reduce the ratio of below the baseline position of 6.84:1 by 2012. Despite a slight increase in the ratio during 2010-11, we remain on track to meet our target by 2012, as the position at the end of 2010-11 was 5.68:1.






The relative reduction in economic activity is positive, with the Denbighshire (25.5%) having a lower percentage of the working age population economically inactive when compared to Wales (27.4%). However, it should be noted that Denbighshire still has higher levels of economic inactivity when compared to the UK (23.8%).

The indicator for the relative reduction in JSA claimants in Denbighshire is a measure of the gap between the Wales and Denbighshire rates of JSA claimants. For our baseline (April 2009) the difference between Denbighshire (4.0%) and Wales (4.2%) was 0.2%, so our ambition is to increase the gap from 0.2% by 2012. During the first two years of the Corporate Plan the gap has fluctuated, and for significant periods the rate of JSA claimants in Denbighshire has been higher than Wales. However, at the end of 2010-11 the Denbighshire level was equal to the Wales level at 3.9%. We remain confident of achieving the target by 2012 though, as the most recent figures show a reduction in JSA claimants in Denbighshire compared with Wales.

Outcome 6: Reducing the rate of decline in the rural economy

The “reducing the rate of decline in the rural economy” outcome aims to arrest the decline in rural businesses and the tourism sector in Denbighshire. There is a close relationship between the success of the improvement activity (projects) and meeting the targets for the indicators. For example, the “reduce decline in tourism sectors” indicator measures the success of our “Moor to Shore” project, funded through the Rural Development Plan (RDP), and shows an increase in visitors to specific tourist areas of the county as a result of the project.

We were successful in 2010-11 as we achieved all of our indicator targets (with one exception) and were successful in delivering our planned improvement activity. A number of indicators were re-profiled at the beginning of the year - in consultation with the Welsh Government, due to the reduced finance available following the change from Objective 1 funding to Rural Development Plan funding. Following the re-profiling, most of the new targets were achieved. Where targets were not met during 2010-11, extensions have been granted to ensure that the expected benefits are still achieved and that the targets are still met over a slightly longer timescale. The one indicator where we did not meet our target in 2010-11 has been successfully achieved since the end of the financial year.

Indicators of Success	Actual	Target	RAG
The number of village facilities improved	7	12	 RED
The number of new and existing micro rural enterprises (<10 employees) financially assisted	34	15	 GREEN
The gross number of jobs created in rural micro businesses	21	7	 GREEN
Reduce decline in tourism sectors	3144	3000	 GREEN
Reduce decline in rural businesses	7	7	 GREEN

Although we did not achieve our original target of improving 12 village facilities during 2010-11, the Rural Key Fund extended this project until August 2011. Following the project extension, a total of 22 village facilities have been improved, showing a much greater impact than was originally anticipated.

The 'financial support to micro rural enterprises' indicator was re-profiled and the target was reduced from 55 to 29 by 2012 (15 for 2010-11). The final figure for financial assistance to micro rural enterprises for 2010-11 was 34. This figure includes individuals who have been given advice about setting up a micro enterprise, as well as those individuals supported to set up a micro enterprise.

The indicator measuring the number of jobs created in rural micro businesses was also re-profiled, and the target was reduced from 50 to 18 by 2012 (7 for 2010-11). The re-profiling was necessary due to the finance available from the RDP being reduced, coupled with the current economic situation, both of which impact on delivery. However, in the end the target for 2010-11 was comfortably exceeded.

The 'reduction in the decline of the tourism sector' indicator is a measure of the additional number of visitors to Denbighshire. The target was to increase visitors by 3,000, and the final count of increased visitors was 3114.

The 'reduction in the decline in rural businesses' indicator is related to the RDP Business Plan One project (Business Growth Initiative). The target for the indicator, (which measures the number of micro businesses advised or assisted) was re-profiled in January 2010 - in discussion with the Welsh Government - to seven businesses as part of the national review and to reflect the reduction in budget for the project. The revised target of 7 businesses was achieved.

Improvement Objective 3: Modernising Education

Modernising the education service to achieve a high level of performance






In 2010-11 we made a commitment to achieving the following outcome for our communities as part of our Modernising Education Improvement Objective.

Improved attainment of pupils
Denbighshire will be within the top 10 performing authorities in Wales for Key Stage performance

Outcome 7: Improved attainment of pupils

This outcome is about increasing pupil exam performance in Denbighshire compared to other authorities in Wales, with the aim of being a top 10 performing authority in Wales for Key Stage (KS) performance. The general trend for attainment in Denbighshire has been one of improvement, and performance for all indicators has improved since the start of the Corporate Plan. However, in some cases the rate of improvement has not been as good as the general rate of improvement throughout Wales. Although progress was made during 2010-11, we only managed to achieve a top 10 position in Wales for Key Stage 1, and we therefore have more work to do in order to meet our ambition of being within the top 10 performing authorities in Wales for Key Stage performance.

We are confident that our position will substantially improve for the 2011-12 financial year, particularly in relation to the crucial Key Stage 4 (GCSE) results. We already have the provisional results for 2011-12 because this is based on the 2010-11 academic year which finished in June 2011. Our overall performance will be evaluated in detail in the Annual Performance Review for 2011-12, but it should be noted that our performance at Key Stage 4 has improved across all measures in 2011-12. For example, the provisional figures show that the proportion of pupils in Denbighshire achieving the level two threshold including Welsh/English and Maths increased from 43.9% to 52%, an increase of 8.1%.

Indicators of Success	Actual	Target	RAG
The % of pupils achieving 5 A* to C	59.2	57.0	 GREEN
The % of pupils achieving the Core Subject Indicator (CSI) at Key Stage 1	82.4	83.3	 AMBER
The % of pupils achieving the CSI at Key Stage 2	78.1	77.5	 GREEN
The % of pupils achieving the CSI at Key Stage 3	63.9	64.0	 AMBER
The % of pupils achieving the CSI at Key Stage 4	43.3	49.0	 RED

Our performance for 5 A* - C continued to improve in 2010-11 (up by 3.3% from 2009-10), and looked likely to move us into the top 10. However, no comparison data is available as the indicator has been replaced for 2011-12 and all Wales data for 2010-11 was not published. The percentage of pupils achieving the CSI at Key Stage 1 is slightly down on 2009-10 (by 0.8%), although we remain in the top 10 performing authorities in Wales. The percentage of pupils achieving the CSI at Key Stage 2 improved by 1.3% in 2010-11 compared to 2009-10, although it did not place us in the top 10 authorities for performance. The percentage of pupils achieving the CSI at Key Stage 3 in 2010-11 showed a significant improvement (up by 4.1%) from the previous year. This improvement moved us closer to becoming a top 10 performing authority. The percentage of pupils achieving the CSI at Key Stage 4 decreased in 2010-11 compared to the previous year (down by 2.8%), and moved us further from our goal of becoming a top 10 performing authority by 2012.

Improvement Objective 4: Roads and Flood Defences

Securing a sustainable road network and flood defences

In 2010-11 we made a commitment to achieving the following outcomes for our communities as part of our Roads and Flood Defences Improvement Objective.

Roads are of a High Standard	Reducing the Risk of Flooding
Residents and visitors to Denbighshire have access to a safe and well managed road network	Properties will have a reduced risk of flooding

Outcome 8: Roads are of a high standard

This outcome is specifically about improving the overall quality of our road network, as determined from a range of parameters measured by SCANNER. The outcome was not achieved during 2010-11, with both indicators performing below target and continuing to reflect the general trend of deterioration in road condition. However, we did successfully deliver a number of planned activities aimed at having a positive impact on the conditions of our road network in future years.

The indicators for this outcome have been reviewed for 2011-12, and new local indicators developed to help supplement our measurement of the impact of our highways capital maintenance programme. The new indicators have been incorporated into year three of our current Corporate Plan.


Indicators of Success	Actual	Target	RAG
The percentage of principal (A) roads that are in overall poor condition	6.26	4.00	■ RED
The percentage of non-principal/classified (B) roads that are in overall poor condition	11.4	9.50	■ RED

The indicators measuring the condition of our roads did not meet their targets in 2010-11, and show a decline in the condition of the road network since 2009-10. In response to this we decided to invest an additional £1.5 million in our priorities during 2011-12. We have prioritised this funding in relation to the area of greatest need, and the largest proportion of this has therefore been allocated to our roads. This additional funding will be used to pay for approximately £7 million of prudential borrowing for major highways works.

Outcome 9: Reducing the risk of flooding

This outcome is related to our flood defence works, where we seek to protect an increased number of properties from the risk of frequent flood events. The first flood defence scheme to be completed was in Llangollen, which brought protection to 330 properties. Further flood defence schemes are being delivered to bring increased protection to many households throughout Denbighshire.

We feel that this outcome was successfully delivered during 2010-11, even though the key indicator did not meet its target by the end of the year. The target for the indicator was linked to the delivery of our planned flood defence schemes, but we experienced a delay with the Denbigh Flood Scheme due to unexpected difficulties, namely poor tunnelling conditions, uncharted services and some contaminated ground. This resulted in the completion date being extended to July 2011.

Indicators of Success	Actual	Target	RAG
The number of properties with a reduced risk of flooding as a result of programmed work	330	580	 RED

We have now successfully completed the Denbigh Flood Scheme, which means that the 580 properties are now protected as originally planned. We were therefore successful in achieving the target, but in a slightly longer timescale than originally planned.

Improvement Objective 5: Improving the Council





Improving the way the council works

In 2010-11, we made a commitment to achieving the following outcome for our communities as part of our “Improving the Council” Improvement Objective.

Improving the way the council works
The council will be high performing and close to the community

Outcome 10: Improving the Council

This outcome is about how well we perform in the 2012 indicators; our Improvement Objectives; responses to our Residents’ Survey; reducing sickness absence; and increasing the proportion of performance appraisals completed for staff. The overall status for the “Improving the Council” outcome is generally positive, with most of the key indicators achieving a Green or Amber RAG Status (i.e. they have met, or have almost met, their targets). Improvement activity formed the greater part of this outcome, and the vast majority of projects and actions are either completed or progressing as planned.

Indicators of Success	Actual	Target	RAG
The % of 2012 Indicators in the top half of local authorities in Wales	84.0	73.0	 GREEN
Number of working days per full time equivalent (FTE) local authority employee lost due to sickness absence	9.2	10.5	 GREEN
The % of eligible staff who have had a performance appraisal	92.6	100	 AMBER
The % of priority outcome measures on target	55	67	 RED

In relation to the 2012 indicators, we improved our position again during 2010-11 by performing in the top half of authorities in Wales for 84% of the indicators, and the top quarter of authorities in Wales for 68%. Our sickness absence figures for 2010-11 show a substantial improvement, from 10.9 days per full time equivalent in 2009-10 to 9.2 days in 2010-11. We also improved the completion rate of performance appraisals for eligible staff, from 87.8% in 2009-10 to 92.6% in 2010-11. Overall, we achieved a lower proportion of our outcome measure targets during 2010-11 (55%), when compared to the previous year (66%). The ambitious nature of our internal target setting means that we are unlikely to achieve all of them in any one year, however, we will be working hard during 2011-12 to meet as many of our targets as possible. The Residents’ Survey was conducted for the first time in 2009, and went out to a random selection of 6,000 households in Denbighshire. As discussed on Page 3 of this summary report, the survey was conducted again in 2011, and we were pleased to see an improvement in both of the two questions that are relevant to the council being “Close to the Community”.