

To: Members of the County Council

Date: 12 May 2021

Direct Dial: 01824706141

e-mail: democratic@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **COUNTY COUNCIL** to be held at **10.00 am** on **TUESDAY, 18 MAY 2021** in **VIA VIDEO CONFERENCE**.

Yours sincerely

G Williams
Head of Legal, HR and Democratic Services

AGENDA

PART 1 - THE PRESS AND PUBLIC ARE INVITED TO ATTEND THIS PART OF THE MEETING

1 APOLOGIES

2 DECLARATIONS OF INTEREST (Pages 5 - 6)

Members to declare any personal or prejudicial interests in any business identified to be considered at this meeting.

3 APPOINTMENT OF THE CHAIR OF COUNTY COUNCIL

To appoint the Chair of the Council for the municipal year 2021/2022.

4 APPOINTMENT OF THE VICE-CHAIR OF COUNTY COUNCIL

To appoint the Vice-Chair of the Council for the municipal year 2021/2022.

5 URGENT MATTERS AS AGREED BY THE CHAIR

Notice of items which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act, 1972.

6 MINUTES (Pages 7 - 14)

- (a) To receive the minutes of the meeting of the Special County Council held on 15 March 2021 (copy attached).
- (b) To receive the minutes of the meeting of County Council held on 13 April 2021 (copy attached).

7 NOTICE OF MOTION (Pages 15 - 16)

Notice of Motion put forward by Councillor Brian Jones on behalf of the Welsh Conservatives Group for consideration by Full Council (copy attached).

8 PAY POLICY STATEMENT 2021/22 (Pages 17 - 60)

To consider a report by the HR Manager and Pay and Reward Specialist (copy attached) to seek Council approval of the changes to the Pay Policy 2021/22.

9 ANNUAL REVIEW OF POLITICAL BALANCE AND APPOINTMENT OF SCRUTINY CHAIRS (Pages 61 - 74)

To consider a report by the Democratic Services Manager (copy attached) seeking decisions on committee-related issues.

10 ANNUAL REPORT OF THE COUNCIL'S SCRUTINY COMMITTEES 2020/21 (Pages 75 - 120)

To consider a report by the Scrutiny Co-ordinator (copy attached) for Council to consider the Annual Report of the Scrutiny Committees for 2020/21.

11 ANNUAL REPORT OF THE STANDARDS COMMITTEE (Pages 121 - 126)

To consider a report by the Monitoring Officer (copy attached) to present the work of the Committee and its findings and observations to all Council members as part of the Committee's drive to increase standards of ethical behaviour and compliance with the Members Code of Conduct.

12 APPOINTMENT OF LAY MEMBERS TO STANDARDS COMMITTEE (Pages 127 - 130)

To consider a report by the Monitoring Officer (copy attached) to seek approval of the continued appointment of two lay (independent) Members.

13 REVIEW OF THE ROLE OF HEAD OF SERVICE FOR EDUCATION AND CHILDREN SERVICES (Pages 131 - 154)

To consider a report by the Corporate Director: Communities (copy attached) to seek approval of the proposed changes to the Senior Leadership Team structure following a review of the Education and Children Head of Service role.

14 CHIEF EXECUTIVE RECRUITMENT 2021 (Pages 155 - 186)

To consider a report by the Head of Legal, HR and Democratic Services (copy attached) to inform members of the recruitment process to be undertaken to recruit a new Chief Executive.

15 COUNTY COUNCIL FORWARD WORK PROGRAMME (Pages 187 - 190)

To consider the Council's forward work programme (copy attached).

MEMBERSHIP

Councillors

Councillor Meirick Lloyd Davies (Chair)

Councillor Alan James (Vice-Chair)

Mabon ap Gwynfor

Brian Blakeley

Joan Butterfield

Jeanette Chamberlain-Jones

Ellie Chard

Ann Davies

Gareth Davies

Hugh Evans

Peter Evans

Bobby Feeley

Rachel Flynn

Tony Flynn

Huw Hilditch-Roberts

Martyn Holland

Alan Hughes

Hugh Irving

Brian Jones

Pat Jones

Tina Jones

Gwyneth Kensler

Geraint Lloyd-Williams

Richard Mainon

Christine Marston

Barry Mellor

Melvyn Mile

Bob Murray

Merfyn Parry

Paul Penlington

Pete Prendergast

Arwel Roberts

Anton Sampson

Peter Scott

Glenn Swingler

Andrew Thomas

Rhys Thomas

Tony Thomas

Julian Thompson-Hill

Graham Timms

Joe Welch

Cheryl Williams

David Williams

Eryl Williams

Huw Williams

Emrys Wynne

Mark Young

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LOCAL GOVERNMENT ACT 2000

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, *(name)*

a *member/co-opted member of

*(*please delete as appropriate)*

Denbighshire County Council

CONFIRM that I have declared a ***personal / personal and prejudicial** interest not previously declared in accordance with the provisions of Part III of the Council's Code of Conduct for Members, in respect of the following:-

*(*please delete as appropriate)*

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

*(See the note below)**

Signed

Date

*Note: Please provide sufficient detail e.g. 'I am the owner of land adjacent to the application for planning permission made by Mr Jones', or 'My husband / wife is an employee of the company which has made an application for financial assistance'.

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COUNTY COUNCIL

Minutes of a meeting of the County Council held by Video Conference on Monday, 15 March 2021 at 1.00 pm.

PRESENT

Councillors Mabon ap Gwynfor, Joan Butterfield, Jeanette Chamberlain-Jones, Ellie Chard, Ann Davies, Gareth Davies, Meirick Davies (Chair), Hugh Evans, Peter Evans, Bobby Feeley, Rachel Flynn, Huw Hilditch-Roberts, Martyn Holland, Hugh Irving, Alan James (Vice-Chair), Brian Jones, Pat Jones, Tina Jones, Gwyneth Kensler, Richard Mainon, Christine Marston, Barry Mellor, Melvyn Mile, Bob Murray, Merfyn Parry, Paul Penlington, Pete Prendergast, Arwel Roberts, Anton Sampson, Peter Scott, Glenn Swingler, Rhys Thomas, Tony Thomas, Julian Thompson-Hill, Graham Timms, Joe Welch, David Williams, Eryl Williams, Emrys Wynne and Mark Young

ALSO PRESENT

The Head of Legal, HR and Democratic Services (GW), Strategic HR Manager (CR), Democratic Services Manager (SP) and Business Co-ordinator – Leaders' Office (SE).

1 APOLOGIES

Apologies for absence were submitted by Councillors Brian Blakeley, Tony Flynn, Geraint Lloyd-Williams, Andrew Thomas, Cheryl Williams and Huw Williams.

2 DECLARATIONS OF INTEREST

There were no interests declared.

EXCLUSION OF PRESS AND PUBLIC

RESOLVED that in accordance with Section 100A(4) of the Local Government Act 1972, the Press and Public be excluded from the meeting for the following item of business on the grounds that it would involve the likely disclosure of exempt information as defined in Paragraphs 12, 13 and 14 of Part 4 of Schedule 12A of the Act.

3 RECOMMENDATIONS OF THE SENIOR REMUNERATION PANEL

Members considered a confidential verbal report and recommendations to Council from the Senior Remuneration Panel.

RESOLVED – That Council approves the recommendations from the Senior Remuneration Panel.

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COUNTY COUNCIL

Minutes of a meeting of the County Council held in via VIDEO CONFERENCE on Tuesday, 13 April 2021 at 10.00 am.

PRESENT

Councillors Joan Butterfield, Ellie Chard, Ann Davies, Meirick Davies (Chair), Hugh Evans, Bobby Feeley, Rachel Flynn, Tony Flynn, Huw Hilditch-Roberts, Martyn Holland, Alan Hughes, Hugh Irving, Alan James (Vice-Chair), Brian Jones, Tina Jones, Richard Mainon, Christine Marston, Barry Mellor, Melvyn Mile, Bob Murray, Merfyn Parry, Paul Penlington, Pete Prendergast, Arwel Roberts, Anton Sampson, Peter Scott, Glenn Swingler, Andrew Thomas, Rhys Thomas, Tony Thomas, Julian Thompson-Hill, Graham Timms, Joe Welch, Cheryl Williams, Eryl Williams, Huw Williams, Emrys Wynne and Mark Young

ALSO PRESENT

Corporate Director: Communities (NS), Corporate Director: Economy & Public Realm (GB), Head of Legal, HR & Democratic Services (GW), Head of Finance and Property (SG), Democratic Services Manager (SP), Zoom Host and Webcast (SJ), Committee Administrator (SLW)

1 APOLOGIES

Apologies for absence were received from Councillors Mabon ap Gwynfor, Brian Blakeley, Jeanette Chamberlain-Jones, Gareth Davies, Peter Evans, Gwyneth Kensler, Geraint Lloyd-Williams and David Williams

2 DECLARATIONS OF INTEREST

None.

3 URGENT MATTERS AS AGREED BY THE CHAIR

No urgent matters.

The Chair welcomed Councillor Alan Hughes to his first County Council meeting. Councillor Hughes had won the election to replace the late Councillor Huw Jones.

The Chair gave the following statement –

“It is with deep sadness that we learned last Friday 9th April, of the death of His Royal Highness, Prince Philip, Duke of Edinburgh. As a County Council, we offer our sincerest condolences to Her Majesty the Queen and to the Royal Family. I will also be writing a letter of condolence to the Duke’s Private Secretary.

Flags are flying at half-mast at County Hall, Ruthin and at Russell House, Rhyl and they will remain at half-mast until after the Royal Ceremonial Funeral which will take place at St George's Chapel, Windsor Castle, on the 17th April.

A Book of Condolence has been created on our website which will allow residents to leave a message. Members of the public can make an appointment to use a public computer at a library and staff can help them access the online condolence form to leave a message if they so wish. Arrangements had been put in place to allow members of the public to lay floral tributes, but unfortunately, during the pandemic, this will not be possible."

A minute's silence was held as a mark of respect.

4 MINUTES

The minutes of Full Council held on 23 February 2021 were submitted.

Matters Arising –

Page 8, Item 4 – Councillor Peter Scott confirmed he had had sight of the draft copy of the flood report provided by NRW. He asked when it would be available for all Councillors and members of the public.

The Corporate Director: Economy and Public Realm, Graham Boase stated he had recently held a meeting with the Head of Highways and Environmental Services, Tony Ward, and the Flood Risk Engineer, Wayne Hope to discuss the draft NRW report. The report was being finalised and would then appear on the NRW website. Once the final report was made available it would be circulated to Elwy Member Area Group members and relevant Town Councillors. The Corporate Director also confirmed a Section 19 report regarding the flooding would be presented at the Communities Scrutiny Committee meeting taking place on 1 July 2021.

Page 10, Item 6, DCC's Climate & Ecological Change Strategy - Councillor Brian Jones stated he had recently attended a meeting with the Climate Change Programme Manager, Helen Vaughan-Evans and Councillor Graham Timms. It had been agreed that during the next 12 months, the Climate Change Group would hold three meetings to assess progress.

Proposed by Councillor Alan James and seconded by Councillor Peter Scott to accept the minutes of the meeting held on 23 February 2021.

A vote took place and it was unanimously agreed the minutes were correct.

RESOLVED that the minutes of the Council meeting held on 23 February 2021 be confirmed as a correct record.

5 ARRANGEMENTS FOR THE ELECTION OF CHAIR AND VICE-CHAIR

The Head of Legal, HR and Democratic Services presented the report (previously circulated) seeking agreement for the proposed Chair and Vice Chair of the County Council for the municipal year 2021/2022 to be formally elected at the Council's annual meeting on 18 May 2021.

It was confirmed that the current Vice Chair, Councillor Alan James, would become the Chair for the 2021/2022 municipal year and the formal election of the Chair would take place at the Annual Council to be held on 18 May 2021.

Election of Vice Chair:

Councillor Martyn Holland proposed Councillor Christine Marston, seconded by Councillor Rhys Thomas, to be the Vice Chair for the 2021/2022 municipal year.

Councillor Joan Butterfield proposed Councillor Pete Prendergast, seconded by Councillor Bob Murray, to be the Vice Chair for the 2021/2022 municipal year.

The Head of Legal, HR and Democratic Services explained that a poll would be undertaken via zoom and the results would show on relevant screens as a percentage. Unfortunately, there was not a facility to abstain from the vote and, therefore, if any member wished to abstain they would just refrain from the vote.

The poll took place and

79% of votes for Councillor Christine Marston
21% votes for Councillor Pete Prendergast.

Councillor Christine Marston was nominated as the proposed Vice Chair for the 2021/2022 municipal year.

Councillor Marston thanked Members for their support and was congratulated upon her nomination.

RESOLVED that Councillor Alan James be proposed Chair and Councillor Christine Marston be proposed Vice Chair of the County Council for the municipal year 2021/2022 to be formally elected at the Council's annual meeting on 18 May 2021.

6 AMENDMENTS TO THE CONSTITUTION

The Head of Legal, HR and Democratic Services presented the report (previously circulated) seeking agreement for Council to update the Constitution's provisions for remote attendance at meetings and for the Council's Corporate Governance and Audit Committee.

To allow local authorities to continue to function under Covid-19 restrictions the Welsh Government introduced the Local Authorities (Coronavirus) (Meetings) (Wales) Regulations 2020 which came into force on 22 April 2020. The Regulations permitted remote attendance at meetings irrespective of the provisions contained in

a local authority constitution. These Regulations were temporary and would no longer apply after the 30th April 2021.

However, from 1st May, 2021, the provisions of Section 47 of the Local Government and Elections (Wales) Act 2021 would come into force.

Section 47 of the Act required local authorities to make arrangements from the 1st May to ensure their meetings are capable of being held remotely.

The Council had a statutory 'audit' committee called the Corporate Governance and Audit Committee. The Act changed the Committee's name to the 'Governance and Audit Committee'. The Act also extended the Committee's statutory remit to reviewing and assessing the Council's ability to handle complaints effectively, and to make reports and recommendations thereon. It also created a role for the Committee in the new performance assessment process.

Proposed by Councillor Martyn Holland and seconded by Councillor Hugh Evans to accept the amendments to the Constitution report.

A vote took place and it was unanimously agreed to accept the report.

RESOLVED that:

- (i) Council amends the Constitution by replacing the existing wording in Section 4.17 with the following:
"Remote attendance is permitted at all meetings, committees and sub-committees provided that those participating are able to speak to and be heard by each other. In the case of meetings which are required by law to be broadcast, participants are able to speak to and be heard by each other and to see and be seen by each other";
- (ii) Council amends the name of the Corporate Governance and Audit Committee to the 'Governance and Audit Committee'; and
- (iii) Council authorises the Monitoring Officer to amend the wording of Section 13 of the Constitution relating to the Corporate Governance and Audit Committee's terms of reference and responsibilities, in order to reflect the 2021 Act's provisions relating to complaints and performance assessment duties which come into force from the 1st May 2021.

7 APPOINTMENT OF ELECTORAL REGISTRATION OFFICER AND RETURNING OFFICER

The Head of Legal, HR and Democratic Services presented the report (previously circulated) for Council to appoint an Electoral Registration Officer and Returning Officer to fulfil both roles pending the appointment of a new Chief Executive.

The Head of Legal, HR and Democratic Services informed members that s8 Representation of the People Act 1983 required the appointment of an officer of the Council as the Electoral Registration Officer for its area. Also s35 Representation of the People Act 1983 required the appointment of an officer of the Council as the Returning Officer for Local Government Elections for its area.

Proposed by Councillor Barry Mellor, seconded by Councillor Julian Thompson-Hill that the Corporate Director: Communities, Nicola Stubbins be appointed as the Electoral Registration Officer and Returning Officer.

A vote took place and a majority of members voted in favour and one member voted against.

RESOLVED that:

- (i) Nicola Stubbins be appointed as Electoral Registration Officer for Denbighshire to hold office until the appointment of a new Chief Executive.
- (ii) Nicola Stubbins be appointed as Returning Officer for Local Government Elections in Denbighshire to hold office until the appointment of a new Chief Executive.

8 COUNTY COUNCIL FORWARD WORK PROGRAMME

The Head of Legal, HR and Democratic Services introduced the Council's Forward Work Programme together with the Council Briefing Forward Work Programme (previously circulated).

18 May, 2021 – Annual Council:

- (i) Annual Scrutiny Report
- (ii) Annual Report – Political Balance
- (iii) Annual Standards Report
- (iv) Pay Policy Report

The Real Living Wage report may be deferred from 18 May meeting due to pay negotiations being suspended until the conclusion of the election but it would remain as a future item to be brought to a future meeting.

The Flood Investigation report would be presented to Full Council once all the information was collated.

Proposed by Councillor Alan James, seconded by Councillor Cheryl Williams.

A vote took place and it was unanimously agreed to accept the Forward Work Programmes.

RESOLVED that, subject to the above, the Council and Council Briefing Forward Work Programmes be approved and noted.

The meeting concluded at 10.53 a.m.

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NOTICE OF MOTION

Notice of Motion put forward by Councillor Brian Jones on behalf of the Welsh Conservatives for consideration by Full Council -

'This Council calls upon the Budget Board in making its recommendations to Cabinet and Council for future allocations of capital to give full consideration to increasing the annual Highways allocation to £4m per annum as from 2022/23.

Further we would ask Council to support as a first allocation of any unallocated windfall funding received in 2021/22 with the intention of supplementing the capital Highways funding for 2021/22.'

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Report to	County Council
Date of meeting	18 th May, 2021
Lead Member / Officer	Cllr Julian Thompson-Hill
Report author	Sophie Vaughan, Pay & Reward Specialist & Catrin Roberts, HR Manager
Title	Pay Policy Statement 2021/22

1. What is the report about?

The Localism Act 2011 requires local authorities to prepare pay policy statements. These statements must articulate an authority's own policies towards a range of issues relating to the pay of its workforce particularly its senior staff (or "chief officers") and its lowest paid employees. Pay Policy Statements must be approved by the Council on an annual basis, and published on the relevant website.

2. What is the reason for making this report?

This report seeks approval of the Full Council of the attached Pay Policy Statement which has been drafted in accordance with the requirements of 38 (1) of the Localism Act 2011 and incorporates all existing pay arrangements for the workforce groups within the Council, including Chief Officers and the lowest paid employees.

3. What are the Recommendations?

That Council agree the recommendation from the Senior Leadership Remuneration Panel to the changes to the Pay Policy for 2021/22 (copy in Appendix A)

4. Report details

Pay Policy Statement

Under Section 112 of the Local Government Act 1972 the Council has 'the power to appoint officers on such reasonable terms and conditions as the Council thinks fit'. This Pay Policy statement sets out the Council's approach to pay in accordance with the requirements of s38 (1) of the Localism Act 2011 which requires English and Welsh Local Authorities to produce and publish a Pay Policy Statement each financial year, detailing:

- a) The Council's Policies towards all aspects and elements of the remuneration of Chief Officers
- b) Their approach to the publication of and access to information relating to all aspects of the remuneration of Chief Officers
- c) The Council's Policies towards the remuneration of its lowest paid employees (including the definition adopted and reasons for it)
- d) The relationship between the remuneration of its Chief Officers and other employees.

The Pay Policy has been reviewed for 2020/21 and the following amendments made:

National Pay Awards

The Pay Policy has been updated with the current situation with regards to the national pay awards which have not agreed yet for 2021/22.

Chief Officer and Chief Executive Pay Award

The Pay Policy has been updated with the current position with regards to the national position of the pay awards for Chief Officers and Chief Executives, which have not been agreed yet for 2021/22.

Pay Relativities within the Council

Paragraph 7.4 has been updated with the most recent comparison of the lowest paid against the Chief Executive's salary.

5. How does the decision contribute to the Corporate Priorities?

Having a fair and transparent pay policy will contribute towards a well-motivated workforce who in turn will contribute towards achieving the corporate priorities.

6. What will it cost and how will it affect other services?

There are no new financial implications arising from this Pay Policy.

7. What are the main conclusions of the Well-being Impact Assessment?

The Wellbeing Impact Assessments for the Pay Policy are attached. There are no issues arising out of either assessment.

8. What consultations have been carried out with Scrutiny and others?

Consultation with the Head of Legal, HR and Democratic Services, the Section 151 Officer to ensure all requirements of s38 (1) of the Localism Act are incorporated. Chief Finance Officer Statement

9. Chief Finance Officer Statement

As stated in section 6 there are no direct financial implications of this report. The recommendation to approve the Pay Policy is supported as they must be approved by the Council on an annual basis and forms a crucial part of the governance of the Council.

10. What risks are there and is there anything we can do to reduce them?

The Council will be in breach of its legal obligations in respect of the Localism Act if it fails to adopt the Pay Policy.

11. Power to make the decision

S38 (1) of the Localism Act 2011 and section 112 of the Local Government Act 1972 covering the power to appoint officers.

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NJC Pay Structure 2020

Job Eval Score	Grade	SCP	Salary 2020	Hourly Rate
Up to 217	Grade 1	1	£17,943	£9.30
218 - 249	Grade 2	2	£18,198	£9.43
250 - 289		3	£18,562	£9.62
	Grade 3	4	£18,933	£9.81
		Grade 4	5	£19,312
290 - 321	6		£19,698	£10.21
	7		£20,092	£10.41
	8	£20,493	£10.62	
322 - 360	Grade 5	10	£21,322	£11.05
		11	£21,748	£11.27
		12	£22,183	£11.50
		13	£22,627	£11.73
		14	£23,080	£11.96
		15	£23,541	£12.20
361 - 395	Grade 6	17	£24,491	£12.69
		18	£24,982	£12.95
		19	£25,481	£13.21
		20	£25,991	£13.47
		21	£26,511	£13.74
		22	£27,041	£14.02
		396 - 441	Grade 7	23
24	£28,672			£14.86
442 - 473	Grade 8	25	£29,577	£15.33
		26	£30,451	£15.78
		27	£31,346	£16.25
474 - 514	Grade 9	28	£32,234	£16.71
		29	£32,910	£17.06
		30	£33,782	£17.51
		31	£34,728	£18.00
515 - 550	Grade 10	32	£35,745	£18.53
		33	£36,922	£19.14
		34	£37,890	£19.64
		35	£38,890	£20.16
		36	£39,880	£20.67
551 - 573	Grade 11	37	£40,876	£21.19
		38	£41,881	£21.71
		39	£42,821	£22.20
574 - 614	Grade 12	40	£43,857	£22.73
		41	£44,863	£23.25
		42	£45,859	£23.77
615 - 694	Grade 13	43	£46,845	£24.28
		44	£48,182	£24.97
		45	£49,597	£25.71
		46	£51,009	£26.44
695 & over	Grade 14	47	£52,237	£27.08
		48	£53,536	£27.75
		49	£54,851	£28.43
		50	£56,145	£29.10
		51	£57,452	£29.78

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Chief Officer Pay Scale 2020

SLT4 (Chief Executive)	£136,312
	£134,268
	£132,254
SLT3 (Directors)	£110,670
	£109,010
	£107,374
SLT2 (Head of Service)	£90,750
	£89,387
	£88,045
SLT1 (Head of Service)	£74,414
	£73,298
	£72,199

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Soulbury Staff Pay Tables 1st September, 2020

Trainee Educational Psychologists	
Spine Point	Salary from 01.09.2020
1	£24,541
2	£26,337
3	£28,131
4	£29,929
5	£31,714
6	£33,520

Assistant Educational Psychologists	
Spine Point	Salary from 01.09.2020
1	£30,166
2	£31,399
3	£32,630
4	£33,856

Educational Psychologists - SCALE A	
Spine Point	Salary from 01.09.2020
1	£38,197
2	£40,136
3	£42,075
4	£44,012
5	£45,951
6	£47,889
7	£49,714
8	£51,538
9	£53,247*
10	£54,959*
11	£56,554*

Senior & Principal Educational Psychologists - SCALE B	
Spine Point	Salary from 01.09.2020
1	£47,889
2	£49,714
3	£51,538*
4	£53,247
5	£54,959
6	£56,554
7	£57,209
8	£58,433
9	£59,646
10	£60,880
11	£62,090
12	£63,323
13	£64,577
14	£65,790**
15	£67,061**
16	£68,318**
17	£69,585**
18	£70,850**

* Normal minimum point for the principle educational psychologist undertaking the full range of duties at this level.
 ** Extension to range to accommodate discretionary scale points and structured professional assessments.

Soulbury Educational Improvement Professionals (EIPs)					
Spine Point	Salary from 01.09.2020	Spine Point	Salary from 01.09.2020	Spine Point	Salary from 01.09.2020
1	£36,419	18	£58,350	35	£77,927
2	£37,723	19	£59,625	36	£79,174
3	£38,955	20	£60,283***	37	£80,402
4	£40,203	21	£61,549	38	£81,642
5	£41,433	22	£62,653	39	£82,866
6	£42,684	23	£63,867	40	£84,089
7	£43,988	24	£64,956	41	£85,318
8	£45,243*	25	£66,121	42	£86,546
9	£46,705	26	£67,257	43	£87,773
10	£48,009	27	£68,419	44	£89,006
11	£49,295	28	£69,597	45	£90,236
12	£50,541	29	£70,777	46	£91,468
13	£51,951**	30	£71,956	47	£92,705
14	£53,209	31	£73,124	48	£93,930****
15	£54,598	32	£74,311	49	£95,160****
16	£55,854	33	£75,498	50	£96,392****
17	£57,114	34	£76,714		

Salary scales to consist of not more than four consecutive points based on the duties and responsibilities attached to posts and the need to recruit and motivate staff.

*normal minimum point for EIP undertaking the full range of duties at this level.

**normal minimum point for senior EIP undertaking the full range of duties at this level.

***normal minimum point for leading IEP undertaking full range of duties at this level

****extension to range to accommodate structured professional assessments.

Young People's & Community Service Managers			
Spine Point	Salary from 01.09.2020	Spine Point	Salary from 01.09.2020
1	£37,772	13	£52,493
2	£39,008	14	£53,729
3	£40,243	15	£54,966
4	£41,505*	16	£56,207
5	£42,786	17	£57,455
6	£44,036	18	£58,695
7	£45,314**	19	£59,927
8	£46,767	20	£61,186***
9	£47,568	21	£62,469***
10	£48,806	22	£63,782***
11	£50,036	23	£65,120***
12	£51,269	24	£66,486***

The minimum Youth and Community Service Officers' scale is 4 points, other salary scales to consist of not more than four consecutive points based on duties and responsibilities attached to posts and the need to recruit and motivate staff.

*normal minimum point for senior youth and community service officers undertaking the full range of duties at this level.

**normal minimum point for principle youth and community service officer undertaking the full range of duties at this level.

***extension to range to accommodate discretionary scale points and structured professional assessments.

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JNC Youth Workers Pay Tables 1st September 2020

Job Role		Scale Point	Salary
	Support Worker SCP 5 – 6	5	£19,308
		6	£19,631
		7	£19,922
Youth Support Worker in Training SCP 7 – 10		8	£20,589
		9	£21,439
Youth Worker in Training SCP 11 – 14	Senior Support Youth Worker SCP 9 – 12	10	£22,104
		11	£23,178
		12	£24,228
Trainee Youth Coordinator SCP 15 - 18	Youth Worker SCP 13 – 16	13	£25,313
		14	£26,437
		15	£27,202
		16	£28,001
Community Youth Worker in Training SCP 20 23	Youth Coordinator SCP 17 - 20	17	£28,787
		18	£29,579
		19	£30,364
		20	£31,152
Principal Youth Worker in Training SCP 25-28	Community Youth Worker SCP 22 -25	21	£32,036
		22	£33,039
		23	£34,015
		24	£34,997
		25	£35,985
	Principal Youth Worker SCP 27 - 30	26	£36,973
		27	£37,961
		28	£38,961
		29	£39,953
		30	£40,947

Role	JNC Grade
Youth Support Worker	5-6
Senior Support Youth Worker	9-12
Support Youth Worker in Training	7-10
Youth Worker	13-16
Youth Worker in Training	11-14
Youth Work Coordinator	17-20
Youth Work Coordinator in Training	15-18
Community Youth Worker	22-25
Community Youth Worker Training	20-23

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SENIOR LEADERSHIP TEAM REMUNERATION PANEL

TERMS OF REFERENCE

1. Scope

To determine the remuneration for the Council's Senior Leadership Team which consists of the Chief Executive, Directors and Heads of Service.

The Localism Act 2011 (Para. 42.3) defines remuneration in relation to a Chief Officer and a relevant authority as:-

- (a) the chief officer's salary or, in the case of a chief officer engaged by the authority under a contract for services, payments made by the authority to the chief officer for those services,
- (b) any bonuses payable by the authority to the chief officer,
- (c) any charges, fees or allowances payable by the authority to the chief officer,
- (d) any benefits in kind to which the chief officer is entitled as a result of the chief officer's office or employment,
- (e) any increase in or enhancement of the chief officer's pension entitlement where the increase or enhancement is as a result of a resolution of the authority, and
- (f) any amounts payable by the authority to the chief officer on the chief officer ceasing to hold office under or be employed by the authority, other than amounts that may be payable by virtue of any enactment.

'Chief Officer' in relation to a relevant authority in the Localism Act 2011 (Para 43.2), means each of the following:-

- (a) the head of its paid service designated under section 4(1) of the Local Government and Housing Act 1989;
- (b) its monitoring officer designated under section 5(1) of that Act;
- (c) a statutory chief officer mentioned in section 2(6) of that Act;
- (d) a non-statutory chief officer mentioned in section 2(7) of that Act;
- (e) a deputy chief officer mentioned in section 2(8) of that Act.

2. Terms of Reference

The scope of the committee is to:-

- Make recommendations on senior pay and reward issues to Council
- Make recommendations on the management of and structure of senior pay and reward, and grounds for pay progression.
- To comply with the requirements set out in the Local Government (Wales) Act 2015, and any subsequent legislation, which relate to senior pay decisions. The panel and the Council must have regard to any Independent Remuneration Panel's recommendations when reaching decisions on relevant pay. Appendix 1 provides the process to refer any pay recommendations to the Independent Remuneration Panel (IRP).

The terms of reference will be developed over time and reviewed on an annual basis to ensure effective working and to clarify the scope, role, composition and process within which the Panel will operate. The terms of reference will be subject to approval by Council.

3. General Principles

- No permanent change to pay and reward of the Senior Leadership Team can be actioned until it is ratified by Full Council
- The basic pay of the Senior Leadership Team (excluding the Chief Executive) will be determined using the Hay Evaluation Scheme and advice sought from external experts
- The Panel will provide a structured governance body through which recommendations affecting Chief Officers pay can be taken in the best interests of Denbighshire County Council and its stakeholders. It enables remuneration issues to be reviewed and considered with an impartial and balanced mind-set.

4. Role

The Remuneration Panel will make recommendations to Council on the permanent pay and reward of Senior Managers. It will:-

- a) Contribute to the Council's positive reputation with regard to having appropriate and effective corporate governance arrangements for senior pay by operating an independent, transparent and informed approach to managing senior pay through the Remuneration Panel.
- b) Develop broad policy decision for senior pay, having regard to the Council's Pay and Reward Policy
- c) Propose levels of remuneration considered to be sufficient to attract, retain and motivate senior managers of the quality required to run the organisation successfully.
- d) Consider the affordability of its proposals
- e) Be sensitive to the context of senior pay, including pay and employment conditions elsewhere in the organisation
- f) Ensure the relationship between reward and senior management tiers and for employees below this level remain reasonable
- g) Ensure individuals are fairly and responsibly rewarded for their individual contribution
- h) Understand what other relevant organisations are paying for similar roles as well as their general approach to reward, and consider whether Denbighshire County Council should position itself in relation to 'the market' – for example, whether the Council's approach may be to pay at around the lower quartile, median or upper quartile of the market etc.
- i) Ensure that proper and professional advice is obtained to assist in its deliberations

The panel's recommendations will be based on job evaluation results, data, advice, evidence and views collected from a number of possible sources – for example:

- External pay data, advice and facilitation (e.g. from external consultants or other sources)
- The Council's Chief Executive, key documents and reports
- Performance data where relevant
- Chief Executive Appraisals Panel

5. Membership & Support

The panel will comprise of 6 Members to give a balanced political background. One member of the panel will act as Chair.

The membership should include the Lead Member for Finance and one member of the CEO appraisal committee.

The Head of Legal, HR and Democratic Services will provide a 'secretariat' function to the Panel. He will be responsible for arranging meetings, coordinating and preparing documentation and arranging support, training, advice and information for the Panel.

The Panel may commission external independent expertise to train and support them in fulfilling their role and/or to provide external data or advice (including relevant market and regional data). The Head of Legal, HR and Democratic Services will provide details of external experts considered suitable for the purposes in terms of experience, cost and best value for the Panel to select from.

6. Terms of Reference

The Panel will meet at least annually to maintain an overview of the ongoing suitability of the Council's approach to senior pay. On a biennial basis, it will conduct a full review of senior managers pay and present a report with recommendations to Council. The panel would not normally expect to present all of the background data and advice it had received.

The Panel may meet more frequently from time-to-time to discuss changes in relation to the approach or arrangements relating to senior pay such as linking pay progression to performance or contribution, or determining the pay level prior to undertaking a recruitment exercise. The recommendations on these issues will also be presented to Council.

7. Confidentiality

Members will be expected to maintain confidentiality whilst discussions are taking place and until the decisions have been published.

8. Conflicts of Interest

Should any committee member feel there is a conflict of interest with regards to any agenda item or discussion in the committee:-

- They should declare an interest in the matter
- They should leave the meeting during any discussion on the matter
- They should not have sole responsibility for making recommendations on relation to the matter, whether present or not.

Appendix One

Process to refer pay decisions to Independent Remuneration Panel (IRP)

The Welsh Government has produced Guidance on the Independent Remuneration Panel for Wales under Section 143A of the Local Government (Wales) Measure 2011 and Section 39 of the Local Government (Wales) Act 2015.

1. Requirements of the Council's Pay and Reward panel

1.1 To refer decisions on pay relating to 'Head of Paid Service' – Chief Executive.

1.2 If the Council's Pay and Reward Panel wish to make a recommendation to change the pay of a 'Head of Paid Service' it will consult with the IRP, unless the change being considered is commensurate with a general pay increase or reduction for the Authority's other staff.

1.3 To provide the IRP with any information it may reasonably require in reaching a conclusion. The IRP may require the following

- Papers/reports prepared by the Authority in relation to the decisions
- Details of the total package available, or under consideration. This could include pension arrangements, severance package, returning officer fees, and performance bonuses. (Full details are set out in the guidance)
- The interdependency of individual salaries within pay structures
- Information concerning other remuneration on offer to other Local Authority Chief Executives
- Details of agreements made at the National Joint Council level.

1.4 To have due regard to any recommendation the IRP makes in relation to what is in their Pay Policy Statement and Chief Executive pay.

1.5 The Council/Pay and Reward Panel must have regard to any recommendation when reaching its decision.

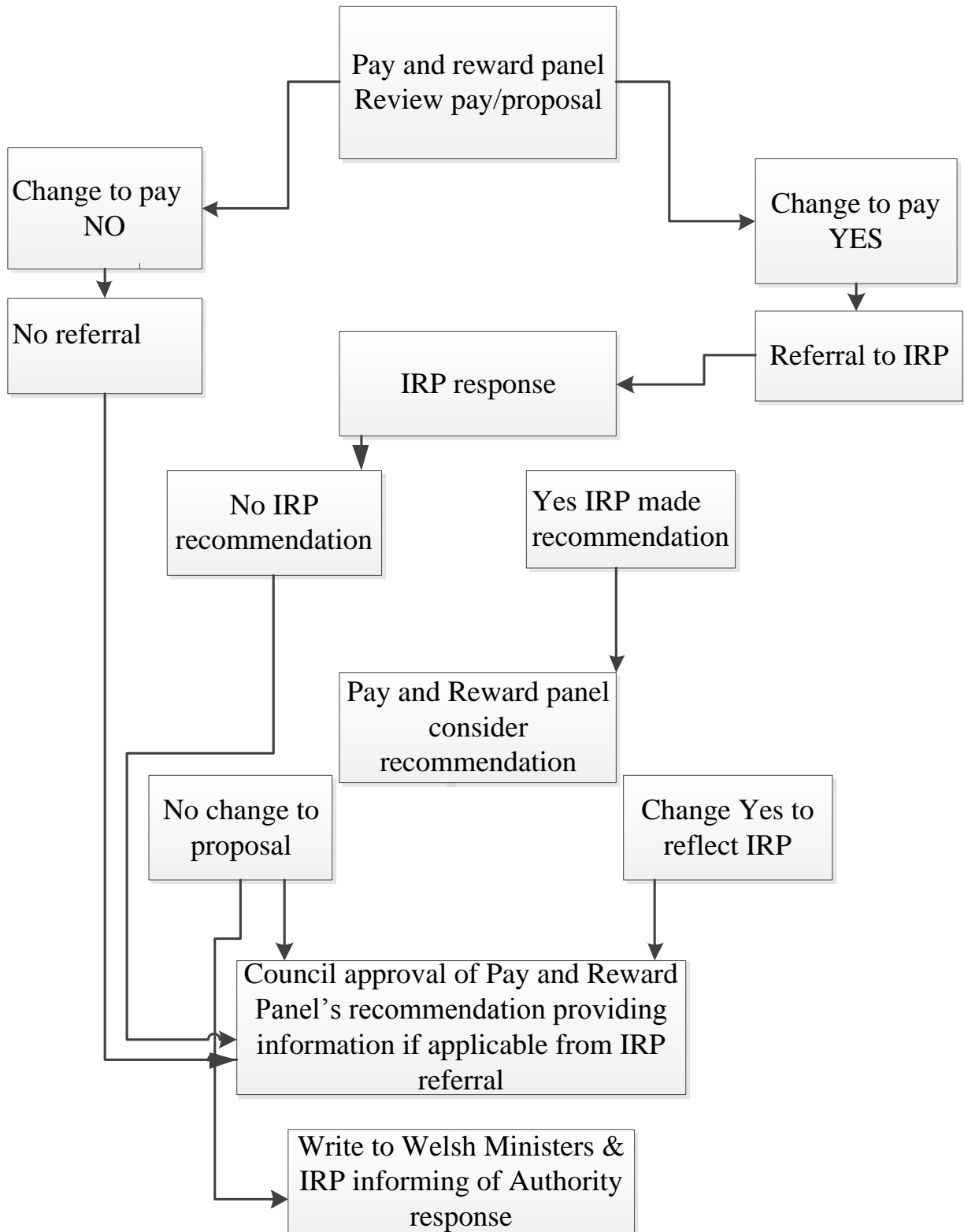
2. Role of the Independent Remuneration Panel (IRP)

2.1 To take a view and make a recommendation on the proposal, the Authority must have regard to the recommendation, they are not obliged to follow it.

2.2 In the event that the Authority does not amend a proposal following the IRP's recommendation, the Authority must notify the Welsh Ministers and the Panel of its response.

If the Welsh Ministers consider that an Authority's response is inconsistent with the Panel's recommendation, the Authority might be subject to a direction from the Welsh Ministers to re-consider the salary.

Process flow Chart



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ELECTION OF COUNTY COUNCILLORS AND TOWN/COMMUNITY COUNCILLORS

TOWN/COMMUNITY –	Electorate	
EXPENSES AS APPROVED BY Denbighshire County Council		
Fees for the general conduct of the election and performance of all duties which a Returning Officer is required to perform under any order or other enactment relating to the election of councillors		
1. RETURNING OFFICER	Contested	Uncontested
For the general conduct of the election and performance of all duties which a Returning Officer is required to perform under any order or other enactment relating to the election of Councillors. For each Electoral Division, Community/Town Council, Community/Town Council Ward	170.00	55.00
2. DEPUTY RETURNING OFFICER		
Deputising for the Returning Officer, attending to receive nomination papers, examining them and adjudicating on their validity; dealing with candidates; notifying candidates of decisions on nominations, publishing statements of persons nominated and attending to receive withdrawals. For each Electoral Division, Community/Town Council, Community/Town Council Ward	115.00	45.00
3. CLERICAL ASSISTANCE		
For each Electoral Division, Community/Town Council, Community/Town Council Ward		35.00
Up to 1,000 electors	85.00	
Up to 2,000 electors	115.00	
Up to 3,000 electors	170.00	
Up to 4,000 electors	225.00	
Over 4,000 electors	280.00	
4. POLLING STATION STAFF	Single Election	Additional Fee for joint election
Presiding Officer	200.00	40.00
Poll Clerk	125.00	25.00
5. CONDUCTING THE COUNT	D.R.O. only	Each Counting Assistant
For each Electoral Division, Community/Town Council, Community/Town Council Ward Count		
Up to 500 electors	45.00	25.00
Up to 1,000 electors	70.00	25.00
Up to 2,000 electors	90.00	30.00
Up to 3,000 electors	115.00	35.00
Up to 4,000 electors	135.00	40.00
Over 4,000 electors	160.00	45.00
Recount costs	NIL	50% of the above fees
6. POSTAL VOTING AND POLL CARDS		
Issue and Receipt of Postal Votes - £62.40 per 100 or part thereof – single issue £62.40 per 75 or part thereof – joint issue Issue of Poll Cards – Purchase and postage costs only		
7. TRAVELLING		
Public transport if available, otherwise inland revenue tax free rate		
8. GENERAL		
Printing, Stationery, Equipment, Postage, Hire of Premises as polling station and similar expenses associated with the conduct of the election		Actual and necessary expenditure
TOTAL PAYABLE		

The staffing rates for local government elections was agreed at the meeting of Denbighshire County Council on 18th November 2003, it was also agreed that the rates would be periodically reviewed with the five other North Wales Authorities to achieve uniformity. The above rates were reviewed by all six North Wales Councils on 11 July 2016.

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Pay policy 2021 - 2022



Pay Policy 2021-22

Approved by	Full Council
Date approved	
Date implemented	
Owner	SV
Review date	31/03/22

Pay policy 2021 - 2022

Version control

This document is subject to regular review due to legislative and policy changes. The latest versions of all our publications can be found on our website. Before contacting us about the content of this document, we recommend that you refer to the most recent version on the website and any relevant guidance.

Version	Date approved	Approved by	Notes / changes
1.0		Full Council	<p>Appendices updated to reflect changes to pay structures following national pay awards for 2021-22</p> <p>7.5.4 updated with current position on Payments on Termination and Recovery of Exit Payments</p> <p>Paragraph 7.4 has been updated with the most recent comparison of the lowest paid against the Chief Executive's salary.</p>

Pay policy 2021 - 2022

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Pay Policy 2020 - 2021

1. Introduction and Purpose

Introduction from the Leader of the Council

At Denbighshire County Council we recognise the public interest in public sector pay and the importance of transparency and accountability in this area.

We are committed to providing equal pay for work of equal value and aim to provide an equitable pay structure for all our employees and workers on various terms and conditions.

This is the ninth Pay Policy Statement that Denbighshire County Council has published and it is part of our continuing commitment to be a fair, equitable and transparent employer.

This document details the practices, processes and culture that we have in place are demonstrating value for money and the role that senior leadership play in service delivery and the delivery of our strategic aims.

As the Leader of the Council, I am committed to ensure that this good work continues.

1.1 This is the 9th annual pay policy statement for the period 1st April, 2021– 31st March, 2022. This pay policy statement provides the framework for decision making on pay, and in particular, decision-making on Senior Pay, under Section 112 of the Local Government Act 1972 the Council has ‘the power to appoint officers on such reasonable terms and conditions as the Council thinks fit’. This Pay Policy statement sets out the Council’s approach to pay in accordance with the requirements of s38 (1) of the Localism Act 2011 which requires English and Welsh Local Authorities to produce and publish a Pay Policy Statement each financial year, detailing:

- a. The Council’s Policies towards all aspects and elements of the remuneration of Chief Officers
- b. Their approach to the publication of and access to information relating to all aspects of the remuneration of Chief Officers
- c. The Council’s Policies towards the remuneration of its lowest paid employees (including the definition adopted and reasons for it)
- d. The relationship between the remuneration of its Chief Officers and other employees.

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1.2 Local Authorities are large complex organisations with multi-million pound budgets. They have a very wide range of functions and provide and/or commission a wide range of essential services. The general approach to remuneration levels may therefore differ from one group of employees to another to reflect specific circumstances at a local, Welsh or UK national level. It will also need to be flexible when required to address a variety of changing circumstances whether foreseeable or not.

1.2.1 Overall funding for councils in Wales, along with most of the public sector in the UK, has reduced continually over a sustained period. As national policies continue to aim to reduce or remove the deficit between government revenues and spending, it is likely that funding for councils in Wales will continue to reduce, over the medium term. At the same time, councils are dealing with significant financial pressures in areas such as social care and education. The council has a medium term financial strategy and robust budget processes but the nature of financial settlements to councils has been unpredictable in recent years and may continue to be due to political change and the potential for uncertainty throughout the process of the UK leaving the European Union.

1.3 Approval of the Pay Policy Statement is required by Full Council as required by the legislation, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time.

2. Legislative Framework

2.1 In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes the

- a. Equality Act 2010
- b. Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000
- c. Agency Workers Regulations 2018 and where relevant, the
- d. Transfer of Undertakings (Protection of Earnings) Regulations

2.2 With regard to the Equal Pay requirements contained within the Equality Act, the Council completed a review to ensure that there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanism which directly relate salaries to the requirements, demands and responsibilities of the role.

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2.3 This policy must be applied consistently to all job applicants or employees regardless of their age, disability, gender reassignment, marital or civil partnership status, race, pregnancy or maternity, religion or belief, sex, sexual orientation or caring responsibilities.

If you require this information in an alternative format please contact Human Resources on 01824 706200

3. Scope of the Pay Policy

3.1 The Localism Act 2011 requires Authorities to develop and make public their Pay Policy on all aspects of Chief Officer Remuneration (including on ceasing to hold office), and that pertaining to the 'lowest paid' in the Council, explaining their Policy on the relationship between remuneration for Chief Officers and other groups. However, in the interests of transparency and accountability the Council has chosen to take a broader approach and produce a Policy covering all employee groups with the exception of School Teachers (as the remuneration for this latter group is set by the Secretary of State and therefore not in Local Council control).

3.2 Nothing within the provisions of the Localism Act 2011 detracts from the Council's autonomy in making decisions on pay that are appropriate to local circumstances and which deliver value for money for local tax payers. However, this Policy will be complied with in setting remuneration levels for all groups within its scope.

4. Broad Principles of our Pay Strategy

4.1 Transparency, accountability and value for money

4.1.1 The Council is committed to an open and transparent approach to pay policy which will enable the tax payer to access, understand and assess information on remuneration levels across all groups of council employees. To this end copies of the following pay scales are included in appendix A – D:

- Employee Pay Scales
- Chief Officer Pay Scales
- Soulbury Pay Scales

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- Youth Workers Pay Scales

and the following documents are available to view on the Denbighshire www.denbighshire.gov.uk

- Early Termination (Discretionary Payments) Policy
- Redundancy Policy
- Market Supplement Policy
- Acting up, Honoraria & Ex Gratia Payments Policy
- Senior Leadership Pay Maintenance Process

4.2 Development of Pay and Reward Strategy

4.2.1 The primary aim of a reward strategy is to attract, retain and motivate suitably skilled staff so that the Council can perform at its best. The biggest challenge for the Council in the current circumstances is to maximise productivity and efficiency within current resources. The Pay Policy then is a matter of striking a sometimes difficult balance between setting remuneration levels at appropriate levels to facilitate a sufficient supply of appropriately skilled individuals to fill the Council's very wide range of posts, and ensuring that the burden on the taxpayer does not become greater than can be fully and objectively justified.

4.2.2 In this context it does need to be recognised that at the more senior grades, in particular, remuneration levels need to enable the attraction of a suitably wide pool of talent (which will ideally include people from the private as well as public sector and from outside as well as within Wales), and the retention of suitably skilled and qualified individuals once in post. It must be recognised that the Council will often be seeking to recruit in competition with other good public and private sector employers.

4.2.3 In addition, the Council is the major employer in the area. As such we must have regard to our role in improving the economic well-being of the people of Denbighshire. The availability of good quality employment on reasonable terms and conditions and fair rates of pay has a beneficial impact on the quality of life in the community as well as on the local economy.

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4.2.4 In designing, developing and reviewing the Pay and Reward Strategy, the Council will seek to balance these factors appropriately to maximise outcomes for the organisation and the community it serves, while managing pay costs appropriately and maintaining sufficient flexibility to meet future needs. This Pay Policy Statement will be reviewed on an annual basis in line with our strategy for pay and approved annually by the Full Council.

4.3 Pay Structure - Pay Spine

4.3.1 The Council uses the nationally negotiated pay spine as the basis for its grading structure. This determines the salaries of the larger majority of the non-teaching workforce, together with the use of other nationally defined rates where relevant.

4.3.2 The national pay award for the period 1st April, 2021 to 31st March 2022 is yet to be agreed, and will be updated in this policy in due course.

The Council agreed for the period 2020/21, that any pay rates falling below the non-statutory Real Living Wage Foundation rate should be increased to be equivalent to the Real Living Wage, and the Council's position would be reviewed each year, upon receipt of the National Pay Agreement.

Grade 1 (Spinal Column Point 1) was uplifted from £9.25 per hour to £9.30 per hour to be equivalent to the Real Living Wage. As the National Pay Bodies are yet to agree the pay rates from 1st April 2021, the Council will review the position of employees receiving less than the November 2020 Real Living Wage amount of £9.50 per hour, once the national position has been agreed.

For Soulbury Staff and Youth & Community Workers a pay award of 2.75% has been agreed for the period 1st September, 2020 to 31st August, 2021. No agreement has been reached for the period 1st September, 2021 – 31st August, 2022 as yet.

For Chief Officers and Chief Executives, the pay award for the period 1st April, 2021 – 31st March, 2022 is yet to be agreed.

4.3.3 All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy.

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4.3.4 New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate.

4.4 Job Evaluation

4.4.1 Job evaluation is a systematic way of determining the value/worth of a job in relation to other jobs within an organisation. It aims to provide analytical scoring and to make systematic comparison between jobs to assess their relative worth for the purpose of establishing a rational pay structure and pay equity between jobs. The Council currently uses the Greater London Provincial Council Job Evaluation Scheme.

4.4.2 The Council undertook a full evaluation and review of pay under Single Status for the non-teaching workforce in terms of Pay & Grading and Terms & Conditions in April 2008 and continues to evaluate any new posts or those that demonstrate a fundamental change in duties.

4.5 Market Supplements

4.5.1 Job evaluation will enable the council to set appropriate remuneration levels based on internal job size relativities within the council. However, from time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity.

4.5.2 Therefore, the Council has a Market Supplements Policy to ensure that the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector. It is the Council's policy that any such additional payments be kept to a minimum and be reviewed on a regular basis so that they can be withdrawn where they are no longer considered necessary.

4.6 Acting up, Honoraria & Ex Gratia Payments

4.6.1 There may be occasions when an employee is asked to carry out additional duties to those of their substantive post for a period of time. In such circumstances an additional payment may be made in line with the Council's policy on Acting Up, Honoraria & Ex Gratia Payments.

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4.7 Pay and Performance

4.7.1 The Council expects high levels of performance from all employees and has a Performance Management Process in place to monitor, evaluate and manage performance on an ongoing basis.

Where unsatisfactory performance is identified, through performance management, increments can be withheld.

4.7.2 The Council does not use bonus schemes for any member of staff.

5. Chief Officer Remuneration

5.1 Definitions of Chief Officer & Pay Levels

5.1.2 For the purposes of this statement, 'Chief Officers' are as defined within S43 of the Localism Act. The posts falling within the statutory definition of S43 of the Localism Act are set out below:

- a. Chief Executive
- b. Corporate Directors
- c. Heads of Service

The current definition for senior posts is classed as:-

- Salaries in excess of £100,000 or;
- The head of body's paid service;
- Its monitoring officer;
- A statutory chief officer;
- A non-statutory chief officer;
- A deputy chief officer;
- An executive director; and
- A senior manager with or without board level responsibility who reports directly to the head of the body

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5.1.3 Welsh Government amendments to the Local Authorities (Standing Orders) (Wales) Regulations 2006 effective from 1st July 2014 introduced a new requirement that:

“The relevant authority must determine the level, and any change in the level, of the remuneration to be paid to a chief officer”

The impact of this amendment is that all changes to Chief Officer pay must be approved by the Council, not just those which are determined locally.

5.2 Pay Award

5.2.1 The Council employs Chief Officers under JNC terms and conditions which are incorporated in their contracts. The JNC for Chief Officers negotiates on national (UK) annual cost of living pay increases for this group, and any award of the same is determined on this basis. Chief Officers employed under JNC terms and conditions are contractually entitled to any national JNC determined pay rises and this Council will therefore pay these as and when determined in accordance with current contractual requirements following the recommendations made by the Independent Remuneration Panel for Wales.

5.2.2 The Chief Executive Officer is the senior officer who leads and takes responsibility of the organisation. The council has a turnover of £406 million (£331 million revenue and £75 million capital) and is responsible for a wide range of services employing some 4700 staff. The role of Chief Executive Officer is a full time appointment. Postholders are selected on merit, against objective criteria, following public advertisement. The current Chief Executive paid an incremental scale of 3 points for 2020/2021 from £132,254 - £136,312 per annum.

The Chief Executive may receive additional payments for any of the elections where they are Returning Officer. Details of the Chief Executive's pay and any additional payments can be found in the remuneration report in the Annual Statement of Accounts.

The notice period for this post is 3 months.

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5.3 Pay review for Chief Officers

5.3.1 A Remuneration Panel convenes to determine the pay and reward for the Council's Senior Leadership Team which consists of the Chief Executive, Directors and Heads of Service.

The scope of the panel is to:-

- Make recommendations on senior pay and reward issues to Council, ensuring consistency, transparency and accessibility.
- Make recommendations on the management of and structure of senior pay and reward, and grounds for pay progression. The terms of reference for the Remuneration Panel are included in Appendix E.

5.3.2 With effect from 1st April, 2016 a new pay structure was implemented for Chief Officers following a full review of Corporate Director and Chief Officer posts, which was required to ensure that Denbighshire County Council were able to recruit and retain key Senior Leadership Team members. The Chief Officer posts were evaluated under HAY by HAY consultants to ensure that the reward is commensurate with the responsibility and role, this rank order was then considered in line with market data and a new pay structure developed and implementing following agreement with the Remuneration Panel and Full Council.

Any subsequent minor changes to the senior leadership teams roles will be considered in line with the Senior Leadership Pay Maintenance Process, however a biannual review of the whole structure will take place ensuring the structure is fit for purpose and meets the needs of the Council at that time. Any major changes to Senior Leadership Pay must now be submitted to the Independent Remuneration Panel for Wales who will consider any documents pertaining to the changes, their role is to ensure transparency and fairness, they also have the remit to make recommendations they see fit in relation to any submissions. Further details of this process can be found in Appendix E

5.4 Honorarium

5.4.1 There are occasions when it is necessary for a Head of Service to carry out additional duties over and above their substantive post for a period of time. This would normally be to cover for a long term

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absence; following a restructuring whereby responsibility for additional services has been given to the Head of Service; or responsibility for a large project outside of their normal portfolio.

5.4.2 In such circumstances, the Chief Executive can award an honorarium of up to 15% of the Head of Service's substantive pay for a maximum period of 12 months. Any honorarium which exceeds 12 months will need to be considered by the remuneration panel and recommended to Full Council.

5.4.3 The pay policy is intended to provide Council approval for such payments to be made with the responsibility of when they are made delegated to the Chief Executive where the criteria is met. Such payments to be limited to the period until the Remuneration Committee is able to consider whether any permanent change to salary is required or until these additional responsibilities cease, whichever is the sooner.

5.5 Recruitment of Chief Officers

5.5.1 In accordance with the Standing Orders (Wales) Amended Regulations 2014, there is a requirement for posts with salaries of more than £100k and which are for the duration of 12 months or more, to be advertised externally.

5.5.2 The Council's Policy and Procedures with regard to recruitment of Chief Officers is contained within the Officer Employment Procedure Rules as set out in Section 11 of the Constitution. The determination of the remuneration to be offered to any newly appointed Chief Officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment. The salary level on appointment for the Chief Executive is determined by full Council.

Where it is deemed necessary to pay a market supplement, this will be advised through market research and agreed by the Special Appointments Panel prior to recruitment.

5.5.3 Where the Council remains unable to recruit Chief Officers under a contract of service, or there is a need for interim support to provide cover for a vacant substantive Chief Officer post, the Council will, where necessary, consider and utilise engaging

individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition in

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securing the relevant service. The Council does not currently have any Chief Officers engaged under such arrangements.

5.6 Additions to Salary of Chief Officers

5.6.1 The Council does not apply any bonuses to its Chief Executive or Chief Officers.

5.6.2 The Council does pay all reasonable travel and subsistence expenses on production of receipts and in accordance with JNC conditions and other local conditions.

5.6.3 The cost of membership of one professional body is met by the Council.

5.6.4 The Chief Executive's Job Description includes his role as Returning Officer for Local Government Elections. The Council's fees for payment to its Returning Officer for elections duties can be found in appendix F.

5.7 Payments on Termination

5.7.1 The Council's approach to statutory and discretionary payments on termination of employment of Chief Officers (and all other employees), prior to reaching normal retirement age, is set out within its Early Termination of Employment (Discretionary payments) & Redundancy Policy in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006. This is in respect of a redundancy payment being based on actual weekly earnings (Regulation 5) and when an enhanced redundancy payment of up to 45 weeks' pay would be granted (Regulation 6). Regulations 12 and 13 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007 do not apply as the Council does not increase the total membership of active members (Regulation 12) or award additional pension (Regulation 13).

5.7.2 The Council's severance and retirement schemes are applied equally and fairly to all staff their age, disability, gender reassignment, marital or civil partnership status, race, pregnancy or maternity, religion or belief, sex, sexual orientation or caring responsibilities and are implemented in accordance with the regulations of the relevant pension schemes. These will be published on the Council's website as part of the Council's conditions of service policies.

Pay Policy 2020 - 2021

5.7.3 The Council ensures that all payments are made in accordance with H.M.R.C legislation and utilises the services of a professional tax advisor where there is a requirement for more detailed specialist advice or to assist should an H.M.R.C compliance audit be undertaken. The use of these outside tax advisors is now shared collaboratively with a neighbouring Council ensuring a joint best practice and cost effective service.

Employment Status is regularly checked and the Council will only class someone as self-employed where there is no question of doubt. Individuals who have previously regularly been treated as self-employed with other authorities, have been paid under P.A.Y.E. by Denbighshire, this is where we have not been fully convinced of their self-employment status.

5.7.4 The Welsh Government recommends that the council should offer full council the opportunity to vote before large severance packages beyond £100,000 are approved for staff leaving the organisation. Members must be made aware of any statutory or contractual entitlements due to the employee and the consequences of a non-approval by Council, in which failure to fulfil statutory or contractual obligation may enable the employee to claim damages for breach of contract.

6. Publication

6.1 This statement will be published on the Council's Website. In addition, for posts where the full time equivalent salary is at least £60,000, as required under the Accounts and Audit (Wales) (Amendment) Regulations 2010, the Council's Annual Statement of Accounts will include a note setting out the total amount and detail payments to Corporate Directors and Chief Executive Officer.

7. Pay Relativities within the Council

7.1 The lowest paid persons employed under a Contract of Employment with the Council are employed on full time [37 hours] equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure. As at 31 March, 2021, this was £17,943. The Council employs Apprentices [and other such Trainees] who are not included within the definition of 'lowest paid employees' as they are not employed under Contracts of Employment.

7.2 The relationship between the rate of pay for the lowest paid and Chief Officers is determined by the processes used for determining pay and grading structures as set out earlier in this Policy Statement.

Pay Policy 2020 - 2021

7.3 The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2010). The Hutton Report was asked by Government to explore the case for a fixed limit on dispersion of pay through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The report concluded that the relationship to median earnings was a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the Council's workforce.

7.4 The current pay levels within the Council define the multiple between the lowest paid (full time equivalent) employee and the Chief Executive as 1:7.6 and; between the lowest paid employee and average Chief Officer as 1:5.2 The multiple between the average full time equivalent earnings for contract staff (excluding teachers) and the Chief Executive is 1:5.7 and; between the average full time equivalent earnings and average Chief Officer is 1:3.9

7.5 As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

8. Accountability and Decision Making

8.1 In accordance with the Constitution of the Council, the Council is responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council.

9. Re-employment

9.1 Staff who, upon leaving the employment of the Council, receives any form of compensation payment for loss of office, will not be re-employed in any capacity by the Council for the duration of the compensation payment. e.g. If a member of staff receives 20 weeks redundancy payment, they cannot be re-employed by the Council for 20 weeks after the termination date. This includes those employed in schools but excludes those employed on School Teachers Conditions of Service.

Pay Policy 2020 - 2021

9.2 Staff who, upon leaving the employment of the Council, receive a pension for which the Council incurred additional costs, cannot be re-employed in a similar area of work within the Council during the first 12 months without authorisation by CET. Where authorisation is given, the individual is still subject to 9.1 above if they have received a compensation payment and will only be allowed to commence work after the compensation period ends. This would also apply to the appointment of previously employed staff as consultants. This includes those employed in schools but excludes those employed on School Teachers Conditions of Service.

10. Reviewing the Policy

10.1 This Policy outlines the current position in respect of pay and reward within the Council. The Policy will be reviewed annually in line with market forces and reported to Council.

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Pay & Reward Policies

Wellbeing Impact Assessment Report

This report summarises the likely impact of a proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	358
Brief description:	The application of Pay & reward Policies -Travel Policy - Acting Up, Honoraria and Ex Gratia Policy - Early Termination of Employment Policy - Flexible Retirement Policy - LGPS Discretions & Banding Policy - Standby, Oncall and Sleeping In Policy - Market Supplement Policy - Model School Pay Policy - Pay Policy Statement
Date Completed:	09/01/2018 15:30:59 Version: 1
Completed by:	Sophie Vaughan
Responsible Service:	Legal, HR & Democratic Services
Localities affected by the proposal:	Whole County,

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach

Could you do more to make your approach more sustainable?

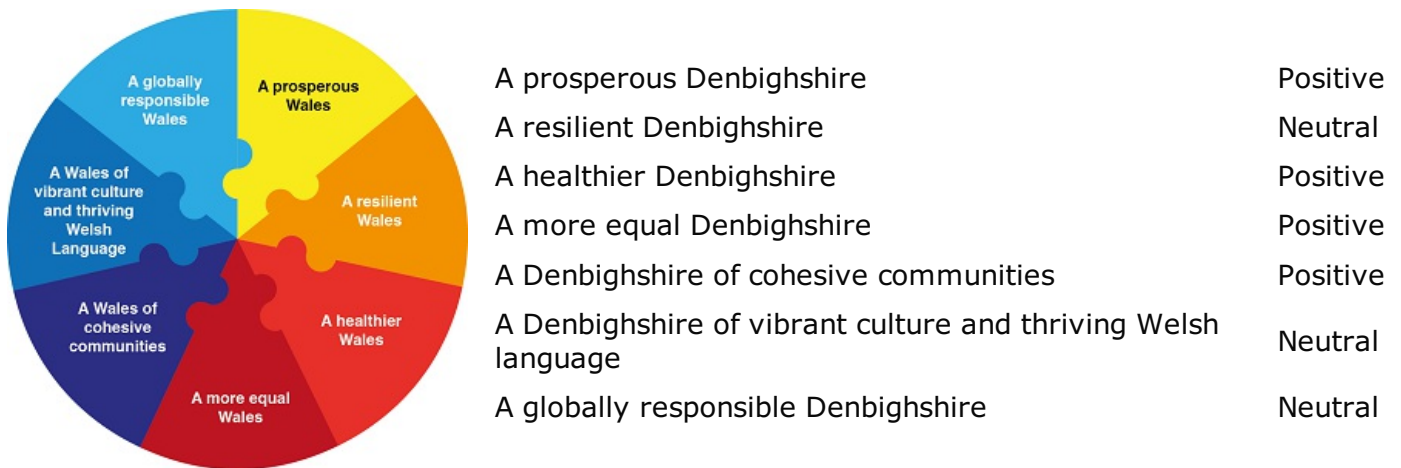


(2 out of 4 stars)

Actual score : 16 / 24.

Summary of impact

Wellbeing Goals



Main conclusions

That fair and equitable Pay and Reward Policies contribute to the Wellbeing of our communities

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact	Positive
Justification for impact	As above

Positive consequences identified:

Travel and Subsistence Policy encourages use of pool cars, car sharing and alternative methods of holding meeting (Jabber, Webcam, Skype) Encourages home working rather than travel. This in turn reduces the carbon footprint of the County.

Providing policies that allow for competitive rates of pay and employment practices encourage employees who reside in Denbighshire to stay in the local area, which will keep the money in the County and improve the economy and attract new businesses. This will also attract and retain people from other areas to work and live in the County

Pay and Reward Policies provide a means of attracting and retaining staff for the long term by providing fair and equitable employment

Unintended negative consequences identified:

The encouragement of alternative methods of travel i.e. buses, could mean that we are less time efficient as a Council. Home working can mean that there is less spend in local petrol stations Home working also means that there is less local spend in the towns where offices are located i.e. lunches

Restrictions in the budget of DCC mean that the favourable terms and conditions mean that we can employ less staff than and potentially cheaper to contract out to employers

Mitigating actions:

By minimising the negatives this can negatively impact the positives and vice versa.

A resilient Denbighshire

Overall Impact	Neutral
Justification for impact	As above

Positive consequences identified:

By encouraging different methods of transport for meetings, such as pool cars, buses, car share and alternative ways of meeting such as jabber, skype etc, the fuel consumption of the County will reduce. Also the energy used in the Council offices.

Unintended negative consequences identified:

Less spend in local petrol stations, which impacts on the economy. Use of power in employees homes may increase due to increased home working

Mitigating actions:

None Applicable

A healthier Denbighshire

Overall Impact	Positive
Justification for impact	As above

Positive consequences identified:

By providing fair pay enables people to invest in their physical and mental wellbeing, through diet and exercise and social interaction through work.

By providing fair pay it allows employees to access and choose to purchase good quality, healthy food.

By providing fair pay and the opportunities to manage work life balance through Flexible Retirement, employees can choose to go to the gym or partake in other leisure and social activities

By providing fair pay enables people to invest in their mental wellbeing, through financial wellbeing, diet and exercise and social interaction through work.

By working some employees may choose to take on private medical insurance

Unintended negative consequences identified:

The use of disposable income could be used for risk taking behaviours

The use of disposable income could be used for purchasing unhealthy food e.g. take away restaurants

The use of disposable income could be used for risk taking behaviours

Mitigating actions:

Our risk is people making poor decisions, which could be tackled through education of employees

A more equal Denbighshire

Overall Impact	Positive
Justification for impact	As above

Positive consequences identified:

All Pay and Reward policies are written to comply with equality legislation

Providing fair terms and conditions and pay in employment and good pension can assist in addressing health inequalities in the area over the long term

Providing fair terms and conditions and pay in employment and good pension can assist in tackling poverty in the area over the long term

Unintended negative consequences identified:

Mitigating actions:

None Applicable

Overall Impact	Positive
Justification for impact	As Above

Positive consequences identified:

If poverty is reduced by fair pay, then this will have a positive impact on communities and individuals by making them safer

Fair pay policies could increase the amount of disposable income being spent in the area, which could mean businesses are more attracted to the area reducing empty buildings etc.

Unintended negative consequences identified:

Mitigating actions:

Not Applicable

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact	Neutral
Justification for impact	N/A

Positive consequences identified:

Unintended negative consequences identified:

Mitigating actions:

N/A

A globally responsible Denbighshire

Overall Impact	Neutral
Justification for impact	N/A

Positive consequences identified:

Unintended negative consequences identified:

Mitigating actions:

N/A

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Report to	Council
Date of meeting	18 May 2021
Lead Member / Officer	Councillor Richard Mainon / Democratic Services Manager
Report author	Steve Price, Democratic Services Manager
Title	Annual Review of Political Balance and Appointment of Scrutiny Chairs

1. What is the report about?

This report contains information and requests decisions on committee-related issues.

2. What is the reason for making this report?

As the new municipal year starts in May it is appropriate for Council to consider changes in political balance in accordance with statutory requirements.

3. What are the Recommendations?

3.1. That Council appoints the chair and membership of the Democratic Services Committee for the 2021 / 2022 municipal year; and

3.2. That Council considers the political balance arrangements for the allocation of committee seats.

4. Report details

Annual Review of Political Balance

4.1. The Local Government and Housing Act 1989 and supporting Regulations make provision for political balance in the membership of the Council to be reflected in the membership of the Council's committees (though Cabinet is not covered by this requirement in the Act).

- 4.2. The members of the Council are divided into different political groups, a group being two or more councillors who sign a notification to the authority declaring that they wish to be recorded as being a member of a particular group. The Council has an obligation to ensure that the number of seats on certain committees (these are identified by statute) are allocated to each political group in the same proportion as the number of members within a group to the membership of the Council. For example, if Group A's membership represents a third of the members of the Council, then Group A would be allocated a third of the seats on the committees that have to be politically balanced. This requirement can be set aside but only if no member of the Council votes against doing so.
- 4.3. The Council is required to consider at least annually how the membership of its committees relates to the size of the groups. The current political balance figures and membership of the committees are shown in appendixes 1 and 2 respectively.

Democratic Services Committee

- 4.4. Section 11 of the Local Government (Wales) Measure 2011 requires the Council to appoint a committee to review the adequacy of provision by the authority of staff, accommodation and other resources to discharge democratic services functions, and to make reports and recommendations to the authority in relation to such provision.
- 4.5. The members of the Democratic Services Committee must be appointed by Full Council. There are to be no co-opted members. Under the Measure there may be no more than one member of the Cabinet on the Committee (who cannot be the Leader), but Council in May 2012 decided that the membership would be 11 councillors and would not include members of the Cabinet.
- 4.6. The Committee must be politically balanced and Council must appoint its chair who must not be a member of any of the political groups represented on the Cabinet. For Denbighshire, this means that the chair will be a member of the Labour or Plaid Cymru groups. Councillor Alan James has fulfilled the role of Chair of the committee until today's Council meeting, but a new committee chair will need to be appointed on Councillor James' election as Chair of Council.
- 4.7. The current membership of the Democratic Services Committee is shown on appendix 2.

Appointment of the Chairs of Scrutiny Committees

4.8. According to the principles for allocating Scrutiny chairs in the 2011 Local Government (Wales) Measure the Groups represented in the Cabinet (Independents and Conservatives) will be entitled to 1 of the 3 scrutiny chairs, and it will be for those groups to decide amongst themselves which of their eligible members will be a chair. The Labour and Plaid Cymru Groups are entitled to appoint 1 scrutiny chair each.

4.9. Neither the Measure nor the associated statutory guidance make provisions for changing or re-appointing scrutiny chairs, except where the political make-up of Cabinet changes or where a scrutiny chair is vacated for some reason. The appointment of chairs for the new municipal year is therefore a matter for the political groups to consider and to report any changes.

5. How does the decision contribute to the Corporate Priorities?

5.1. Political balance arrangements are central to the democratic and committee systems which are essential elements of the Council's governance arrangements, including the Council's corporate priorities.

6. What will it cost and how will it affect other services?

6.1. There are no identified costs arising from the recommendations in this report to undertake an annual review of the allocation of committee seats according to political balance requirements.

7. What are the main conclusions of the Well-being Impact Assessment?

7.1. A Well-being Impact Assessment is not required for this report.

8. What consultations have been carried out with Scrutiny and others?

8.1. Council and the political groups within the Council are being consulted on the issues raised in this report.

9. Chief Finance Officer Statement

9.1. There are no additional costs arising from the recommendations in this report.

10. What risks are there and is there anything we can do to reduce them?

10.1. Failure to review the membership of committees would be detrimental to the Council's governance arrangements and contrary to statutory requirements

11. Power to make the decision

11.1. Local Government and Housing Act 1989; Local Government (Wales) Measure 2011; Section 111 Local Government Act 1972

Political Balance Position

Updated 4 May 2021

The tables below summarise the position for each of the committees. The third column headed *Political Balance* shows the actual number of seats each Group is entitled to have on the committee.

Changes to committee memberships can occur at any time and the Groups are encouraged to ensure that each committee has a full contingent of members throughout the year. A general review of the political balance of the committees is undertaken annually to re-balance committees for the start of the new municipal year in May.

Cabinet	Current Membership	Political Balance
Labour	0	N/A
Independent	4	N/A
Conservative	4	N/A
Plaid Cymru	0	N/A
<p>Comments:</p> <p>The Council's Constitution had offered seats on Cabinet to every political group with 5 or more members, with seats allocated in proportion to the size of the group. In February 2019 Council amended the Constitution by removing the requirement for Cabinet to be politically balanced, allowing the Leader to appoint Cabinet members without applying the rules of political balance.</p> <p>Action: None</p>		

Governance & Audit Committee	Current Membership	Political Balance
Labour	2	1 or 2
Independent	1	1 or 2
Conservative	2	2
Plaid Cymru	1	1
<p>Comments: The membership of the Governance and Audit Committee (previously the Corporate Governance and Audit Committee) is 6 councillors politically balanced plus a lay member.</p> <p>The constitutional requirement for the Vice Chair of Council to sit on the Corporate Governance committee and the restriction prohibiting Corporate Governance Committee members from being members of a Scrutiny Committee were removed with the adoption of the new Council constitution.</p> <p>Members of the committee may not be Chair of Council or a Cabinet member.</p> <p>Currently, the Labour and Independent Groups have the same number of members with 11 in each Group.</p> <p>Action: None required but see the comment above regarding the Labour and Independent Groups.</p>		

Communities Scrutiny Committee	Current Membership	Political Balance
Labour	3	3
Independent	2	3
Conservative	4	3
Plaid Cymru	2	2
Comments: Actions: Independent Group to nominate 1 member following which the Conservative Group to withdraw 1 member.		

Partnerships Scrutiny Committee	Current Membership	Political Balance
Labour	3	3
Independent	2	3
Conservative	4	3
Plaid Cymru	2	2
Comments: Actions: : Independent Group to nominate 1 member following which the Conservative Group to withdraw 1 member		

Performance Scrutiny Committee	Current Membership	Political Balance
Labour	3	3
Independent	2	3
Conservative	4	3
Plaid Cymru	2	2
Comments: Action: Independent Group to appoint 1 member. Following which the Conservative Group to withdraw 1 member.		

Planning Committee	Current Membership	Political Balance
Labour	4	5
Independent	5	5
Conservative	7	7
Plaid Cymru	4	4
<p>Comments: Welsh Government Regulations in 2017 mean that two members representing the same ward cannot both sit on the Planning Committee at the same time. Council agreed in May 2017 for Group Leaders to be given the responsibility for resolving multi-member ward nominations and if there is a failure to agree a single nomination none of the nominations would be accepted onto the Committee.</p> <p>Actions: The Labour Group to nominate 1 additional member. For multi-member ward councillors this is to be in consultation with the other groups to comply with the 2017 Regulations.</p>		

Licensing Committee	Current Membership	Political Balance
Labour	3	3
Independent	3	3
Conservative	3	3
Plaid Cymru	2	2
<p>Comments:</p> <p>Actions: None.</p>		

Democratic Services Committee	Current Membership	Political Balance
Labour	3*See Comments	3
Independent	1	3
Conservative	4	3
Plaid Cymru	2	2
<p>Comments: Upon the election of Councillor Alan James as Chair of Council on the 18th May 2021, the Labour Group will have a vacancy on the committee.</p> <p>Actions: (i) Independent Group to nominate 2 members, following which the Conservative Group to withdraw 1 member. (ii) *Following Councillor James' election as Chair of Council the Labour Group to nominate a replacement member to this committee.</p>		

Welsh Language Steering Committee	Current Membership	Political Balance
Labour	2	3
Independent	2	3
Conservative	3	3
Plaid Cymru	2	2
<p>Comments: This Committee was established by full Council on the 6 December 2016.</p> <p>The membership of this committee is 11 councillors, politically balanced, and where possible to include the lead Cabinet member with responsibility for Welsh language issues (the lead member will count towards the political balance calculation). The aim of the Committee is to provide a public forum and steer to support the Welsh language strategy in Denbighshire.</p> <p>Councillor Huw Hilditch-Roberts is the lead member for the Welsh Language and a member of the committee.</p> <p>Actions: Labour Group and Independent Group to appoint 1 member each.</p>		

Joint Consultative Committee for Health and Safety and Employee Relations	Current Membership	Political Balance
Labour	2	1 or 2
Independent	1	1 or 2
Conservative	2	2
Plaid Cymru	1	1
<p>Comments: This is an internal consultative forum of employer and trade union representatives on staffing and health and safety issues. Council on the 28th March 2019 abolished LJCC and the Corporate Health, Safety & Welfare Committee replacing it with the JCC for HSER.</p> <p>The employer-side membership is 6 elected councillor members appointed on a politically balanced basis, including at least one Cabinet Member (preferably with responsibility for HR and / or health and safety matters), plus two Officers. These Officers to be the Chief Executive or Corporate Director and the Head of HR.</p> <p>Currently, the Labour and Independent Groups have the same number of members with 11 in each Group.</p> <p>Action: No further action required but see the comment above regarding the Labour and Independent Groups.</p>		

Standing Advisory Council for Religious Education (SACRE)	Current Membership	Political Balance
Labour	2	2
Independent	0	2
Conservative	2	2
Plaid Cymru	1	2
<p>Comments: This committee is a statutory committee advising on RE provision in schools.</p> <p>Action: Independent Group to appoint 2 members. Plaid Cymru Group to appoint 1 member.</p>		

Conwy & Denbighshire Public Services Board Joint Scrutiny Committee	Current Membership	Political Balance
Labour	2	2
Independent	2	2
Conservative	3	2
Plaid Cymru	1	2
<p>Comments: This formal joint Scrutiny committee with Conwy establish in October 2018 has 16 non-Cabinet members with 8 members from each council.</p> <p>Action: Plaid Cymru Group to appoint 1 member, following which the Conservative Group to withdraw 1 member.</p>		

Appeals and complaints Committee	Current Membership	Political Balance
Labour	3	3
Independent	2	3
Conservative	3	3
Plaid Cymru	2	2
<p>Comments: This appeal 'committee' is a pool of members which could be called upon in exceptional circumstances where it was felt that a panel involving members would be appropriate, for example in relation to appeals relating to schools.</p> <p>Actions: None.</p>		

POLITICAL GROUPS AND GROUP LEADERS - FEBRUARY 2019

Labour (11)	Independent (11)	Conservative (15)	Plaid Cymru (10)
Blakeley, Brian	Evans, Hugh	Davies, Gareth	Ap Gwynfor, Mabon
Butterfield, Joan (Group Leader)	Evans, Peter	Davies, Ann	Davies, Meirick Lloyd
Chamberlain-Jones, Jeanette	Feeley, Bobby	Flynn, Tony	Hughes, Alan
Chard, Ellie	Hilditch-Roberts, Huw	Flynn, Rachel	Kensler, Gwyneth
James, Alan	Lloyd-Williams, Geraint	Holland, Martyn (Group Leader)	Penlington, Paul
Jones, Pat	Mile, Melvyn	Irving, Hugh	Roberts, Arwel
Mellor, Barry	Parry, Merfyn	Jones, Brian	Swingler, Glenn
Murray, Bob	Welch, Joe (Group Leader)	Jones, Tina	Thomas, Rhys (Group Leader)
Prendergast, Peter	Williams, David	Mainon, Richard	Williams, Eryl
Timms, Graham	Williams, Huw	Marston, Christine	Wynne, Emrys
Williams, Cheryl	Young, Mark	Sampson, Anton	
		Scott, Peter	
		Thomas, Tony	
		Thomas, Andrew	
		Thompson-Hill, Julian	

Report to	County Council
Date of meeting	18 May 2021
Report author	Scrutiny Chairs and Vice-Chairs Group/Rhian Evans, Scrutiny Co-ordinator
Presented by	Councillor Graham Timms (Chair of the Scrutiny Chairs and Vice-Chairs Group)
Title	Annual Report of the Council's Scrutiny Committees 2020/21

1. What is the report about?

The Scrutiny Committees' Annual Report to Council for 2020/21

2. What is the reason for making this report?

- 2.1 To present to Council the Scrutiny Committees' annual report on their activities during 2020/21.
- 2.2 To comply with Section 7.4.4 of the Council's Constitution which stipulates that scrutiny committees must report annually to full Council on their work and make recommendations for future work programmes and amended working methods if appropriate.

3. What are the Recommendations?

That Council considers the Annual Report of the Scrutiny Committees for 2020/21 and comments accordingly.

4. Report details

- 4.1 The Constitution of Denbighshire County Council stipulates that the Authority's Scrutiny Committees will report annually on their activities during the year to County Council.
- 4.2 This year's Annual Report is attached at Appendix 1. It provides the reader with a brief introduction on what scrutiny is and how scrutiny operates, along with an overview of the work the committees and their members have undertaken during the course of the year. It also includes information on how residents can participate and contribute to the scrutiny process. Upon approval the report will be translated and be made available on the Council's website.
- 4.3 The report outlines Scrutiny's important role in relation to supporting the Council's work to deliver its corporate priorities and Corporate Plan, including its regular monitoring of the Plan's delivery. As in previous years the Scrutiny Committees during 2020/21 have undertaken a mix of pre-decision and post-decision scrutiny, with individual committees focussing their work on a number of specific areas, such as corporate performance, the effectiveness of partnership arrangements in delivering services, and community and economic benefit.
- 4.4 However, 2020/21 was not a normal year. From mid-March until early September 2020 all but urgent Council decision-making was suspended due to the COVID-19 pandemic. Scrutiny committees, like other Council committees were unable to hold meetings to conduct their business until secure virtual meeting platforms were established.
- 4.5 As the effects of the pandemic permeated into every aspect of daily life all scrutiny committee work programmes required to be reviewed to evaluate their relevance in post-pandemic Denbighshire. To facilitate this the Scrutiny Chairs and Vice-Chairs Group (SCVCG) devised a way forward which combined examining Council services' recovery plans from responding to the pandemic with the scrutiny committees' priorities pre-COVID. The attached report describes how this task was undertaken and the outcomes from it.
- 4.6 The SCVCG felt that it was important for scrutiny committees to focus on examining the various COVID-19 recovery plans during their first meetings, as these would form

the foundation for Scrutiny's work and priority areas going forward. Learning lessons from responding to the pandemic would be key for devising or adapting policies and services that would be fit for the future. Details of the COVID-19 recovery priorities examined by Scrutiny can be found in the 'Scrutiny and the COVID-19 pandemic' section of the report.

- 4.7 Once satisfied that the Council's corporate priorities were still relevant for the remainder of the Council's term, Scrutiny continued with its regular monitoring of the Authority's performance in delivering those priorities. It also rescheduled all relevant outstanding items of business listed on the committees' forward work programmes pre the pandemic on to the committees' future forward work programmes. Details of those topics examined to date can be found in the sections on the individual committees within the report. The remainder of the subject areas will be examined during the final year of the Council's term of office.
- 4.8 Public engagement and encouraging residents to interact with Scrutiny has always been challenging, although in recent years the number of requests received have increased. Nevertheless, it came as no surprise that in 2020/21 Scrutiny only received one request from a member of the public for an item to be scrutinised. This related to a specific COVID-19 Active Travel Scheme in one of the county's towns. In line with its strategic approach for examining matters the SCVCG decided to focus the scrutiny of this topic on the process followed for developing and implementing these schemes across the county.
- 4.9 As life slowly returns to some form of normality the SCVCG hopes that the number of requests received from residents for Scrutiny to examine matters will increase. All county councillors are asked to draw residents' attention to the method for requesting Scrutiny to examine matters of concern to them. The relevant Scrutiny proposal form can be found at the back of the attached Annual Report or on the Council's website by following this link: [Public Scrutiny Request Form](#)
- 4.10 When considering a request for a topic to be scrutinised, be the request from a councillor, an officer or a member of the public, the Scrutiny Chairs and Vice-Chairs Group (SCVCG) applies the following criteria to determine whether the item merits scrutiny:
- is it a matter of public interest?

- does Scrutiny have the ability to influence or change things?
- does it relate to an underperforming service?
- does the matter affect a large number of residents or a large geographical area?
- is anyone else looking at it?

4.11 As well as information on the work of Denbighshire's own scrutiny committees the report also contains an update on the work of the Joint Overview and Scrutiny Committee (JOSC) established by Conwy and Denbighshire councils to examine the work of the Conwy and Denbighshire Public Services Board (PSB). Information is also contained within the report on the work of the various task and finish groups established by the Scrutiny Committees, including details of new task and finish groups established towards the end of the 2020/21 Council year.

4.12 Despite the problems encountered as a result of the pandemic Scrutiny did manage to continue with its practice of inviting partner organisations to meet with committee members to examine how services and outcomes for residents can be improved through effective partnership working. Amongst those who attended during 2020/21 were Natural Resources Wales (NRW), Dŵr Cymru Welsh Water (DCWW) and the North Wales Economic Ambition Board (NWEAB). Whilst the Welsh Government's Deputy Minister for Economy and Transport was unable to accept an invitation to attend a Scrutiny Committee meeting to discuss the COVID-19 Active Travel Scheme funding, he did provide written evidence to the Committee for consideration. The Health Board of course had to give priority to responding and managing the public health situation, therefore meetings involving representatives from Betsi Cadwaladr University Health Board (BCUHB) had to be rescheduled. Health Board representatives will be attending Scrutiny early in the new municipal year and periodically throughout the remainder of the Council's term of office.

4.13 Scrutiny is expected to evidence the outcomes of its work. Generally, this is not as straight forward as it sounds as a lot of Scrutiny's work, particularly its pre-decision work, forms part of the larger picture in improving policies and services to residents. However, this year it is pleasing to report that the results of Scrutiny's efforts in the wake of the Llantysilio Mountain fire in 2018 have been realised. One of the recommendations that stemmed from Scrutiny's review into the fire and its impact on the area was a recommendation that a Moorland Management Officer post be created. An officer was appointed to this post in early 2021. As well as delivering the objectives laid out in the Scrutiny report this officer will also now have an

important role to play in supporting aspects of the Council's Climate and Ecological Change Strategy. This is a clear example of what detailed, effective scrutiny can achieve and the added value it can provide corporately.

5. How does the decision contribute to the Corporate Priorities?

Effective scrutiny will assist the Council to deliver its corporate priorities in line with community needs, residents' wishes and within budget.

6. What will it cost and how will it affect other services?

6.1 The publication of the Annual Report forms part of the regular committee reports despatch to county councillors and other recipients, therefore there are no additional costs entailed with its publication. The Annual Report upon approval will be available on the Council's intranet and website.

6.2 Any costs incurred with respect of the work of task and finish groups will be met from within existing budgets

7. What are the main conclusions of the Well-being Impact Assessment?

A Well-being Impact Assessment (WBIA) is not required for this report as no decision or change of policy is being sought. The Annual Report is presented solely to inform councillors and residents of the Scrutiny Committees' work during the preceding twelve months and as a means of outlining potential future areas of work.

8. What consultations have been carried out with Scrutiny and others?

Members of the Scrutiny Chairs and Vice-Chairs Group (SCVCG) have been involved with the process of drafting the Annual Report and its proposed contents.

9. Chief Finance Officer Statement

There are no significant financial implications resulting from this report. As mentioned in paragraph 6 above any costs relating to the production of the Report will be

contained within existing budgets, as will any costs arising from the establishment of task and finish groups.

10. What risks are there and is there anything we can do to reduce them?

No risks have been identified with respect to the consideration of the Committees' Annual Report.

11. Power to make the decision

11.1 Section 21 of the Local Government Act 2000

11.2 Section 7.4.4 of the Council's Constitution.

Annual Report of the Scrutiny Committees 2020 to 2021

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What is scrutiny?

Scrutiny is a key component of the Council's political structure. Many of the Council's important decisions are taken by Cabinet, a group of eight councillors to whom the County Council has given its powers to take decisions relating to policies and procedures on its behalf.

The term 'scrutiny' derives from the Latin word 'scrutinium / scrutari' which means 'to search'. In the context of local government Scrutiny's role is to research and examine policies and decisions to assess whether they could be improved or strengthened to deliver better services for residents and visitors to Denbighshire. Scrutiny is often referred to as the Council's 'critical friend', its purpose is to provide constructive criticism in order to continually seek improvements to services, secure better decisions and realise better outcomes.

Scrutiny Committees cannot take decisions, but they can influence policies, review decisions taken by Cabinet and Officers, make recommendations, and examine a range of topics that affect residents, local businesses and visitors to the county.

Scrutiny in Action

Scrutiny should at all times work in an impartial way. It should not be influenced by party politics, its focus should be on improving the lives of residents and on securing better outcomes for the county area.

Whilst Scrutiny Committees have an active role to play in developing policies and reviewing performance. They also have the responsibility of holding the Cabinet and other decision makers to account on the decisions they make.

If a Scrutiny Committee believes that an issue should be looked at in more depth before a decision is implemented, it can request a review under the "Call-In" procedure which will allow Scrutiny Committees to formulate alternative proposals.

How does scrutiny work in Denbighshire?

Scrutiny acts as a 'critical friend' to the Council's leadership, driving improvements not only to services delivered by the Council itself, but to services delivered in partnership with other public services in the area by enabling the concerns of the public to be heard.

The Council's scrutiny work is undertaken by three thematic, cross-cutting Scrutiny Committees, meeting approximately every 7 weeks and comprising of 11 elected members from all political parties/groups on the Council.

The three committees in Denbighshire are:

- Communities Scrutiny Committee
- Partnerships Scrutiny Committee
- Performance Scrutiny Committee

When examining education matters representatives appointed by the Church in Wales and the Catholic Church, along with representatives elected by parent governors, also serve on the committees. When dealing with education matters these representatives have full voting rights. All the parent governor representative posts on Scrutiny are currently vacant. If you are a parent governor at one of the Council's primary, secondary or special schools, and would be interested in representing your sector on Scrutiny please get in touch with us (contact details can be found in the 'How residents can participate in Scrutiny' section towards the end of this report).

Scrutiny Chairs and Vice-Chairs Group

The Chairs and Vice-Chairs of the three scrutiny committees serve on the Council's Scrutiny Chairs and Vice-Chairs Group (SCVCG) along with the Chair and Vice-Chair of the Governance & Audit Committee and the Chair of the Democratic Services Committee. This Group acts as a co-ordinating group for the committees' work. Requests for items to be considered by a scrutiny committee, be they from county councillors, Council officers, residents, businesses or the general public are examined by this Group to determine whether they meet the criteria for Scrutiny, or whether they would benefit from being considered by another forum or group. The explanation on the PAPER test on the following page illustrates the criteria and process for determining whether a topic is suitable for scrutiny.

During 2020/21 a total of 17 requests for items to be scrutinised were considered by the Scrutiny Chairs and Vice-Chairs Group. Of these 17 requests:

- 10 were submitted by county councillors
- 5 by officers
- 1 by a resident/general public (a number of the requests submitted by county councillors were done so in response to concerns raised with them by their constituents) and
- 1 as a result of a Notice of Motion to County Council

The Scrutiny Chairs and Vice-Chairs Group ensures that the scrutiny committees' work programmes are balanced and that subjects are not duplicated. It also has a role to play in supporting and strengthening the Council's scrutiny function through the identification of best practice and helping to implement any necessary changes to scrutiny practices.

The process for determining a topic's suitability for scrutiny

Step one: considering the request

Proposal form or request received and careful consideration given to the reasons for it.

Step two: does it stand up to the PAPER test?

- **Public interest:** is the matter of concern to residents?
- **Ability to have an impact:** can Scrutiny influence and change things?
- **Performance:** is it an underperforming area or service?
- **Extent:** does it affect a large number of residents or a large geographic area?
- **Replication:** is anyone else looking at it?

If not, then no further action is required by a scrutiny committee and the request should be referred elsewhere or an information report requested.

If yes:

Step three: assessment and planning

- Determine the desired outcome(s)
- Decide on the scope and extent of the scrutiny work required and the most appropriate method to undertake it (i.e. committee report, task and finish group inquiry, or link member etc.)
- If task and finish route is chosen, determine the timescale for any inquiry, who will be involved, research requirements, expert advice and witnesses required, reporting arrangements etc.

Scrutiny's work during 2020/21

2020 was the year that no one will ever forget! As a result of the COVID-19 pandemic, 2020/21 was a very different year for Scrutiny, as it was for the rest of the world. No one could have foreseen how everybody's daily lives were about to be thrown into turmoil and how day to day work routines would abruptly come to a sudden halt.

From mid-March until September 2020 all County Council decision-making was suspended, with only urgent decisions being taken by Cabinet, in order to make sure that all available resources were directed to delivering critical front line services and supporting Denbighshire's residents through the difficult weeks and months that lay ahead. With a large number of Council employees working mainly from home new ways of working had to be devised to ensure as little disruption as possible to the delivery of critical services to residents. In addition, with all county councillors and Council officers that support them generally working from home, work was required to introduce, facilitate and familiarise all with the use of various video conferencing platforms to enable the Council's democratic processes to restart.

Aware of the fact that the impact of the worldwide pandemic would alter the Scrutiny Committees' focus for the remainder of the current Council's term of office, work began on how to restart the committees' work and rebuild their programmes of work. During the summer of 2020 the Scrutiny Chairs and Vice-Chairs Group (SCVCG) began this work in earnest and a decision was taken that the first meeting of each of the three scrutiny committees from September onwards would focus on various Council services' recovery plans from dealing with the pandemic. Nevertheless, the Group was keen that items of business already scheduled on to the committees' forward work programmes prior to COVID-19 were not forgotten, or lost forever because of the pandemic. To ensure that this would not happen all these topics were placed on a 'holding list' while enquires were made on when it would be feasible for Council services to provide committees with the required information to examine them once the services' resources were re-focussed on day to day business rather than on responding to the pandemic. Eventually each individual scrutiny committee was tasked with rescheduling the 'historic' items on to their forward work programmes.

Scrutiny and the Council's Corporate Priorities during 2020/21

Although the scrutiny committees did prioritise examining COVID-19 recovery work at their first few meetings, during the course of the year the committees also continued their work examining areas aimed at supporting the delivery of the Council's corporate priorities and ultimately its Corporate Plan. The Corporate Priorities are:

Housing: ensuring that everyone is supported to live in homes that meet their needs

Connected Communities: making sure communities are connected and have access to goods and services locally, online and through good transport links

Resilient Communities: making sure that the Council works with people and communities to build independence and resilience

Environment: securing an attractive and protected environment which supports well-being and economic prosperity; and

Young People: creating a county where younger people will want to live and work and have the skills to do so

The Council's Corporate Plan and its priorities were set and agreed at the start of the current Council's term of office in 2017, with the aim of delivering the entire Plan when its term comes to an end in 2022. Due to the scale and impact of the pandemic on all aspects of everyday life Scrutiny felt it was important to revisit the corporate priorities as early as possible during its examination of the recovery work, in order to make sure that they would still be relevant in a post-pandemic Denbighshire. Having considered the pandemic's impact on the local population, the effect of the restrictions and lockdown periods on the young and old alike, Scrutiny was certain that the priorities adopted by the Council back in 2017 were more relevant than ever. The way people lived their lives had changed greatly during the pandemic, in a lot of cases probably forever. The importance of good quality safe housing, connected and resilient communities, an attractive environment and young people and their futures had been brought to the fore during the pandemic. Going forward securing the delivery of these priorities would be more important than ever.

Scrutiny and the COVID-19 pandemic

Assured that the corporate priorities were still current and relevant Scrutiny proceeded to examine how frontline services had responded to the pandemic. It wanted to understand what lessons had been learnt from dealing with the pandemic which could be applied when responding to similar incidents in future. In addition, Scrutiny wanted to know how services planned to emerge from the reactive response stage to resuming 'normal' service delivery when safe to do so, or even whether they were planning to adapt their services for the needs of the 'new normal', whatever that may look like.

Scrutiny plays a key role in examining pupils' educational achievements in external examinations and teacher assessments. With the disruption to the school year and the cancellation of external examinations in 2020, Scrutiny was acutely aware of how the pandemic had affected the education and the wider welfare and well-being of the county's pupils. It therefore focussed on the recovery plans put in place for the safe re-opening of schools in September 2020 and the role played by various Council departments and partners to enable schools to re-open and for pupils to be transported to them safely for the start of the new academic year. No mean feat considering that the county has in the region of 16,000 pupils attending its schools. Scrutiny commended the team effort that had ensured the realisation of the re-opening as well as the concerted efforts of all involved in securing the delivery of the educational curriculum and associated well-being experiences to pupils and staff during the initial and subsequent lockdown periods.

In early 2021 Scrutiny examined how the Council's Education Service in partnership with GwE, the regional school effectiveness and improvement service, had evolved and modified the support available to schools during the course of the pandemic and how schools in turn had adapted to the new ways of working in response to the COVID-19 restrictions. The Council, schools, staff and pupils had been forced, due to the restrictions, to become accustomed to distance learning as well as elements of blended learning. While there were disadvantages associated with these types of learning there were also advantages which could be adopted for the delivery of some aspects of education in future.

Whilst COVID-19 naturally placed severe pressures on frontline services such as education and social care, the restrictions associated with the pandemic also affected the

delivery of a number of other Council Services. Amongst these services was its Highways and Public Realm Services, as its on-going schedule of highways maintenance work was disrupted for approximately 7 months, at exactly the time of year that the majority of maintenance work would usually be carried out. As a result, the annual highways maintenance cycle had been lost, which meant that roads that required work before the pandemic struck had deteriorated further and would cost much more to repair to an acceptable standard. While highways maintenance work had resumed as a matter of urgency in order to achieve as much as possible before the winter season set-in, there was a risk that the restrictions associated with another lockdown and the usual wear and tear caused by winter weather and gritting for example would further exacerbate the problems. Scrutiny was reassured that contingency plans were in place to manage these risks. Nevertheless, the limited number of highways surfacing contractors, coupled with the nationwide demand for their services within a limited period of time before winter set in would prove challenging, particular given the relatively small size of Denbighshire's highways network in comparison to other larger counties.

Housing and Homelessness issues came to the forefront during the pandemic and Scrutiny was therefore keen to ensure that the county's most vulnerable residents along with its housing tenants were provided with adequate high quality support during the prolonged restriction periods. Whilst non-urgent renovation work on Council owned housing was suspended for a period during the initial lockdown period, work to reduce the backlog caused by this suspension began in August 2020 and Scrutiny examined the recovery plans for getting the renovation work back on track. It also examined the proactive support provided by the Council to its tenants during the pandemic, with over 3,000 support calls made to vulnerable tenants during the first lockdown period. In addition, the Council's social media platforms had been widely used to draw tenants' attention to the support that was available to them if they wished to access it. Not unexpectedly rent arrears had risen, but through clear communication with tenants and by working closely with Citizens Advice Denbighshire (CAD) and the Welsh Government (WG) the Council had been able to support those tenants who were experiencing financial difficulties.

Since the introduction of Universal Credit (UC) Scrutiny has examined the impact of the benefit's introduction on residents and its knock-on impact on support provided by the

Council, such as the Council Tax Reductions Scheme, Housing Benefit, Free Schools meals, as well as the income it receives from Council Tax payments. As part of its monitoring of the UC in Denbighshire it was no surprise to learn that the number of residents claiming UC had increased during the year, this increase in numbers was mostly due to the pandemic. While there had been an increase in claims for UC during the period these claims were not always for the full UC allowance, some were for more low level support, as residents intermittently dipped in and out of claiming UC due to furlough or the impact of the easing of restrictions on their ability to undertake more paid work. Nonetheless, Scrutiny was reassured to understand that residents were receiving robust advice and effective financial support and that the close working relationship fostered between the Council, CAD and Civica (who administer various benefits on behalf of the Council) over a number of years had proved invaluable to help support residents during extremely testing and unpredictable times.

Scrutiny nevertheless had concerns that the Housing Benefit Administration Grant, paid to the Council for administering Housing Benefit was being reduced despite the fact that the workload remained constant. Additional pressures were also being faced as the numbers claiming through the Council Tax Reduction Scheme had increased by 2.8% and there had been an 10.95% increase in the number of Free School Meal (FSM) applications made between March and November 2020.

Acutely aware of the higher risk posed by the virus to people who were homeless, or at risk of becoming homeless, the Welsh Government (WG) amended regulations relating to homelessness in a bid to make sure that the most vulnerable in our communities were not at a greater risk of contracting and spreading the virus due to their living conditions. To comply with the new regulations the Council had to partially change its allocations policy for social housing, in order to respond to the Covid-19 requirements on emergency/temporary accommodation for homeless households. In addition, the WG also emphasised to local authorities that any households provided with emergency accommodation during the pandemic lockdown would be owed a full duty for permanent re-housing. These Government's changes to the regulations to address the specific problems caused by the pandemic placed extra pressures on the Council's homelessness services. At the same time as the Service saw the number of households presenting themselves at risk of becoming homeless almost double, it was expected to draw up a

plan aimed at ending homelessness and introducing a rapid rehousing model. This in turn required the development of a new model in order to deliver the WG's vision for homelessness support services in future, a model based on adopting a corporate approach with a number of services working together, to deliver a seamless package of early intervention services to individuals and families who were experiencing housing related problems. Scrutiny examined these proposals and supported the proposed delivery plan. It was reassured to learn that capital funding had been secured for the purpose of reducing the Council's use of bed and breakfast accommodation for families and that revenue funding had been granted to support the development of the new housing related support services model. In order to make sure that the new model is fit for purpose and will deliver its intended outcomes for vulnerable residents Scrutiny will monitor the re-modelled service's progress in delivering housing related support services during 2021/22.

Coronavirus was, and of course continues to be a public health crisis, but its impact is far more wide-ranging with every walk of life affected to a greater or lesser extent. With everybody told to stay at home and non-essential shops and retail outlets along with hospitality and entertainment venues forced to shut for prolonged periods of time the effect of the pandemic on the economy, businesses and individuals' livelihoods was likely to be devastating. It was therefore crucially important for Scrutiny to examine the impact of the closures on the county's town centres, along with the plans developed for their re-opening and the work undertaken to date to help support the recovery of businesses across Denbighshire. It was envisaged that businesses may well struggle to recover in the medium to the long term, with possibly some being unable to survive.

Scrutiny examined the four specific aspects of the Council's Business Support Recovery work. These related to the following themes:

- Town Centres
- Business Contact
- Tourism
- Procurement

Each of these themes had a recovery plan of its own, which complemented each other's objectives and fed into the overarching Business Support Recovery Plan. The recovery plans also aimed to contribute towards the regional economic recovery work undertaken in partnership with the North Wales Economic Ambition Board (NWEAB) and the Welsh and UK Governments. All of the above work was in addition to day to day work undertaken by the Council's Economic and Business Development Service. Every effort was made to highlight the services and support available to businesses via press releases and social media posts. These were effective methods of communicating information as the types of funding and support available to businesses constantly changed with each WG announcement.

One particular aspect of the business support recovery work which drew some considerable level of attention from residents and businesses, some favourable but the majority less favourable, were the various 'COVID-19 Active Travel Schemes' that were planned and/or implemented across the county. These were schemes funded by the WG's COVID-19 sustainable transport grant. They were regarded as pilots for potential future active travel schemes across the county, the ultimate aims of which were to reduce town centre congestion, improve air quality and encourage pedestrians and cyclists into town centres to increase footfall and support local businesses.

In response to concerns raised by residents and some businesses in relation to how these schemes were drawn-up and agreed, Scrutiny examined their purpose, the rationale behind the various schemes in towns across the county, along with the effectiveness of their initial implementation. As the development of these schemes had been driven by the offer of funding from the WG to bring them into fruition Scrutiny extended an invitation to the WG's Deputy Minister for Economy and Transport, the Government Minister responsible for allocating the funding, to attend the meeting to discuss the funding application and allocation process. Unfortunately, the Deputy Minister was unable to attend the meeting for the discussion but he did provide the Committee with an evidence statement on the Scheme. This statement included information on the financial support allocated to Denbighshire to fund each of the approved schemes and gave examples of the different types of schemes funded across Wales.

It became evident during Scrutiny's examination of the COVID-19 Active Travel Schemes that the concept behind them was well-intentioned. However, the extremely tight

timescales given by the WG to local authorities to draw up plans and submit their funding applications had meant that the officers involved with drawing up the schemes had not been given sufficient time to consult with local councillors, businesses or residents on the proposed plans. As a result, because of local opposition some initial schemes were cancelled and others had to be amended which led to delays in authorising the contracts for their development. This meant that the schemes were not in place to benefit from the increase in footfall during the summer months. Scrutiny acknowledged the difficulties encountered in developing and implementing the schemes due to the short timescale set by the Government to apply for the funding for them. This had hindered the success of the implementation stage of the schemes. It was therefore important that the lessons learnt from the process entailed with these schemes were heeded when preparing for similar schemes in future, as business owners were concerned about what the future would look like for them. As the schemes that were eventually implemented are in place for a trial period of 18 months Scrutiny, along with the local Member Area Groups (MAGs), have agreed to monitor their impact on the towns within which they operate.

Back in March 2020 at the start of the COVID-19 pandemic, in a bid to reduce the amount of social contact and reduce the risk of spreading the virus, both the Welsh and UK Governments instructed all employees who could work from home to do so. This instruction remained in place for the remainder of 2020 and continues to be in place for those employees who can undertake their work just as effectively from home for the majority of the time.

The Council had to act swiftly to extend the capabilities of home working to enable the majority of staff in a short period of time to work from home. At the beginning of the first lockdown only essential and urgent frontline work was being undertaken, with non-urgent work, Council meetings and non-urgent policy decisions being suspended until home working capabilities and remote meeting platforms were up and running and had been robustly tested. However, with the number of staff working remotely increasing from around 200 a day pre-pandemic to 1,600 per day during the pandemic the robustness of the 'New Ways of Working' were tested. As time passed and 'normal' business resumed, albeit wherever possible delivered remotely, the capacity of the Council's IT and communications systems were tested.

Scrutiny examined the effectiveness of these new ways of working. The benefits of the new ways of working were becoming evident to managers, staff and councillors alike. Whilst the pandemic had forced the Council's hand to adopt these new methods of working far more quickly than originally intended, the benefits of them were already being reaped. For example, the Council's carbon footprint had decreased considerably due to a reduction in travel to work journeys, along with a reduction in business and meeting attendance mileage. This in turn had reduced local traffic congestion and pollution levels, whilst working from home had improved the work life balance for many people, staff and elected members alike. For these reasons, it was proposed that the model would be maintained to an extent when social distancing was no longer a requirement. It was widely accepted that in future the majority of routine meetings should be held virtually and working from home for at least part of the time would be the normal way of working, a type of hybrid model where staff would attend Council buildings or hubs some days to work or for team building and networking events, but undertake the majority of their work from home. It was likely that in order to support this model Council buildings may well be required to be reconfigured. Scrutiny, whilst supporting this approach going forward, emphasised the Council's duty to safeguard the well-being of its staff and its elected members, acknowledging that not all members of staff would welcome the isolation of working from home continuously. Concerns were also raised on the potential economic impact of homeworking on the town centres where Council offices were located, as the footfall would decrease considerably and could potentially have a severe impact on the viability of certain sectors of the retail and hospitality sector, which had already suffered greatly as a result of the pandemic.

Other aspects of the recovery work which Scrutiny examined were the measures drawn up to re-open Council owned buildings once COVID-19 restrictions eased and the Council was permitted to open its buildings to the public once again. Scrutiny examined the work undertaken by a multidisciplinary team to prepare Council offices ready for re-opening. This work included all aspects relating to working arrangements such as social distancing measures in the workplace, Health, Safety and Welfare measures, along with property and equipment maintenance during the lockdown period. Trade Unions representing staff had been consulted on the measures taken to prepare buildings for re-opening. Whilst no buildings had been decommissioned as a result of changes to working patterns during the lockdown period some had been closed, others partially open and operating reduced

hours of opening with others fully open. Their 'open' status was dependent upon the services delivered from those buildings. Due to the extended lockdown measures in place some buildings continue to be closed or operating on reduced hours Scrutiny has decided to revisit the work undertaken in relation to the recovery of Council buildings once the restrictions ease.

As the Council continued its recovery work from its initial response to COVID-19 it was important for Scrutiny to focus on the effectiveness of the steps taken to restart the delivery of the non-essential services, which were suspended during the initial lockdown and to examine the lessons learnt from the pandemic in order to plan for the future. It became clear early on that life in post-pandemic Denbighshire would be different for everyone. Another aspect that came to the fore during the pandemic was the important role played by communities in supporting their more vulnerable residents in their hour of need e.g. through arranging to collect prescriptions, shopping or just keeping in contact with them to check on their welfare and well-being. The Council had already committed as part of its Corporate Plan 2017-22 to work with people and communities to build independence and resilience as part of its 'Resilient Communities' corporate priority. One of the positive things that stemmed from the pandemic was the community spirit that was fostered across the county. Whilst it probably existed below the surface before the crisis it became far more visible to residents and to the local authority during the first lockdown and shielding period, with various groups using social media, circulating leaflets etc. to alert residents to the fact that help and assistance was at hand if they needed it. This visibility gave the Council an opportunity to contact these groups to engage and work with them with a view to strengthening communities and empowering them to become even more resilient than they already are.

Scrutiny therefore examined the Council's post pandemic proposals for developing and enhancing Community Resilience. These proposals include closer working with the Voluntary Sector and community groups and in doing so using the lessons learnt from COVID-19 as the basis for developing and implementing new approaches to future service provision, in order to build resilience and adapt to an environment where COVID and risks associated with it remain a challenge.

During the initial lockdown the Council adopted a proactive approach by redeploying staff, whose daily roles were temporarily redundant due to the suspension of some services, to

telephone residents who were on the WG's shielding list, to check on their welfare and see if they required any assistance. These welfare calls were very well-received by residents. the Council was keen to develop the approach going forward and was looking at developing a business case to support the initiative. Another aspect which the Council was keen to develop was support for those residents who were economically vulnerable, through working with other organisations the Council wants to maximise available funding to help support people in the county into employment and address food poverty. Last, but not least the Council wants to review the work delivered in and through schools throughout the lockdown to ensure that it effectively supports vulnerable learners to achieve their full potential. Scrutiny was supportive of all of these proposals as they saw them as excellent opportunities to harness and galvanise working relationships which had been forged during a time of crisis and utilising them to strengthen the sense of community spirit, responsibility and empowerment, that would support the work required to deliver the Council's vision in relation to its Resilient Communities corporate priority

Despite being unable to hold meetings for six months more or less and then initially having to focus their work on COVID-19 recovery work the Council's three scrutiny committees have been able to schedule all of their relevant outstanding pre-pandemic topics on to their forward work programme from the Autumn of 2020 onwards. Some of these topics have already been considered during the Winter of 2020 and Spring of 2021, the others will be considered during the remainder of the Council's term of office up until May 2022. Amongst the items considered during the 2020/21 year have been matters relating to policy development, proposals for service delivery changes and the progress made with changes which had to be made in the wake of COVID-19 restrictions and the delays caused by the pandemic. In addition, Scrutiny has continued its work on monitoring the Council and its partner organisations' performance in delivering its statutory functions and services to the residents, as well as assessing the community impact of Council decisions and proposals on the residents of Denbighshire. More information on these subjects can be found under the sections in the report on the individual committees.

Call-in of Cabinet decisions

The Council's Call-In Procedure was invoked twice during 2020/21 when two decisions taken by the Cabinet on 22 September 2020 were called in to Scrutiny for review. These decisions were in connection with the:

- Disposal of land adjacent to Ysgol Pendref, Denbigh; and
- 21st Century Schools Programme Band B Projects

In order to comply with the timescales, set out in the Council's Call-In Procedure Rules Communities Scrutiny Committee held a Special Meeting on 5 October 2020 to consider the basis for the call-ins and review the evidence upon which the Cabinet had taken its decisions.

Having considered the evidence in relation to the decision to dispose of land next to Ysgol Pendref Scrutiny asked Cabinet to reconsider its original decision in the light of the vision set out by the WG for future social and affordable housing set out in the draft new national development framework 'Future Wales – the National Plan 2040. It also asked Cabinet to consider options to make the land which was to be disposed of more attractive to social landlords and smaller developers by breaking it up into smaller parcels/plots, and also to make sure that the Council did not create an oversupply of large unaffordable homes in Denbigh which would not meet local needs. Following consideration of Scrutiny's recommendations on this matter Cabinet re-affirmed its original decision. Nevertheless, a number of Cabinet members acknowledged the concerns raised by Scrutiny in relation to the availability of affordable homes in Denbigh and the oversupply of potentially unaffordable homes in the area.

After considering information provided with regards to the Cabinet decision relating to the 21st Century Schools Programme Band B Projects, which included details of the background to the funding and the prioritisation process followed to determine which schools merited benefiting from the investment, the request for the Cabinet's decision to be reviewed was withdrawn by the councillors who had initially instigated the call-in. This withdrawal was made on the understanding that further information on the investment made to date in the county's schools and a clear outline of future investment plans, subject

to the availability of central and local government funding, was shared with councillors as soon as they were available.

Positive outcomes of the scrutiny process

One of the main objectives of the scrutiny process is to add value and to try and ensure that decisions taken by the Council have a positive impact on the lives of people who live, work and visit Denbighshire. There is an expectation for Scrutiny to evidence the benefits it has added to the decision-making process and how those benefits manifest themselves in better outcomes for businesses and residents of the county.

Whilst all Scrutiny recommendations are aimed at contributing towards better decisions and improvement in services for residents it is not always easy to illustrate those improvements or benefits in a tangible way. Mention has been made in previous reports to the devastating wildfire on Llantysilio Mountain in July 2018 and the subsequent inquiry held by Scrutiny into its cause, the management of the fire incident and the moorland itself, along with the long-term impact of the fire on the area. One of the recommendations from that inquiry was that a Moorland Management Officer post should be established to help foster effective working relationship between all organisations and individuals involved with grazing and the management of the mountain. It is extremely pleasing to report that following Scrutiny's work on this matter Denbighshire County Council and Natural Resources Wales (NRW) agreed to jointly fund the creation of this post and an officer was appointed to the role in early 2021. In addition to delivering the objectives laid out in the Scrutiny Inquiry report this officer will also have an integral role to play in supporting the Council's recently adopted Climate and Ecological Change Strategy. This is a clear example of what careful and effective scrutiny can achieve.

Communities Scrutiny Committee



Cllr. Huw Williams (**Chair**)



Cllr. Graham Timms (**Vice-Chair**)

This Committee's role is to examine matters that directly affect local communities and residents' daily lives. These may be matters within the Council's direct control or aspects of day to day life which the Council may be able to influence.

Following the initial focus of its work on COVID-19 recovery plans the Committee held a Special Meeting to review two Cabinet decisions which had been called for detailed examination under the Council's Call-In Procedure Rules. These decisions related to Band B of the 21st Century Schools Programme and the sale of land adjacent to Ysgol Pendref, Denbigh. Details on the outcome of this call-in meeting is included elsewhere in this report.

During the year the Committee examined the impact on education in the Ruthin area of the review of primary education which commenced a number of years ago and concluded in 2018, when all schools subject to the review either moved to their new schools or the building work at their locations were completed. In assessing the impact of the review the Committee wanted to ensure that all the anticipated benefits and educational outcomes had been achieved at the end of the settling-in period for pupils and staff alike.

The Committee considered and supported the introduction of a Community Benefits Policy for Denbighshire. The aim of this policy is for the Council to realise financial benefits from contracts or projects awarded within the county for the advantage of local communities,

and for those communities to potentially maximise any financial benefits received even further through external funding streams not available to the local authority e.g. windfarm community benefit funds etc.

Amongst proposals and plans centred in specific communities but expected to reap county-wide benefits which the Committee examined during the year were those relating to Ruthin Gaol and the Regeneration of Rhyl. The Ruthin Gaol proposals are aimed at expanding the heritage themed offer at Ruthin Gaol, if and when the Archives Service's bid for National Lottery Heritage Horizon Fund money to build a new purpose built archive building in Mold for Denbighshire and Flintshire's Archives Service, is successful. Work to regenerate Rhyl and reduce the levels of deprivation in the town has been underway for some years. With the foundations now laid the work is gaining momentum and the focus is now on regenerating the town centre. The Committee examined the vision for the Town Centre and the governance arrangements in place to monitor and support the delivery of that vision for the benefit of the entire town, its neighbouring areas and the county as a whole. It will now continue to monitor this work on at least an annual basis.

Another aspect of economic regeneration the Committee has examined during the course of the year is the Council's existing Car Park Tariff Policy and Residents Parking Schemes. Scrutiny was asked to determine whether these were sufficiently flexible to meet the needs of all areas of the county. Currently, car parking tariffs are the same across all Council car parks, with three different tariffs in place – long stay, short stay and beach car park tariffs. Some towns and business feel that, due to the different offer available in each town and the prevalence of tourist or passing trade in some areas more than others, it may be worthwhile for tariffs to be varied in some towns. With a view to testing this concept the Committee supported a proposal to undertake a pilot project in Llangollen which will see car parking tariffs varied in specific car parks within the town, on the understanding that there should be no net loss in car park income from all the car parks in the town centre. The findings of this pilot project will be reported back to the Committee in due course.

Improving how the Council deals with household waste and plans to further improve its recycling rates has again featured on the Committee's programme of work. It looked at

the delivery plans for introducing the new household waste and recycling service across the county, including its proposals for communicating and educating residents about the new Service's introduction and how it would benefit and impact on them.

Unauthorised encampments by members of the gypsy and traveller communities periodically cause tensions and distress to local residents and businesses. With a view to developing a co-ordinated approach towards dealing with such encampments - and safeguarding the welfare of both Denbighshire residents and members of the gypsy and traveller community - the Committee considered and supported procedures drawn-up to improve the way the Council responds to unofficial encampments. An important part of these new procedures is the establishment of a Gypsy Traveller Liaison Officer. This person will act as a single point of contact in relation to unauthorised encampments and will work with all Council services, residents and local businesses, as well as the gypsy and traveller community in a bid to secure a positive outcome for all whilst safeguarding everyone's welfare. With the Council currently in the process of developing its new Local Development Plan (LDP) the Committee supported a proposal for establishing a Scrutiny Task and Finish Group to monitor the development of a new Gypsy and Traveller Accommodation Assessment (GTAA), in line with Welsh Government Methodology and to assist with the development of a stakeholder engagement plan for the project. The GTAA is one of the requirements of the LDP. As Scrutiny had in the past emphasised the need to enter into early engagement with all stakeholders when developing a Needs Assessment, the Committee agreed that it would be beneficial to include Scrutiny at the earliest opportunity during the development of the new GTAA. This Task and Finish Group will report its conclusions to the Committee before the end of the current Council's term of office.

In recent years various communities in Denbighshire have suffered severe loss and destruction due to flooding. The latest flooding incident being in January 2021 when part of the town of Ruthin was flooded and Pont Llannerch, between Trefnant and Tremeirchion was washed away by the torrent in the River Clwyd. In late 2020 the Committee met with representatives from Natural Resources Wales (NRW), Dŵr Cymru Welsh Water (DCWW) and officers of the Council to discuss each organisations' approach to flood risk management. At that meeting all organisations agreed that it would be

beneficial to establish a Task and Finish Group to examine in detail Flood Risk Management and Riparian Land Ownership. This Group will consist of county councillors, representatives from NRW, DCWW, representatives of the farming unions and landowners, as well as officers from Denbighshire County Council. They will look at ways of strengthening communication and working relationship between flood risk management authorities and landowners/tenants, in a bid to improve each other's understanding of their responsibilities in relation to flood risk management. They will try and foster a mutual level of trust between all parties to help and support each other to find practical and workable solutions to reduce the risk of flooding and ensuring the unobstructed flow of water through the land for which they are responsible. This Task and Finish Group will report its findings to the Committee when it concludes its work.

The following link will take you to [information about the Communities Scrutiny Committee, its agendas and reports on the Council's website](#)

Partnerships Scrutiny Committee



Cllr. Jeanette Chamberlain-Jones (**Chair**)



Cllr. Emrys Wynne (**Vice-Chair**)

This Committee's remit is to examine the effectiveness of services provided by the Council either in collaboration, or in partnership, with other public sector organisations in meeting residents' needs. In normal times the Committee meets with representatives of the Health Board on a fairly regular basis to examine its delivery of services to Denbighshire residents and any proposed new service delivery models or facilities in the county. It comes as no surprise that meetings on such matters could not proceed during 2020/21 due to the Health Board's need to prioritise its work on responding to the pandemic.

Nevertheless, following an initial focus on examining Council's services COVID-19 recovery plans the Committee continued scrutinising the effectiveness of partnership working in delivering services for Denbighshire's residents, as well as proposals put forward for future partnership working arrangements and the anticipated benefits to residents and the Council from entering into those arrangements. As part of this work the Committee examined key documents and the governance arrangements associated with the Final Deal Agreement for the North Wales Growth Deal between both UK and Welsh Governments and the local authorities represented on the North Wales Economic Ambition Board (NWEAB). From now on, as the Council's designated committee to formally scrutinise the work of the NWEAB, Partnerships Scrutiny Committee will receive regular update reports on the progress made by the Board in delivering its vision, securing investment and realising growth in the North Wales economy. The Committee will also invite Board representatives to meet with it periodically to discuss its programme of work.

Proposals for working with Conwy County Borough Council (CCBC) to procure a joint contract for managing Household Waste Recycling Centres in both counties were examined and supported by the Committee. If this proposal comes into fruition one of the benefits for residents of both counties will be the ability to use their nearest household waste recycling centre regardless of which of the two counties it is located.

In line with its duty as the Council's designated Crime and Disorder Scrutiny Committee the Committee examined the Community Safety Partnership's (CSP) performance in delivering its priorities during 2019/20 and the priorities it had set itself for 2020/21. It also focussed on the statistics relating to community safety matters during the initial lockdown period and the approaches taken to deal with intimidation, anti-social-behaviour and incidents of COVID-19 restriction infringements.

In early 2021 the Committee again examined the Council's Highways Grass Verge, Hedge Maintenance and Pesticide Application Policies to ensure that they continued to support the Council's delivery of its environment priority whilst also making sure the county's roads are safe for road users and pedestrians.

During the course of the year the Committee continued to focus on ensuring that the county's most vulnerable residents were protected from harm's way, be that during the COVID-19 crisis or in their everyday lives. In fulfilling this role, the Committee monitored the statistics detailing the Council's performance in Safeguarding Adults during the 2019/20 year. It also examined the Council's Market Position Statement outlining the Authority's vision of the types of social care services it envisages requiring to commission in future for the purpose of delivering safe, appropriate support and care to the county's residents.

Plans are already in place for the Committee to resume its regular meetings with Health Board officials during 2021/22 where it will discuss proposed investment in health service facilities in Denbighshire, and whether appropriate interfaces are in existence between the Council and the Health Board to facilitate the delivery of integrated health and social care services.

The following link will take you to [information about the Partnerships Scrutiny Committee, its agendas and reports on the Council's website.](#)

Performance Scrutiny Committee



Cllr. Arwel Roberts (**Chair**)



Cllr. Hugh Irving (**Vice-Chair**)

Councillor Arwel Roberts was appointed Chair of this Committee at the start of the 2020/21 Council year following the untimely passing of Councillor Huw Jones, who had been its chair since the beginning of the current Council's term of office in 2017.

Performance Scrutiny Committee has a vital role to play in making sure that the Council delivers quality services to residents and to support the Council's ambition of delivering its Corporate Plan by 2022. Through its work in regularly monitoring the Council's progress in delivering its corporate priorities it will help ensure that the Council's aspiration of realising its Corporate Plan will be achieved. As part of this work it reviewed whether, because of the disruption caused by the pandemic to the Council's day to day business and to residents lives in general, the corporate priorities required redefining or the monitoring arrangements for their delivery needed to be changed. Now that responding to the ever-changing rules and restrictions associated with COVID-19 was being treated as part of the Council's normal day to day business the Committee felt that the priorities were still relevant and the governance arrangements to monitor their delivery was also still appropriate. Following this review, the Committee continued its work in monitoring the delivery of the Corporate Plan.

In addition, the Committee continues to monitor services' compliance with the Council's corporate complaints policy, which aims to make sure that any complaints received are dealt with appropriately and on time. This policy also gives residents an opportunity to suggest how services may be able to improve their service delivery practices and provides them with a chance to pay compliments to individuals or services. This in turn helps the Council to deliver services of the highest quality to residents.

On an annual basis the Committee examines the Council's Library Service's performance against the all-Wales Library Service Standards. In doing so this year it considered how the Service had adapted the way it provided its services during the pandemic. The Committee congratulated the Service's staff on the crucially important role they had played in undertaking the proactive welfare telephone calls to residents who were shielding alongside the work they had been doing to support library customers to access on-line services, establishing a click and collect service and providing the home delivery library service for those unable to collect their books from the library itself. Throughout the pandemic the Service had continued to offer the various health and well-being services, such as the variety of the Reading Well on Prescription Schemes on offer to both adults and children.

The Committee continued with its twice yearly review of the Council's Corporate Risk Register, which entails assessing whether the authority has identified the main risks that could impede the delivery of its day to day business and in doing so had drawn-up appropriate measures to minimise the potential impact of those risks on residents and Council business.

It also considered the results of an external evaluation of its Trade Waste and Recycling Service, along with the proposal put forward for the future direction of the Service in order to align it to new model for dealing with household waste - which would support efforts to meet the requirement to increase even further the Council's recycling rates and reduce the amount of residual waste that it has to arrange for its disposal.

Reducing the amount of plastic being used by the Council was the focus of a Task and Finish Group established by the Committee and during the 2019/20 Council year Performance Scrutiny Committee supported the Group's proposals for reducing the amount of plastics used in Council office buildings. In early 2020 County Council approved those proposals and sanctioned the Committee's request that the Task and Finish Group be permitted to continue its work for a further 12 months to examine ways to reduce the use of plastic in two specific areas, school catering and the Council's procurement practices. Unfortunately, just as the Group was about to start this piece of work COVID-19 struck. For health and safety purposes for the duration of pandemic plastic has become a necessary commodity and will remain so until the threat from the pandemic eases. Consequently, the Group was unable to progress its work sufficiently

within the timescale given to it. The Committee therefore agreed with the Group's request that its work be brought to an end and that in future the plastic reduction work form part of the wider Ecological and Climate Change Strategy, with the progress made in reducing the amount of plastic being used across the Council being monitored as part of the performance monitoring associated with delivering that Strategy. The Ecological and Climate Change Working Group have agreed to include this as part of their work and County Council have approved this approach.

In response to concerns raised by parents the Committee discussed the provision of Learner Transport to Welsh-medium Secondary Education in the county and the definition of Category 1 (Welsh-medium) Schools. At the conclusion of this discussion the Committee agreed to write to WG Ministers asking them to ensure that the conclusions of reviews underway, to both school transport regulations and school categorisation according to Welsh-medium provision, dovetail together to support the delivery of the widest possible choice of educational opportunities for pupils in Wales.

For the remainder of the current Council's term of office Performance Scrutiny Committee's work is likely to consist of a mixture of its normal performance monitoring and policy development work as well as focussing on COVID-19 recovery work as and when necessary.

The following link will take you to [information about the Performance Scrutiny Committee, its agendas and reports on the Council's website.](#)

Joint Overview and Scrutiny Committee for the Conwy and Denbighshire Public Services Board

This Joint Overview and Scrutiny Committee was established by Conwy County Borough Council and Denbighshire County Council for the purpose of fulfilling their statutory duty of scrutinising the Joint Conwy and Denbighshire Public Services Board (PSB). It is made up of 16 members, 8 from each Council reflecting the political balance of their respective authorities. As mentioned earlier the COVID-19 situation during 2020/21 led to all non-urgent decision making being suspended for a substantial part of the year, and when day to day business resumed all organisations were focussed on their recovery from responding to the pandemic. Whilst the Joint Committee had hoped to resume its programme of work during the autumn of 2020, due to the fact that a number of the agencies represented on the Public Services Board were still committed to the response to the pandemic, it was unable to do so until January 2021. At that meeting the Joint Committee considered the Public Services Board's Annual Report for 2019/20, its key statutory deadlines for 2021/22 and Audit Wales' Review of Public Services Boards in Wales. The Joint Committee is due to hold its next meeting in June 2021.



Cllr. Brian Cossey (**Chair**)



Cllr. Graham Timms (**Vice-Chair**)

Membership

Conwy County Borough Council

- Cllr. Geoffrey David Corry
- Cllr. Brian Cossey (Chair)
- Cllr. Chris Hughes
- Cllr. Ifor Lloyd
- Cllr. Elizabeth Roberts
- Cllr. Harry Saville
- Cllr Nigel Smith
- Cllr. Joan Vaughan

Denbighshire County Council

- Cllr. Jeanette Chamberlain-Jones
- Cllr. Rachel Flynn
- Cllr. Hugh Irving
- Cllr. Melvyn Mile
- Cllr. Arwel Roberts
- Cllr. Peter Scott
- Cllr. Graham Timms (Vice-Chair)
- Cllr. David G Williams

The following link will take you to [information about the Joint Committee, its agendas and reports on the Council's website.](#)

Task and Finish Groups

Scrutiny continued its use of Task and Finish Groups to undertake detailed policy development work on its behalf during 2020/21, but like everything else progress with this work was affected by the pandemic. One of the task and finish groups whose work was severely impacted by the COVID-19 pandemic was the well-established group examining potential future delivery models for **Adult Social Care Services**. With all non-residential day care and work opportunities services suspended from March 2020 onwards, and all Social Care staff deployed to deliver services to vulnerable residents in a COVID-safe way, the Task and Finish Group's work has been temporarily suspended until COVID restrictions are eased and day care and work opportunities services in group settings are permitted to re-open.

As was reported in last year's Annual Report concerns on the damage caused to the environment by our **Use of Plastics**, in particular single use plastic and the methods used to dispose of them have received a lot of media exposure in recent years. Therefore, Scrutiny established a Task and Finish Group in early 2019 to try and find solutions to the Council use of this type of plastic. This resulted in the Group making recommendations on how to reduce the use of plastic in Council office buildings, by stopping the use of disposable cups, stirrers etc. and not purchasing plastics documents in future. These recommendations were supported by Scrutiny. County Council when approving the recommendations also agreed that the Task and Finish Group could continue its work for a further twelve months for the specific purpose of exploring how to reduce single-use plastic usage in the Council's school catering services and in the Council's procurement of goods. Just as this work was about to start the COVID-19 pandemic struck. As the country went into lockdown, schools closed and when they eventually re-opened the School Catering Service had no option, for health and safety reasons and to reduce the risk of virus transmission, but to use single use plastic for the foreseeable future. Consequently, the Task and Finish Group was unable to commence the second phase of its work, and with the restrictions likely to be in place for some considerable length of time it was felt that the Group would not be able to complete this phase of its work within the given timescale. Both Performance Scrutiny Committee and County Council agreed to the Task and Finish Group's request to conclude its work and for the ambition to reduce the Council's use of single-use plastics in school catering and procurement to be passed to the Climate and

Ecological Emergency Working Group to progress and monitor as part of the wider Climate and Ecological Change Strategy.

Another aspect associated with climate change is the frequency and severity of flooding incidents across Denbighshire. Communities Scrutiny Committee is keen to explore whether improving working relationships and strengthening communication channels between all flood risk agencies, landowners, and tenants of land which have main rivers or watercourses flowing through them could potentially reduce the damage caused by flood water during periods of severe weather. This Group held its inaugural meeting in April 2021 and will report its progress, findings and recommendations to Communities Scrutiny Committee in due course.

Communities Scrutiny Committee has recently established another task and finish group. This time to monitor the development of a new Gypsy and Traveller Accommodation Assessment (GTAA) and to assist with the development of a stakeholder engagement plan for the project. This Group will commence its work within the next few weeks and will report its findings to Communities Scrutiny Committee before the end of the current Council's term of office.

Additional work

As in previous years Scrutiny Committee members have continued with their scrutiny roles outside of the formal committee meeting arena. They have represented their committee on various groups such as Service Challenge Groups and the Council's Strategic Investment Group (SIG) etc. Under the standing business item on all Scrutiny Committee meeting agendas representatives report back to their committees on the discussions, recommendations and decisions taken at the meetings they attend.

Scrutiny requests from residents

For a number of years Denbighshire's scrutiny committees has operated an established mechanism which enables residents to draw matters of concern to Scrutiny's attention. This is facilitated through the completion of a Scrutiny request form, available on the Council's website or from the Scrutiny Co-ordinator. Completed scrutiny request forms are presented to the Scrutiny Chairs and Vice-Chairs Group, in the same way as requests received from councillors and officers, for consideration and determination on whether the subject merits examination by one of the Scrutiny Committees, or whether greater benefits could be achieved if the matter was examined by another forum.

How can residents participate in Scrutiny?

Would you like scrutiny to look at a particular matter?

You can raise a matter for consideration by one of Denbighshire County Council's scrutiny committees by filling out the Scrutiny Request Form (overleaf) or by downloading the form from the Council's website and submitting it by e-mail. The Chairs and Vice-Chairs of the three scrutiny committees meet periodically to decide how to allocate the work of the scrutiny committees and will consider if any matter raised should be examined in detail by one of the committees, or if another course of action should be pursued. This can range from a referral to the service responsible, to full scrutiny of the matter by one of the scrutiny committees, or even the establishment of a specialist 'task and finish group' to investigate and report on a particular matter.

Would you like to attend a meeting of a scrutiny committee?

Denbighshire County Council's scrutiny committee meetings are generally open to the public, and residents of Denbighshire and the general public are encouraged to attend or watch the webcast on the Council's website. A list of upcoming scrutiny committee meetings and the matters to be discussed are available on the 'Scrutiny' page of the Council's website.

If you wish to take part in the discussion on a particular matter you will require the permission of the Chair of the committee (further details overleaf).

Occasionally some items being discussed by a committee will contain confidential information and cannot be discussed in the usual public forum. Any such items (referred to as 'Part Two (II)') will be clearly identified when the meeting papers are published, and the Chair of the committee meeting discussing a 'Part II' item will make it clear that the meeting should continue without the press and public in attendance in order to avoid divulging confidential information.

Would you like to speak to a committee on an item being discussed?

Members of the public are very welcome to attend scrutiny committee meetings (once COVID-19 restrictions permit) but will require the permission of the Chair of the committee if they wish to speak or make representations at a committee meeting. If you wish to submit evidence to a committee, or address members on your experience in relation to a subject under discussion, please contact the Scrutiny Co-ordinator in advance of the meeting so that this can be arranged and any paperwork can be circulated to members of the committee.

Occasionally scrutiny committees may wish to 'co-opt' an individual with particular experience or expertise to become a temporary member of the committee or ask them to contribute to an inquiry as an expert witness.

Keeping up to speed with decisions made by Denbighshire's scrutiny committees

You can keep track of what is being discussed at each scrutiny committee meeting, as well as any other public Council meeting, by visiting the 'meetings' page of the Council's website. The latest 'work programme' for each of the scrutiny committees is available with the meeting papers for each meeting and the confirmed agenda for each meeting will usually be available 5 - 7 days before the meeting is due to take place.

The minutes of previous scrutiny meetings and a record of the decisions made are also available on the Council's website.

Further advice or information is available by contacting the Scrutiny Co-ordinator, Rhian Evans on rhian.evans@denbighshire.gov.uk (01824 712554) or the Democratic Services Officer, Karen Evans, on karen.a.evans@denbighshire.gov.uk (01824 712575).

Scrutiny request form

Is there something you would like scrutiny to have a look at?

Please give a brief description of the topic you would like to be considered by one of the Scrutiny Committees and why you think it should be considered

Would you like to attend a meeting of a Scrutiny Committee?

YES / NO

It would be useful if you could give us the following details so that we may respond to your request

Your name:
Address:
Postcode:
Email:
Telephone number:

Please return this form to:

Scrutiny Co-ordinator

Legal, HR and Democratic Services

PO Box 62

Ruthin

LL15 9AZ

or e-mail it to democratic@denbighshire.gov.uk

Report to	County Council
Date of meeting	18 th May 2021
Lead Member / Officer	Ian Trigger, Chair of Standards Committee
Report author	Gary Williams, Monitoring Officer
Title	Annual Report of the Standards Committee.

1. What is the report about?

1.1. The Annual Report of the Standards Committee.

2. What is the reason for making this report?

2.1. To provide a report to the County Council on the work of the Standards Committee. Due to the suspension of meetings during the earlier period of the pandemic, the report will cover the period from the last annual report presented in July 2019 and the end of the current municipal year.

3. What are the Recommendations?

3.1. That the Council receives the Annual Report of the Standards Committee.

4. Report details

4.1. It was agreed by Standards Committee some years ago that an Annual Report should be presented on the work of the committee and its findings and observations, to all Council Members as part of the Committee's drive to increase standards of ethical behaviour and compliance with the Members Code of Conduct. This will become a statutory requirement upon the commencement of the relevant provisions of the Local Government and Elections (Wales) Act 2021.

4.2. Standards Committee's main role is to monitor adherence to the Members Code of Conduct. All members are aware that their Code is founded on principles by which Members should conduct themselves based upon the 7 Nolan Principles

of Public Life. In Wales there are ten principles which are set out in the Conduct of Members (Principles) (Wales) Order 2001.

- 4.3. Standards Committee consists of the following Member types – 2 County Councillors, 4 Independent (co-opted) Members, and 1 Community Council Member (who is not also a twin hatted Member). The majority of the Members are therefore not elected, but are recruited from members of the public as per the requirements of the standards legislation in Wales. The Committee can also only be quorate when at least half of those Members present are the Independent members.
- 4.4. Independent members are recruited via a public advert, which is open to all save for strict criteria in respect of not previously being an Officer or Member of the Council within certain time frames, being of good standing and having certain attributes as laid down in the legislation. Other than this the opportunity is open to persons from all walks of life, in order to represent the views of the public with regard to the standards they expect of their elected members. The current independent members are Ian Trigger, Julia Hughes, Anne Mellor and Peter Lamb.
- 4.5. Independent members of the Committee are able to serve up to two terms of office. Ian Trigger's second term of office will end on the date of the local government elections in 2022. Peter Lamb's first term of office will end on the same date. The first terms of office of Julia Hughes and Anne Mellor come to an end in May 2021 and their appointment to a second term of office is the subject of a separate report.
- 4.6. During the period covered by this report the Committee met on 6 occasions. There are a number of standing items received by the Committee:

(a) Attendance at Meetings

Reports from Standards Members in respect of their attendance and observations at Committee and Council meetings whether at County or Community level. Denbighshire County Council Standards Committee has a proactive approach to raising standards and awareness of the Code of Conduct. Committee Members attend to observe conduct and general effectiveness of the meetings; will then feed back to the Committee, who may

make recommendations in respect of any training needs or trends or patterns of conduct. The Committee is keen to make it clear that their approach in attending in person at meetings is to provide support and education, in order to target resources to improve standards and the public's confidence in the vital work being done at community level, on a voluntary basis, and not from any enforcement or critical angle. The Committee fully recognises the value such councils and their members add to local communities.

(b) Overview of Complaints lodged against Members with the Public Services Ombudsman for Wales (the Ombudsman). The report is presented in a closed session and members are provided with a limited amount of detail in respect of ongoing complaints as well as those that have been turned down by the Ombudsman for investigation. Sufficient detail is provided to enable members to consider if training or other actions can be recommended to particular town, city and community councils which are experiencing issues or an increase in complaints. The majority of complaints relate to complaints against members of Town, City and Community Councils and are very often brought by other members of the same council. The vast majority of these complaints have not been investigated by the Ombudsman who applies a two stage test, firstly whether there is any evidence to suggest that a breach of the Code has occurred, and secondly, whether it is in the public interest for his office to commit resources to an investigation.

(c) Code of Conduct Casebook. The Ombudsman produces a quarterly summary of complaints that have been considered by his office setting out what action has been taken in respect of the complaints, and where relevant, the sanction imposed. Any members who are interested in the contents of the casebook may access it via the Ombudsman's website.

4.6 The Committee has considered a number of other matters during this period. In July 2019 the Committee conducted a hearing to consider a complaint of a breach of the Code of Conduct by a member of a Town Council that was referred to the Committee by the Ombudsman. Following a two day hearing the Committee found that the member concerned had breached the Code of Conduct and imposed a suspension of four months on that member.

4.7 The Committee has considered the LGA's campaign regarding civility in public life and in particular how it relates to the use of social media. The Committee

has requested further work be done by officers to prepare guidance for elected members on the problem of intimidation on social media etc., building upon materials to be developed by the LGA.

- 4.8 The Ombudsman has published draft revised guidance on the Code of Conduct for elected members which has been considered by the Committee. This revised guidance contains slightly more explanatory text and an increased number of examples to help members understand the obligations placed upon them by the Code of Conduct. The revised guidance has not yet been published but will be of assistance in the provision of training to newly elected councillors in 2022.
- 4.9 The North and Mid Wales Standards Committees Forum is a body made up of the Chairs and Vice Chairs of the Standards Committees of the constituent authorities. The forum usually meets twice a year to discuss topics of mutual interest. There have been no meetings of the forum during the pandemic but it is hoped that it will begin to meet again soon albeit virtually.
- 4.10 In the coming year the Committee will be considering the implementation of the Local Government and Elections (Wales) Act 2021 which introduces new duties for political group leaders to promote and maintain high standards of conduct by members of their groups and to co-operate with the Committee in the exercise of its functions. The Committee will need to meet with group leaders to discuss how they and the Committee can work together to fulfil the requirements of the legislation. The Committee's terms of reference will need to be amended in order to reflect these new obligations.
- 4.11 The Committee will also play an important role in overseeing the preparation of training materials for the new Council following the local government election due to take place in May 2022 in respect of the ethical framework in general and the Code of Conduct in particular.
- 4.11 The Committee will also be promoting the process by which elected members whether may apply for dispensations which would allow them, in certain circumstances set out in law, to speak at meetings on matters in respect of which they would ordinarily be considered to have an interest. This is particularly relevant in town, city and community councils where the members of the council are often also members of other groups and societies in their

communities. The Committee would appear to receive fewer applications for dispensation than many other authorities' committees.

4.12 The Committee is keen to learn lessons from the good practice of other authorities' Standards Committees. The Committee will therefore be raising its profile within the Council in the coming year. Meetings will be arranged for the Chair and Vice Chair to meet the new Chief Executive and the Leader. Independent members who already observe town and community council meetings will observe some of the Council's meetings.

5. How does the decision contribute to the Corporate Priorities?

5.1. The report has no direct impact upon the Corporate Priorities, however, the ethical framework and the role played by the Committee play an important part in maintaining public confidence in the integrity of local government and those who serve within it.

6. What will it cost and how will it affect other services?

6.1. There are no costs directly associated with this report.

7. What are the main conclusions of the Well-being Impact Assessment?

7.1. An impact assessment is not required for this report.

8. What consultations have been carried out with Scrutiny and others?

8.1. There have been no consultations with Scrutiny or anyone else before presenting this report to the Committee.

9. Chief Finance Officer Statement

9.1. There are no direct resource implications of this report.

10. What risks are there and is there anything we can do to reduce them?

10.1. There are no risks associated with this report.

11. Power to make the decision

11.1. The Committee has the power to make the report under the terms of the Council's Constitution.

Report to	Council
Date of meeting	18 th May 2021
Lead Member / Officer	Gary Williams, Monitoring Officer
Report author	Gary Williams, Monitoring Officer
Title	Appointment of lay members to Standards Committee

1. What is the report about?

- 1.1. The report is about the continued appointment of two lay (independent) Members.

2. What is the reason for making this report?

- 2.1. The appointment of independent lay members to the Standards Committee require the approval of the Full Council.

3. What are the Recommendations?

- 3.1. That Anne Mellor be re-appointed as an independent lay member of the Standards Committee for a second term to expire on 18th May 2025.
- 3.2. That Julia Hughes be re-appointed as an independent lay member of the Standards Committee for a second term to expire on 18th May 2025

4. Report details

- 4.1 The Standards Committee Regulations 2001, as amended, (the Regulations) govern the composition and proceedings of Standards Committee. The Standards Committee is not required to be politically balanced. A Standards Committee must have a membership of between five and nine members to include independent lay members, County Councillors and City, Town and Community Council

representation. The Chair and Vice Chair of the Committee must always be independent lay members and the meeting is only quorate if the majority of those present are independent lay members.

4.2 The Standards Committee of this Council has a membership of seven members comprised as follows, two County Councillors, one Community Council member and four independent lay members.

4.3 An independent lay member of the Standards Committee may, under the regulations, only serve two terms of office, this would therefore be the proposed appointees' final term, if re-appointed.

4.4 The lay members put forward for re-appointment, Anne Mellor, and Julia Hughes, were both recruited via a public advert and selected from amongst a number of applicants by the Council's Appointments Panel following an interview process.

4.5 Both of the independent lay members put forward for re-appointment have been diligent and conscientious members of the committee since their appointment in 2015 and are now experienced in the work of the Committee. It is for this reason that it is proposed that they be appointed for a second term.

5 How does the decision contribute to the Corporate Priorities?

5.1 A fully functioning and representative Standards Committee which upholds the high standards expected of Members helps underpin the Council's exercise of its democratic functions.

6 What will it cost and how will it affect other services?

6.1 Independent members are entitled under the law to a daily fee and to have travel expenses reimbursed as set out in the Independent Remuneration Panel for Wales' report each year.

7 What are the main conclusions of the Well-being Impact Assessment?

7.1 A well-being impact assessment is not required.

8 What consultations have been carried out with Scrutiny and others?

8.1 This report has not been subject to consideration by Scrutiny. Both independent members concerned have indicated that they would be prepared to serve a second term should the Council re-appoint them.

9 Chief Finance Officer Statement

9.1 The costs associated with the decision are minor and will be contained within existing resources.

10 What risks are there and is there anything we can do to reduce them?

10.1 The Council Constitution stipulates that there are to be four independent lay members. The risk of not appointing members to the Standards Committee is that a reduced membership may increase the likelihood of the Committee being inquorate.

11 Power to make the decision

11.1 Standards Committees (Wales) Regulations 2001 as amended.

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Report to	Full Council
Date of meeting	18 th May 2021
Lead Member / Officer	Councillor Huw Hilditch-Roberts
Report author	Nicola Stubbins, Corporate Director
Title	Review of the role of Head of Service for Education & Children Services

1. What is the report about?

1.1. The Head of Education and Children Services resigned from her post with effect from the 2nd August 2020. Since that date interim arrangements have been in place to allow for a review to be undertaken on the most appropriate arrangement for managing the service going forward. This review was completed in January 2021 where it was agreed in principle to maintaining one service but recruit two Heads of Service one with a specialism in Education and the other in Children Services.

2. What is the reason for making this report?

2.1. All changes to a Senior Officer's remuneration needs to be approved by Full Council. This report provides the information relating to the proposed changes to the Senior Leadership Team structure following a review of the Education and Children Head of Service role and is requesting that approval. This was presented and discussed at the Senior Remuneration Panel on the 22nd April 2021.

3. What are the Recommendations?

3.1 In accordance with the recommendation of the Senior Leadership Panel that Full Council approve the remuneration level for the Head of Education and Head of Children Services in accordance with the re-evaluation by Kornferry Hay Group.

4. Report details

4.1. Background

- 4.1.1. A review of the Senior Manager Leadership Team was undertaken in November 2014 which resulted in the merging of the Education and Children Services. The decision was made based primarily on service and financial reasons most specifically the fact that both services are often working with the same children and their families. Although there were other Councils at the time with a combined role (Conwy County Borough Council) they have since reverted back to two Heads of Service.
- 4.1.2. Following the review, the two services were merged under the existing Head of Education and under her leadership the service has grown into a successful service as demonstrated in a successful Estyn review.
- 4.1.3. However, it was recognised that this was a tremendous task and that the service was one of the largest and high risk service delivered by the Council. The Council were extremely fortunate that the existing Head of Service for Education was interested in Children Services and was willing to take on the challenge of a joint service.

4.2. Review

- 4.2.1. When the previous Head of Service resigned, concerns were raised around how likely it would be for the authority to recruit a Joint Head of Service on the current grade. The table attached in Appendix A shows the comparative grades across Wales and local English authorities. As far as the officers have been able to ascertain there are no other joint roles within Wales and of the data received the single roles for Head of Education and Head of Children are paid a comparable or higher rate of pay as this authority pays for a joint role.
- 4.2.2. Another consideration for this role is that it also the Statutory Education Officer which further restricts the available pool with likely candidates being Head Teachers who in some cases, are paid more than the Head of Service.

- 4.2.3. For these reasons it was felt at the time that a straight forward replacement would not be achievable and that it would be appropriate to have a review period so that alternative options could be looked at.
- 4.2.4. The review consisted of looking at the success of the arrangements for the interim period, from the perspective of outside bodies which closely interact with the service; the Lead Officer, the Corporate Director; the interim Heads of Service and staff.
- 4.2.5. In summary, the interim arrangements have worked well. Both interim Heads have jointly managed both parts of the service which has increased the resilience and provided stability to the staff and its service users. Joint Management Team meetings have continued and have been chaired by either or both Heads of Service depending on availability.
- 4.2.6. As the rest of the service has continued to work as one, there has been no adverse impact on service delivery.
- 4.2.7. External feedback has been positive and indeed the response of the service to the pandemic has been extremely complimentary and hailed as an example for other authorities. By having two heads there is more focused input from Denbighshire with external partners at the right level.
- 4.2.8. The issue with the service is not how it works across the two service areas but the scale and magnitude of the Head of Service role. Whereas it is essential that the role is strategic, for it to be successful it is imperative that the head of service maintains a level of operational connectivity. This was raised as part of the original review that resulted in a merged service. However, in practice it cannot be achieved across such a large area.

4.3. Conclusion

- 4.3.1. Having given due consideration to the review and it is determined that the most appropriate structure for the service would be to retain one service for both Education and Children Services but to recruit two Heads of Service. The practicalities of how this could be achieved still need to be worked out as it's

not a concept which has been utilised in Denbighshire previously. However, it is anticipated that both Heads of Service would be appointed to the same job description but one would have an expertise in Education and the other in Children. This is based on the principle that one service is absolutely the right one and this has been demonstrated in Denbighshire since its inception. However, the scale and size of the role makes it highly unlikely that the authority would be able to successfully recruit a Head of Service with the relevant experience and qualifications at the rate of pay on offer. It is possible to offer a market supplement, however this is only a short term solution and will lead to inequalities within SLT and lead to potential equal pay claims.

4.3.2. The last 10 months have proved that it is possible to have two Heads of Service leading one service. This has been done well in what have been extremely difficult circumstances. Both Interim Head state that the support from each other has proved invaluable and it clearly offers a level of resilience in one of the Council's highest risk areas.

4.3.3. It is a new concept and one that has not been tried in Denbighshire previously. However, the benefits of a joint service far outweigh the risks associated with this concept.

4.4. Evaluation

4.4.1. The job profile for the Post of Head of Children and Education Services has now been split into the Head of Children Services and Head of Education Services and been evaluated by KornFerry Hay Group. Hay is the job evaluation scheme that the Council have adopted to evaluate the post of all senior officers. A copy of the portfolio provided for the evaluation is attached in Appendix B.

4.4.2. This information was reviewed by KornFerry Hay Group who evaluated the two posts as follows:

Updated gradings 2020 and 2021														
	Know-How				Problem-Solving				Accountability			Total	Profile	
Head of Education & Children's Services (KF eval 2020)	F	II+	3	460	F	4	(50)	230	F-	3	P	350	1040	A3
Head of Education (KF eval 2021)	F	II	3	400	E+	4	(50)	200	E+	3-	P	264	864	A2
Head of Children's Services (KF eval 2021)	F	II	3	400	E+	4	(50)	200	E+	3	P	304	904	A3

A copy of their report is attached in Appendix C.

4.4.3 The points range for SLT2 is 801 – 1100 and therefore both posts fall within the range of Head of Service SLT 2 as shown below:

		Hay Evaluation Score
SLT4 (Chief Executive)	£136,312	1401 and above
	£134,268	
	£132,254	
SLT3 (Directors)	£110,670	1101-1400
	£109,010	
	£107,374	
SLT2 (Head of Service)	£90,750	801 - 1100
	£89,387	
	£88,045	
SLT1 (Head of Service)	£74,414	Score of up to 800
	£73,298	
	£72,199	

5. How does the decision contribute to the Corporate Priorities?

5.1. Having the right Leadership Structure for the Education and Children Service as well as the wider Council is essential to ensure the delivery of the Corporate Priorities as well as the day to day operational services. To support it is important that there is a fair and transparent approach to Senior Leadership pay which will contribute

towards retaining and recruiting high calibre of leaders as well as a well-motivated workforce who in turn will contribute towards achieving the corporate priorities.

6. What will it cost and how will it affect other services?

6.1. The current cost of the Head of Education and Children Services is £88,045 -£90,750 (plus on-costs). By splitting the role and both roles being evaluated on an SLT2 this will double to costs to £176,090.00 - £181,500.00 (plus on-costs). However, this will be offset by changes in the next layer of structure which means that the costs will be in the region of £60,000.

7. What are the main conclusions of the Well-being Impact Assessment?

7.1. A Well-being Impact Assessment has not been completed as the change is covered by the Well-Being Impact Assessment for Senior Officer Pay

8. What consultations have been carried out with Scrutiny and others?

8.1. The initial review was discussed with the Lead member and presented to Cabinet Briefing in January. It was also presented to Senior Leadership Panel on 22nd April 2021.

9. Chief Finance Officer Statement

9.1. The financial implications of this report, broadly set out in Section 6, will be considered in detail. The exact timing of any net pressure of the changes will obviously be impacted on the results of recruitment exercises and will be factored into the budget process for 2022/23. Any net pressure in year would need to be covered from existing financial contingency.

10. What risks are there and is there anything we can do to reduce them?

10.1. The risks have been identified above and include:

10.1.1 This type of arrangement is unusual and therefore there is a risk of the unknown.

10.1.2 It will be dependent on the two heads of service working well together and agreeing on the priorities to deliver a joint service above.

11 Power to make the decision

11.1 Paragraph 6 of Part 2 of Schedule 3 to the Local Government (Standing Orders) (Wales) Regulations 2006 as amended, requires that the decision to determine the level of remuneration, or any change to the level of remuneration, of a Chief officer must be made by Full Council.

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Head of Education & Children's Services Data 2020

Council	Job Title	Salary Min	Salary Max	Joint?
Wrexham County Borough Council	Chief Officer Education & Early Intervention	£89,084	£99,565	No
	Chief Officer Social Care	£89,084	£99,565	
Flintshire County Council	Chief Officer Education and Youth	£87,873	£98,998	No
	Chief Officer Social Services	£87,873	£98,998	
Conwy County Borough Council	Chief Education Officer(Head of Education Services)	£75,439	£86,902	No
	Head of Children, Family & Safeguarding Services	£75,439	£86,902	
Gwynedd County Council	Head of Education	£83,328	£92,588	No
	Head of Children & Families	£70,341	£78,155	
Anglesey Council	Director of Education, Skills and Young People	£89,084	£89,084	No
	Head of Children's Services	£79,015	£79,015	
Powys County Council	Interim Chief Education Officer	£77,282	£84,102	No
	Head of Children's Services	£68,191	£75,011	
Cheshire East Council	Director of Education and 14-19 Skills	£75,778	£102,842	No
	Director of Prevention and Early Help	£75,778	£102,842	
	Director of Children's Social Care	£75,778	£102,842	
Cheshire West Council	Director of Children's Social Care	£68,529	£101,109	No
	Director of Early Intervention and Prevention	£68,529	£101,109	
	Director of Education	£115,647	£137,676	
Shropshire	Assistant Director of Children's Social Care and Safeguarding	£91,800	£96,900	No
	Head of Early Help, Partnerships & Commissioning	£81,600	£86,700	
	Principal Education Improvement Adviser	£66,300	£76,500	
Lancashire County Council (covers Preston)	Executive Director of Children's and Education Services	£129,643	£140,894+ Market Supplement	No

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DENBIGHSHIRE COUNTY COUNCIL

JOB DESCRIPTION

Job Title: Head of Service

Grade:

Service:

Service Area:

Responsible to:

Job ID Number / Date Issued:

Job Purpose

To be responsible for the overall professional, strategic and operational leadership and management of the Service/s including leading on the development and implementation of service priorities.

To support the Chief Executive in the overall management of the council through the designated services ensuring the effective delivery of council priorities, strategies and major projects.

To provide leadership to the specific council services through membership of the Senior Leadership Team ensuring integrated policy development and service delivery.

To play a crucial role in increasing performance and efficiency across the council and its partners for the benefit of the community.

Principal Accountabilities and Responsibilities

Leadership

Provide strategic and effective leadership in conjunction with other heads of services on the delivery of specific plans as defined both within the service area and across the Council to deliver corporate initiatives.

Provide a learning environment and a positive, proactive, flexible approach to decision making.

Provide professional support and advice to Members and Directors to support the delivery of council objectives and to meet the council's statutory responsibility

Role model the organisation's purpose and vision and keep managers focused on delivering that vision.

Service Delivery

To ensure that an appropriate range of modern services are planned, commissioned and provided which demonstrably meets the needs of the service users, including the development of business plans.

To ensure these services are effectively organised, and cost efficient, are systematically reviewed and redesigned where necessary to ensure needs continue to be met.

To ensure high quality services which meet statutory and good practice guidance and standards.

To be committed to delivering excellent customer service to meet expectations and satisfy customer needs, and promote the Denbighshire Way.

Corporate and Service Strategy and Policy Development

Develop and implement policies and strategies which deliver high standards and continuous improvement in outcomes and standards for the service.

Create and develop effective partnerships with internal departments and external agencies and organisations in the public, private and third sectors in order to maximise the resources available to the council in meeting its strategic aims and objectives.

Change and Continuous Improvement

To champion change and improvement both their specific services and the council as a whole.

To communicate and provide vision for employees regarding changes and improvement.

To position the council for future success by identifying new opportunities.

Management of Resources

To be ultimately accountable for the management of resources within the specified service area/s.

To ensure budgets and other resources are planned, monitored and managed and expenditure is controlled to ensure all service managers understand and take responsibility for balancing budgets.

To ensure clear lines of accountability and control

To maximise the resources available for the service to meet its strategic aims and objectives.

Safety, Quality and Performance Management

To establish and manage systems and procedures that deliver a safe working environment, in accordance with; HSE Guidance Notes, HSG65, relevant legislation, and the council's policies. Ensure that staff are provided with the necessary training, support and resources to undertake their role safely. Actively promote a positive health and safety culture, and lead by example.

To ensure financial information, service quality and outcomes data is collected accurately and to use performance data on an ongoing basis.

To demonstrate through business and project plans, performance indicators and outcome measures, a culture of high performance

To establish a framework for assuring quality professional practice in the services, including undertaking regular practice audits and observations by managers at all levels in the Service and reporting mechanisms to the management processes.

Risk Management

To review regularly all service activities and projects to ensure that risks are being managed properly. Ensure risk management through risk assessment, risk monitoring procedures, and risk mitigation measures including risks to employees, members of the public, the council's customers, the council's assets, safeguarding risks and risks to the council's reputation. Risk areas to be managed include; data management, business continuity, fire safety, and health and safety.

Human Resource Responsibilities

To ensure high quality and consistent management of staff performance

To ensure development of a workforce plan in conjunction with business planning processes, working collaboratively across the council and with external bodies to meet the needs of the plan.

To actively manage absence to meet key performance targets.

To ensure effective and constructive staff relations and communications

To ensure effective and sustainable recruitment to meet the organisations objectives.

Equalities and Sustainability

To ensure the service meets its equality and sustainability responsibilities under the specific legislative requirements

Delegated Responsibilities

To undertake such duties and responsibilities as may be reasonably specified by the Chief Executive and Corporate Director under the scheme of delegation.

<p>Key Objectives and Corporate Programmes</p> <p>Key Objectives and Corporate Programme Leadership will be proposed and discussed with the post holder and monitored by the Director/Chief Executive.</p>
<p>Resources/Equipment/Material</p>
<p>N/A</p>
<p>Supervision/Management of People</p>
<p>Direct Reports XX Overall responsibility for a service of XX employees</p>
<p>Knowledge, Skills, Training and Experience</p>
<p>The Head of Service is totally accountable for their service and they are performance managed by the nominated Corporate Director/Chief Executive.</p> <p>The postholder is required to balance managing services and delivery of corporate priorities.</p> <p>The post requires the ability to structure complex issues and to arrive at balanced and informed decisions. The post holder will have the capacity and vision to anticipate and influence change in response to identified needs and have skills and abilities needed to manage complex issues and competing demands in a dynamic environment.</p> <p>The post holder will be responsible for corporate programmes of work</p> <p>Demonstrates political awareness in building positive relationships with members. Delivering services for a population of 93,500 and accountable to 47 Councillors. The post holder would be expected to have had significant leadership and management experience.</p>
<p>Special Working Conditions</p>
<p>N/A</p>
<p>Employment Checks/ Specific Requirements</p>
<p>Politically restricted post Statutory Office if applicable</p>
<p>Vision/Context</p>

Our strategy for leadership encompasses leadership attitudes & behaviours, management skills and a responsibility to create a collective leadership culture and capability. Our vision is to have individual leaders, who are role models, displaying leadership attitudes and behaviours. We want people who can create a culture of trust, who work together to achieve results and who learn from each other to delivery our shared management responsibilities.

Job Title	Net Budget approx..	Capital Budget approx..	Employee No.	Context	Service Responsibilities	Essential Professional Qualifications and Experience
Head of Education and Children Services – Education Specialist <div style="text-align: center;">Page 146</div>	£5.732m	2020/21 £8.085m and 2021/22 £2.653m	150	<p>Strategic leadership across all phases of education. Responsible for the curriculum and learning offer, ensuring the provision and delivery of standards of achievement and attainment are commensurate with individual potential and ability.</p> <p>Ensuring that individual learning and wellbeing needs are met across the broader inclusion agenda. Providing advice and intervention in the management of schools as appropriate in partnership with schools. Responsibility for ensuring that the regional Education Consortium deliver Denbighshire’s education objectives</p>	<p>Statutory Education Officer, with responsibility for the delivery of all statutory services for Education. School Improvement and Inclusion</p> <p>External commissioned services –</p> <p>Education support incl. financial management support for schools, SLA commissioning and procurement of services for schools, regional school data project, governor support and development</p> <p>20th Century Schools Capital Programme.</p> <p>Early Years including the management of the integrated childcare Centre.</p> <p>The following are on a single agency and multi-agency basis:-</p>	<p>Relevant professional qualification in Education/QTS and/or Member of Chartered Institute or able to demonstrate broad and deep experience in the relevant areas</p> <p>Significant range of experience in people, financial management and strategic service planning.</p>

					Family support and intervention services at early and intensive intervention levels.	
Head of Education and Children Services – Children’s Specialist Page 147	£11.753m	-	179	Strategic leadership across Children’s Services The following apply to both the LA and on a multi—agency basis:- Strategic leadership, development and operational delivery and management of Vulnerable children and families plans and services. This includes children who are in need because of developmental concerns, impairment or disability and young people at risk of, or involved in the criminal justice system and the child protection and safeguarding agenda. This includes making key decisions in respect of risk for children and the provision of	The following are on a single agency and multi-agency basis:- Family support and intervention services at early and intensive intervention levels. The delivery of professional safeguarding and child protection The provision of accommodation in both foster care and residential care for looked after children and associated recruitment, commissioning and support services. The commissioning and collaborative management of permanence arrangement e.g. adoption services; leaving	Relevant professional qualification in Social Care and/or Member of Chartered Institute or able to demonstrate broad and deep experience in the relevant areas Significant range of experience in people, financial management and strategic service planning.

Page 148				<p>professional advice and guidance.</p> <p>The needs of looked after children and those leaving care both in relation to performance and transition into adulthood.</p> <p>Statutory Advisor to the council and Regional Safeguarding Children's Board including key collaborative networks.</p> <p>Senior representative for the Council in regional and national settings in relation to social services for children.</p> <p>Corporate Parenting</p>	<p>care services; advocacy services.</p> <p>Management of the delivery of the children's and young people's plan.</p> <p>Delivery of Youth Justice Services including prevention.</p> <p>Emergency planning for Social Services.</p> <p>External commissioned services – Commissioning, contract management and quality monitoring.</p>	
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DENBIGHSHIRE COUNTY COUNCIL PERSON SPECIFICATION

The Person Specification sets out the skills, knowledge and experience that are considered to be necessary to carry out the duties of the post effectively. It will be used in the short-listing and interview process for this post. You should demonstrate on your application form how you meet these criteria as you will only be shortlisted if you meet all of the essential criteria (and desirable criteria where applicable).

Post Title: Head of Service

Service:

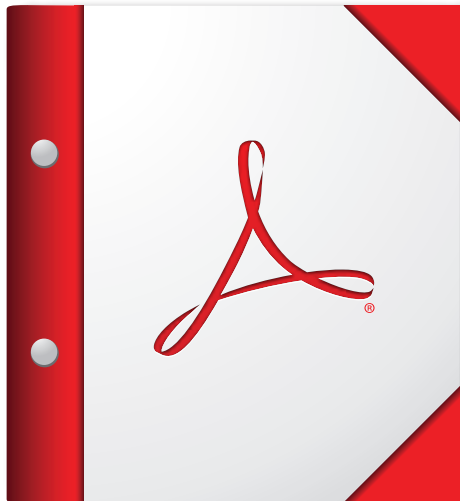
Grade:

<u>CRITERIA</u>	<u>ESSENTIAL</u>	<u>DESIRA BLE</u>	<u>METHOD OF ASSESSMENT</u> Application Form / Interview / Presentation / References etc
i. EDUCATION & QUALIFICATIONS	<p>Educated to degree level or equivalent</p> <p>Evidence of relevant continuing professional development</p> <p>Relevant professional</p>	<p>Management Qualification e.g. MBA/DMS or equivalent</p>	AF
ii. RELEVANT EXPERIENCE	<p>Experience of developing and delivering performance management, and budget management processes at a senior level within, LA or other relevant organization.</p> <p>Demonstrable experience of successful leadership and management of multi-disciplinary teams, leading to improved outcomes for service users and inspiring team.</p> <p>Extensive experience of planning and managing large budgets and other</p>	<p>Experience of working at a Senior management level in a diverse and complex organization within the public sector.</p> <p>Experience of working on the effective development of joint and integrated services.</p>	<p>AF, I</p> <p>AF, I</p>

	<p>resources within either the public or private sector.</p> <p>Experience of effectively working in partnership with a wide range of internal and external bodies.</p>	<p>Experience and appreciation of the impact and relevance of ICT to business solutions, planning, management and service delivery.</p> <p>Experience of working with elected members/governors in a constructive and politically sensitive manner.</p>	<p>AF, I</p> <p>AF, I</p>
<p>iii.</p> <p>JOB RELATED KNOWLEDGE & SKILLS</p>	<p>Ability to think and plan strategically, analytically and financially about complex issues and to find creative and innovative solutions.</p> <p>Ability to work collectively and collaboratively.</p> <p>Ability to influence others and provide the highest levels of customer service.</p> <p>Excellent communication/ presentation skills, both written and oral. High-level interpersonal skills.</p> <p>Ability to demonstrate a commitment to delivering value for</p>	<p>Knowledge and good understanding of the major issues facing local government and their potential implications.</p>	<p>AF, I</p> <p>AF, I</p> <p>I</p> <p>I</p> <p>I</p>

	money and efficiency in the use of resources.		
iv. PERSONAL QUALITIES	<p>Ability to demonstrate high caliber skills in tact, diplomacy, persuasion, negotiation, advocacy and assertiveness.</p> <p>Excellent relationship management skills, with the ability to work together with members, with a high level of political awareness</p> <p>Demonstrates a strong commitment to public service and equality of opportunity.</p> <p>Strong sense of political judgement and sensitivity.</p> <p>Strong sense of accountability of self and others.</p> <p>Accepts responsibility for mistakes and uses them as learning opportunities for their service</p> <p>Has a high degree of integrity and probity and is open and honest.</p> <p>Shows toughness and resistance under pressure. Is responsive and flexible to the changing demands and priorities.</p>	<p>Business awareness relating to local and national market conditions and broader business issues.</p>	<p>I</p> <p>AF, I, R</p> <p>AF, I, R</p> <p>AF, I, R</p> <p>AF, I, R</p> <p>AF, I, R</p> <p>AF, I, R</p> <p>I</p>

	<p>Adapts personal style to meet demands of complex situations.</p> <p>Shows a high drive for achievement and performance.</p>		<p>AF, I, R</p> <p>AF, I, R</p>
<p>v.</p> <p>OTHER REQUIREMENTS</p>		<p>Ability to communicate in the medium of Welsh or a commitment to learn the language.</p>	<p>AF</p>



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Report to	Full Council
Date of meeting	18 th May 2021
Lead Member / Officer	Councillor Hugh Evans, Leader
Report author	Gary Williams, Head of Legal, HR and Democratic Services
Title	Chief Executive Recruitment 2021

1. What is the report about?

- 1.1. The report is about the recruitment process that needs to be undertaken to recruit a new Chief Executive.

2. What is the reason for making this report?

- 2.1. To seek Council approval to recruit to the role of Chief Executive and to agree the approach to be taken in the recruitment process. This includes the remuneration package to be offered.

3. What are the Recommendations?

- 3.1. That Council agree to recruit a new Chief Executive
- 3.2. That Council agree the proposed remuneration package
- 3.3. That Council agree the recruitment pack
- 3.4. That Council agree the recruitment process

4. Report details

4.1. *Background*

The post of Chief Executive has been vacant since 7th April 2021. The previous Chief Executive had been in post for just short of 3 years.

The position of Chief Executive holds the statutory responsibilities of Head of Paid Service, required under section 4, of the Local Government and Housing Act 1989, and is appointed the roles of Returning Officer and Electoral Registration Officer.

It is essential that arrangements for the recruitment process to fill this post are agreed and actioned quickly to ensure that the Authority continues to have robust management and governance in place following the Chief Executive's departure.

4.2. Remuneration

The Chief Executive Officer's current salary package is as follows: -

- Salary Scale comprising of 3 incremental points:

£136,312

£134,268

£132,254

- Relocation Costs of up to £8000 as per the Council's policy
- Permanent contract of employment
- Membership of the Local Government Pension Scheme
- Returning Officer Fees
- 30 days' annual leave plus 2 additional statutory days and bank holidays

The Senior Remuneration Panel met on 22nd April 2021 to review the remuneration package for the Chief Executive. The comparative market data provided to panel and which is attached in Appendix A, show that based on the 6 North Wales Authorities the salary for the Chief Executive in Denbighshire is the 2nd highest.

Based on this information, the Remuneration Panel concluded that the remuneration package was appropriate and no further action was required.

4.3. Legal Position

In accordance with the Standing Orders (Wales) Amendment Regulations 2014, there is a requirement for posts with salaries of more than £100k and which are for the duration of 12 months or more, to be advertised externally.

The Council's Policy and Procedures with regard to recruitment of Chief Officers is contained within the Officer Employment Procedure Rules as set out in Section 11 of the Constitution. This states that Full Council will appoint the Chief Executive.

As part of the process, a Special Appointments Panel will be set up who will be responsible for shortlisting candidates for interview and assessing their suitability for the post via an assessment process and interviews. Following this the Special Appointments Panel will present a shortlist of suitable candidates to Full Council. Based on a presentation and interview by each candidate to Full Council, Full Council will make the decision on who to appoint to the role.

4.4. Special Appointments Panel

It is recommended that the Special Appointments Panel comprises of 7 members and is a politically balanced panel which is chaired by the Leader and will include a maximum of 2 other Cabinet Members. The Panel will be supported by the Head of Legal, HR and Democratic Services and the HR Services Manager.

Group Leaders are requested to nominate Members for the Panel and a formal request for nominations will be sent out following Full Council.

4.5. Management of the Process

It is recommended that the recruitment campaign is managed internally by the HR Services Manager with support from an external company to undertake some of the assessments remotely. This would mean that there would not be a need to appoint external consultants to undertake the process.

4.6. Recruitment Process

4.6.1. Job Application Pack

The current job description for the role of Chief Executive was last updated during the Senior Leadership Review in April 2016 and this forms part of the draft Recruitment Pack in Appendix B. It is recommended that Council agrees the Recruitment Pack and to delegate responsibility to authorise any minor changes to these documents to the Head of Legal, HR and Democratic Services, in consultation with the Leader and Lead Member for Finance and Efficiency.

4.6.2. Advertising Campaign

Previously the Council have commissioned a recruitment consultant to undertake an executive search when recruiting for the Chief Executive's post. An executive search is the process by which consultants acting on behalf of the authority would proactively identify potential candidates for the post of Chief Executive and contact them to invite them to apply for the role. This has proved successful in the past, however it is time consuming and expensive.

It is proposed that in its place, that a recruitment advertising campaign support by the Communication and Marketing Team is undertaken which would include advertising in the Guardian jobs which includes online and targeted advertising; in other key National and Local publications e.g. MJ; LinkedIn, Golwg and by a bespoke microsite on the Denbighshire Website. The aim would be to keep it live which regular remainders placed during the 4-week period. A detailed plan with timescales is attached in Appendix C.

4.6.3. Application Form

The application form will be a bespoke form that in addition to the basic personal information, employment history and education will include:

4.6.3.1. Competency based questions (300 words each)

There will be competency based questions that on Leadership, Change/Continuous Improvement; Partnership Working which the candidate will be expected to complete drawing on recent experience.

4.6.3.2. References

The candidates will be required to provide written references from the last 3 employers.

For the successful candidates, the Leader and Head of Legal, HR and Democratic Services will have a 30-minute discussion with the referee from the current employer.

4.6.3.3. Longlisting Exercise (1500 words)

As part of the application form the candidates will be expected to write a short report on a pre-set question.

4.6.3.4. Supporting Statement (1500 words)

4.7. Longlisting

The first stage would be to identify candidates that meet the essential criteria for the role to form the longlist. The aim would be to identify 4-6 suitable candidates from the longlist to invite for interview. The longlist exercise in 4.6.3.3 will be used to shortlist from the longlist.

4.8. Research

HR / web team to carryout research on candidate's online presence such as Social media, LinkedIn, google searches, websites for current/ previous employers, webcasts available.

4.9. Assessments

Prior to the Assessment Days the candidates would be expected to complete the following online assessments:

- SHL OPQ – Leadership report
- LJI/Watson Glazier

4.10. Assessment Centre

A selection of assessments to be undertaken that assess the candidates' ability to work under pressure, their approach, ability to respond to unknown, professionalism, resilience and knowledge. Examples of potential assessments were discussed at Council briefing. It is recommended that Council delegates the responsibility for choosing the final assessments to the Head of Legal, HR and Democratic Services, in consultation with the Leader and Lead Member for Finance and Efficiency.

4.11. Full Council

A pre-planned 15-minute presentation giving an introduction into themselves, their background and why they have applied for the job.

No set questions for Full Council but a 30-minute discussion with the candidate

whereby each political group can ask 2/3 questions each.

The actual format of the presentation to full council to be determined nearer the time, taking into account the Welsh Government Rules relating to Covid.

4.12. **Timeline**

Full Council approval to recruitment process and remuneration package	18 th May 2021
Post to be advertised	1 st June
Closing Date	30 th June
Long listing, assessment, shortlisting	w/b 5 th July
Remote/On-line Assessments	w/b 12 th July
Assessment Centre & Interview	20 th /21 st July
Full Council	22 nd July

4.13. **Performance Appraisal**

A politically balance panel comprising of 5 members to be appointed to manage the Chief Executive's performance. Their role would be to:

- Undertake the probationary period review at 3 and 5 months
- Set objectives for the Chief Executive at the end of the 6 months' probationary period
- Undertake formal performance reviews (at 12 months, 18 months, 24 months and annually thereafter)
- Leader to undertake monthly 1-1s which will feed into the probationary period reviews and the performance appraisals.

5. How does the decision contribute to the Corporate Priorities?

5.1. This will ensure that the Council has robust leadership and governance arrangements to deliver on the Corporate Priorities.

6. What will it cost and how will it affect other services?

6.1. The recruitment campaign and assessments are likely to costs in the region of £10,000.

7. What are the main conclusions of the Well-being Impact Assessment?

7.1. A Well-being Impact Assessment is not required as the proposal are in accordance with the agreed policies.

8. What consultations have been carried out with Scrutiny and others?

- 8.1. Cabinet has been consulted upon regarding the process and the Remuneration Panel has considered the remuneration package for the post. A presentation was given to Group Leaders and a Full Council Workshop.

9. Chief Finance Officer Statement

- 9.1. There is obviously base budget available to cover the post once appointed. The interim arrangements will result in an in year underspend which should more than cover any recruitment costs. The recommendations of the report are supported.

10. What risks are there and is there anything we can do to reduce them?

- 10.1. The Council will be at risk if there is insufficient senior management capacity and expert knowledge to lead the organisation.

- 10.2. There is a risk that the recruitment campaign will be unsuccessful. However, it is hoped that the remuneration package is sufficiently attractive to draw a good pool of candidates.

- 10.3. There is a risk that the recruitment campaign for a Chief Executive at a neighbouring authority will impact on the campaign for Denbighshire.

11. Power to make the decision

- 11.1. S112 Local Government Act 1972 - power to appoint staff

- 11.2. S4 Local Government and Housing Act 1989 - requirement to designate a Head of Paid Service

Comparative Salary Information

North Wales Authorities

Conwy County Council	£112,311	£124,791
Denbighshire County Council	£132,235	£136,312
Flintshire County Council	£131,664	£143,110
Gwynedd Council	£109,638	£118,063
Isle of Anglesey	£120,526	£120,526
Wrexham County Borough Council	£117,997	£135,317

Median **£119,262** **£135,317**
Average **£120,729** **£130,666**

North West England Councils

	Approx. Miles from Ruthin	Min Salary	Max Salary	
Cheshire West and Chester Council	24	£150,000	£155,500	Increments
Wirral County Borough Council	32	£167,704	£167,704	Spot Salary
Liverpool City Council	34	£224,400	£224,400	Spot Salary
Warrington Borough Council	41	£158,123	£163,757	Increments
Halton Borough Council	44	£172,397	£172,397	Spot Salary
Sefton Council	46	£147,037	£161,747	Increments
Knowsley Council	53	£169,810	£169,810	Spot Salary
St Helen's Council	57	£148,581	£160,000	Increments
Wigan Council	58	£188,649	£188,649	Spot Salary
Stockport Council	58	£149,825	£180,477	Increments
Manchester City Council	60	£202,878	£202,878	Spot Salary
Salford Council	62	£173,923	£173,923	Spot Salary
Cheshire East Council	63	£151,000	£161,000	Increments
	Median	£167,704	£169,810	
	Mean	£169,564	£175,557	

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Chief Executive

Vacancy Information for Candidates

Letter from the Leader



Dear Applicant,

Welcome and thank you for your interest in this unique opportunity within Denbighshire County Council.

Denbighshire County Council is one of the highest performing Councils in Wales and we have developed a team of senior professionals who are proud of this status and will work hard to maintain it, even in difficult times. We are now looking for an ambitious, forward thinking individual to join the Senior Leadership Team and lead the organisation into a successful future.

With the pressures that have faced local government over the last few years, we have naturally undergone some significant challenges. We felt our responsibility to maintain a high standard of service to our community was essential, and were able to deliver the required efficiencies whilst maintaining high performance. Our staff survey results during this period show that over 80% of our staff considered they were satisfied with their job, and satisfied with Denbighshire County Council as an employer despite undergoing some difficult times. I am proud that we not only met these challenges head on, but as an organisation we overcame them successfully.

We are very proud of our Member and Officer relationships and both members and staff are fully committed and determined to work hard together to assist and support the appointed candidate through the exciting and demanding times ahead.

Denbighshire is a wonderful county to work in and while we have many challenges, the working and living environment must be amongst the best in Wales. From the coastal resorts of Rhyl and Prestatyn through the historic towns of St. Asaph, Denbigh and Ruthin, the scenic rolling hills of the Clwydian Range to the picturesque Dee Valley and the towns of Llangollen and Corwen, Denbighshire has something to offer everyone.

With the combination of a new Corporate Plan and newly elected Members appointed in the last few months, this is a time of new beginnings. We are therefore looking for a candidate who fully understands the incredible opportunity this presents, the chance to influence and shape the future of the Council, and to lead the delivery of priorities that will have a significant impact for our residents and local businesses.

Councillor Hugh Evans, OBE
Leader of the Council.

Further Information

This brochure has been designed to introduce prospective applicants to Denbighshire County Council. It also contains important information with regards to the structure of the organisation, the role of Chief Executive, the profile of the person we are seeking to appoint and the terms and conditions.

We hope you find the information contained within this brochure informative and the vacancy an attractive career prospect.

If you would like an informal discussion about the position then please contact:

- Councillor Hugh Evans (Leader of the Council) - leader@denbighshire.gov.uk, 01824 706097
- Catrin Roberts (HR Services Manager) - Catrin.Roberts@denbighshire.gov.uk, 01824 712521

Applications for the post should be submitted by noon on XXXXXX

Candidates will be informed of shortlisting on XXXXXXXXX

Interviews and assessment centres are expected to be held on the following dates:

<<INSERT DATES>>

How to apply:

Please see the 'How to Apply' section of this brochure. Applications should be emailed or posted to Catrin Roberts, HR Services Manager, at:

- Catrin.Roberts@denbighshire.gov.uk
- Catrin Roberts, Human Resources, Denbighshire County Council, PO Box 62, Ruthin, Denbighshire, LL15 9AZ.

Denbighshire County

The county of Denbighshire in North Wales stretches from the coastal resorts of Rhyl and Prestatyn in the north, through the Vale of Clwyd, over the panoramic Horseshoe Pass into the picturesque Dee Valley. The bustling town of Llangollen is home to the annual International Music Eisteddfod and on the edge of the recently designated World Heritage Site of Pontcysyllte Aqueduct and Llangollen canal.

Not only are we fortunate to be located in a truly stunning area of the UK, we also have excellent transport links. Along the A55, Liverpool, and Chester are within an hour's drive, and Holyhead and Manchester just an extra 20 minutes.

Clwydian Range and Dee Valley Area of Outstanding Natural Beauty is the scenic frontier of North Wales, embracing some of the UK's most wonderful countryside. The Clwydian Range is an unmistakable chain of purple heather-clad summits, topped by Britain's most dramatically situated hillforts. Beyond windswept Horseshoe Pass over Llantysilio mountain, lies the glorious Dee Valley with historic Llangollen, a famous transport route rich in cultural and industrial heritage. Offa's Dyke Path National Trail traverses this specially protected area, one of the least discovered yet most welcoming and easiest to explore of Britain's finest landscapes.



Nature, history and people have made Denbighshire distinctive. Three characteristic landscapes created by nature; the coast, the uplands, and the contrasting river valleys await exploration here, along with the changes made to them by countless generations of inhabitants and invaders. Here, nearly 250,000 years ago, lived the first known people of Wales. Now, the peace of the rural landscape and blue flag coastline blends harmoniously with thriving towns and villages, supporting a diverse range of residents and visitors alike and creating a county rich in culture.

The later hillforts and mysterious sacred landscapes of prehistoric Denbighshire are still spectacularly visible. People as well as nature created the distinctiveness of Denbighshire, and maintains it still. Romans and Britons, Welsh and English and Normans, Cavaliers and Roundheads all in turn disputed what became known as the 'Perfeddwlad' - 'the Middle Country' or 'Lands Between' - the borderlands between the Welsh principalities of Gwynedd and Powys, and more crucially between England and the Snowdonian heartlands of North Wales. A wealth of castles - English and Welsh, famous and lesser-known, chart the ebb and flow of these long wars.

The story of historic Denbighshire is likewise chronicled in its heritage of legend-haunted holy wells and characteristic churches, many of them rebuilt in the Tudor period, when Denbighshire became the prosperous and cultured Power-house of Renaissance Wales. Historic towns, picturesque villages and varied historic houses all help to tell Denbighshire's story: and though the Industrial Revolution sits lightly on the modern county, its industrial heritage can still be traced, often amid the now peaceful setting of its country parks and outstanding landscapes.

Legends, curiosities, and links with famous people all add to Denbighshire's character. So too does the fact that both Welsh and English are spoken in its towns and villages, for both nature and history have ensured that Denbighshire remains the most distinctively Welsh of the eastern 'border' counties.

To sum this up in a phrase, Denbighshire is a beautiful County.



Denbighshire County Council

Denbighshire County Council is a unitary local authority established under the re-organisation of local government in Wales, and came into operation in April 1996.

The Council comprises of 47 elected members, and has adopted the Leader and Cabinet model of governance.

Employing over 4,200 people, the Council delivers a wide range of services and functions. A diagram illustrating our organisation structure is contained within this document.

Denbighshire County Council's vision is that:

“Denbighshire in 2025 will be the ideal place to live, work, visit, conduct business and pursue a wide range of activities”.

As an employer, we focus on communication, equality and people-friendly policies and we are looking for people who share our vision and values. If you want to make a real difference to the lives of people and are seeking a rewarding employer who values you, this is the place for you.

The values of the Council are:

Pride: We aim to create a sense of pride in working for our organisation. We should take pride in the work we do and what we achieve as an organisation.

Unity: We all work for the same organisation. We as Councillors and staff should aim to reflect this in the way we behave and serve our communities. As our motto says “Unwn i wneud da” (We unite to do good), we work closely, co-operate willingly and support colleagues from across the organisation, regardless of the service or team in which they work. Our customers and communities expect the organisation to act as a single body making no distinction between services.

Respect: We aim to treat all people equally and with fairness, understanding that there are views and beliefs that differ from our own. We aim to involve and listen to our communities, showing consideration to their views and responding appropriately.

Integrity: As Councillors and staff we aim to manage ourselves to maximise performance, act with high standard of conduct and present a positive image of Denbighshire. We aim to be realistic with our colleagues and citizens about our achievements and the challenges we face and to be open and honest in the information we provide.

Profile

The key responsibilities of the post are as follows:

- To provide the leadership and vision to ensure that the Council is structured, managed and resourced effectively to ensure that our priorities and objectives are delivered.
- To deliver quality services which are effective, efficient, economic and responsive to local circumstances.
- To be the Head of Paid Service and Principal Advisor.

In addition to the above, the post holder is responsible for the following:

- Lead and manage the Corporate Executive Team so they effectively support Cabinet Lead members and Scrutiny Chairs.
- Provide advice, assistance and support to the Leader and the Chair of the Council in their respective roles, and in particular their relations with external partners.
- To deliver the new Corporate Plan.
- Act as Returning Officer and Electoral Registration Officer.

Place of work

The post is based at the Council's headquarters at County Hall, Ruthin. This is an attractive, predominantly open-plan working environment (the post is allocated one of a small number of private offices). As well as extensive office accommodation, the building also houses the Council Chamber, committee rooms and meeting rooms.

Pay and Benefits

The terms and conditions of employment for this post will be those contained in the collective agreement laid down by the Joint Negotiating Committee for Chief Officers of Local Authorities. The main conditions are as follows:

Salary

This role is paid in accordance with the SLT 4 Chief Executive Officer within the Senior Leadership Pay Scale - a three point salary range, with current values as follows:

SCP1 = £132,254

SCP2 = £134,268

SCP3 = £136,312

The starting salary of the successful applicant will be one of the points shown, with progression through any remaining points subject to satisfactory service by annual increments up to the maximum of the grade applicable to your job as follows:-

Incremental progression will take place in either April or October, with the first incremental increase being effective after a minimum of 12 months and a maximum of 18 months after commencement in role, dependant on the commencement date. Increments thereafter will be paid annually in either April or October.

Date of commencement Increment due

2nd April to 1st October 1st October the following year

2nd October to 1st April 1st April the following year

Annual leave

The basic entitlement is 30 days plus 2 extra statutory days. In addition to annual leave, the post holder is entitled to the public holidays that the Government designate.

Pension scheme

The employment will be pensionable in accordance with the provisions and regulations of the Local Government Pension Scheme, a defined benefit / final salary pension scheme.

Other employee benefits

- Reimbursement of one subscription to a professional body or association
- Cycle to Work Scheme
- Car Salary Sacrifice Scheme
- Discounts via DCC Rewards Direct website and Vectis card, and Denbighshire Leisure Ltd facilities
- Give as you earn scheme
- Work-life balance policies and practices e.g. homeworking, family friendly policies etc.

Advert Details

Chief Executive

Salary Package: £132,254 - £136,312 + election fees

The Chief Executive is a key position within the Council. We are therefore looking to appoint a purposeful leader who will share our ambitions for the Council to continue to be one of the best performing Councils in Wales.

For an informal discussion please contact :-

- Councillor Hugh Evans (Leader of the Council) - leader@denbighshire.gov.uk, 01824 706097
- Catrin Roberts (HR Services Manager) - Catrin.Roberts@denbighshire.gov.uk, 01824 712521

Please note that as part of this recruitment process, we will be reviewing any information that is held in the public domain.

How to Apply

You can request an application form from the HR team by contacting <<insert contact>> Please submit your application along with a copy of your C.V. to Catrin Roberts, HR Services Manager, at:

- Catrin.Roberts@denbighshire.gov.uk
- Catrin Roberts, Human Resources, Denbighshire County Council, PO Box 62, Ruthin, Denbighshire, LL15 9AZ.

Recruitment timeline	
Closing date:	12 noon on xxxxxxxx
Shortlisting date:	
Assessment dates:	

Equalities

Denbighshire County Council is a Disability Confident Employer and is committed to Equal Opportunities and Welsh Language Standards. We welcome applications made in the Welsh Language. Any applications made in the Welsh Language will not be treated less favourably than any submitted in English. For alternative methods of applying, please call HR on 01824 706200.

Candidate information

About you

We are looking for candidates who will support and advise elected members and have the ability to operate in a political climate with an understanding of the Welsh political context. An appreciation of the Welsh language and culture is essential.

Candidates must be able to demonstrate an ability to inspire and empower a diverse workforce and have the skills to develop and coach a dynamic, high performing Senior Leadership Team in order to drive the delivery of an ambitious Corporate Plan.

As a role model for the Council, the successful candidate will be able to demonstrate strong influencing and negotiation skills with the ability to communicate with people ranging from Government Ministers to local communities.

If you have the commitment and leadership abilities to help steer the modernisation of the Council and drive change and improvements across all of its services and functions then this is the role for you.

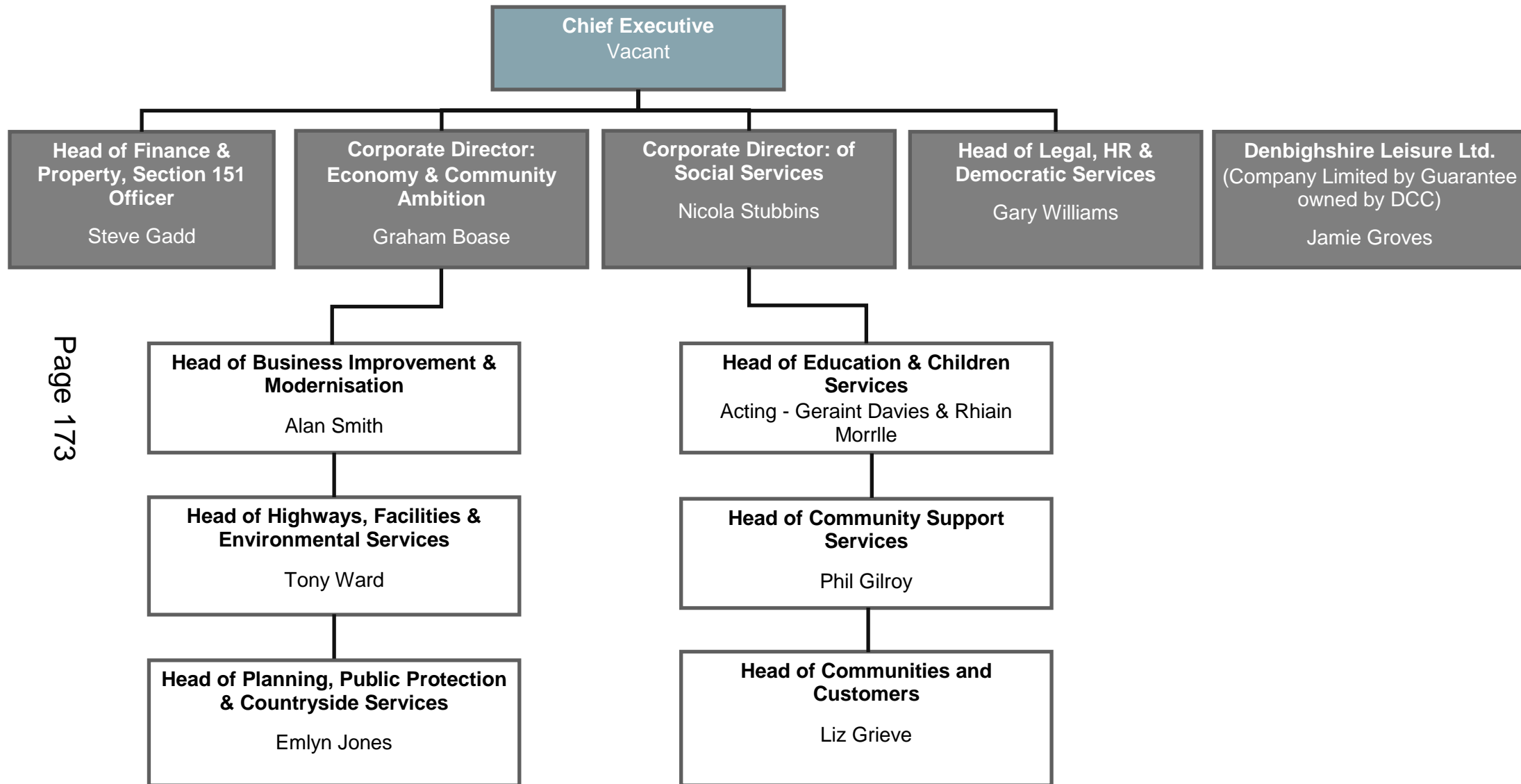


Staff benefits

Our workforce is of utmost importance to us and Denbighshire County Council is committed to supporting staff to achieve a positive work-life balance. We therefore have numerous work-life balance policies in place, including flexible working, home working options, enhanced parental policies, a fantastic occupational career average pension scheme, and our Employee Assistance Programme. We also operate cycle to work, and car salary sacrifice schemes, and a Give as you Earn scheme.

Our staff are entitled to a variety of benefits, including discounted gym membership, personal and professional learning and development opportunities, discounts at hundreds of national retailers, and much more.

Senior Management Structure



Job Description

Job Title: Chief Executive Officer
Grade: SLT4, £132,254 - £136,312
Job ID Number / Date Issued: July 2016

Job Purpose

The Council's Head of Paid Service and Principal Adviser, will work closely with all Elected Members, especially Cabinet, in preparing, developing and delivering strategic direction, implementing, monitoring and reviewing Council policies.

To lead decisively and inspire the Corporate Executive Team in delivering the Council's objectives and quality service delivery; services which are effective, efficient, economic and responsive to local circumstances.

Principal Accountabilities and Responsibilities

- As Principal Policy Adviser to the Council, provide strategic direction and interpretation to Council and Cabinet policies, ensuring these are supported by realistic action plans.
- As Chief Executive, lead, manage and direct the Corporate Executive Team so they effectively support Cabinet Lead Members and Scrutiny Chairs.
- As Chief Executive, develop a customer focused culture throughout the organisation that will enable the delivery of high quality services and to maintain the position of one of the highest performing councils in Wales.
- Ensure that Council performance is measured against statutory indicators and targets that stated objectives are achieved and delivered.
- Ensure that the council deliver their overall budget within the cash limit through monthly monitoring at Corporate Executive Team and Cabinet.
- In conjunction with Corporate Directors, develop leadership and management skills to ensure that the Council is and will continue to be capable of achieving its strategic objectives.
- Communicate and act as advocate internally within the organisation and externally concerning the Council and Cabinet's plan, policies and objectives to ensure clarity, commitment and understanding.
- Ensure that the Cabinet and the Council's strategy and business planning and performance management process identifies resource needs, including a Human Resource Strategy which must reflect principles of Equal Opportunities and employee and Member development.
- Communicate and gain commitment of employees to the aims and objectives of the Council and the standards, behaviour and performance expected of them.
- Provide advice, assistance and support to the Leader and the Chairman of the Council in their respective role, and in particular their relations with external partners.

- Support and advise all Elected Members on matters of community leadership and governance, improving the community's confidence in the Council.

Additional Matters

- Act as Returning Officer for Parliamentary Elections and Referenda
- Act as Returning Officer for Town and Community Council Elections
- Act as Electoral Registration Officer

Knowledge, Skills, Training and Experience

- The ability to provide inspirational leadership to support and motivate a diverse group of people at all levels, coupled with a willingness to address issues and make difficult decisions. This will result in the provision of effective customer focused services, promote collective working, innovation, flexibility and engender team spirit in a changing environment.
- An understanding of the statutory role of local authorities and of national and regional policy issues which relate to local government and experience of developing strategies and solutions to address these effectively.
- An appreciation of local community needs and the importance of successful community involvement and empowerment.
- First class oral and written communication skills including the ability to formulate and deliver complex strategic plans and implement long term goals.
- Capable of seeing beyond the short term and to identify broader opportunities and the potential for operating in innovative ways to achieve end results.
- Political sensitivity, with the ability to advise all political groups and the Council as a whole in an objective and bias-free way.

Employment Checks/Specific Requirements

All new starters are required to undergo our standard safer recruitment checks; 2 satisfactory references covering 3 years' employment, evidence of essential qualifications, evidence of Right to Work in the UK. This is a Politically Restricted Post.

Safeguarding Statement

Denbighshire County Council recognises its obligations to safeguard children and adults together with preventing slavery and human trafficking and will do all in its power to prevent slavery and human trafficking within its business. Modern slavery can take many forms including the trafficking of people, forced labour, servitude and slavery.

Safeguarding is everyone's business and all Denbighshire employees are required to work in accordance with the Council's Child / Adult Safeguarding policies and procedures and have a duty to report any concerns which may be noted during the course of their duties and are asked to be alert to the signs of exploitation. Concerns should be raised via their Designated Safeguarding Manager in order that the Council can take prompt action when exploitation is identified.

Vision/Context

The post of Chief Executive is the Head of Paid Service and Principal Adviser to the County Council. The post leads on the Corporate Executive Team in advising and assisting Members on the development of strategic direction of the County Council and on the development of policies and service delivery plans. The Chief Executive has the primary task of managing the interface between the political and executive roles, and of ensuring that the Council is able to respond to developing Government and Assembly policies.

Person Specification

The Person Specification sets out the skills, knowledge and experience that are considered to be necessary to carry out the duties of the post effectively. It will be used in the short-listing and interview process for this post. You should demonstrate on your application form how you meet these criteria as you will only be shortlisted if you meet all of the essential criteria (and desirable criteria where applicable).

Criteria	Essential	Desirable	Method of assessment
1. Education & qualifications	<p>Educated to degree level or equivalent</p> <p>Evidence of relevant continuing professional development</p> <p>Relevant professional qualification</p>	Management Qualification e.g. MBA/DMS or equivalent	AF
2. Relevant experience	<p>Experience of working at a Senior management level in a diverse and complex organisation.</p> <p>Experience of working successfully in a political environment</p> <p>Experience of successfully leading change in a large and complex organisation</p> <p>Demonstrable experience of successful leadership and management of multi-disciplinary teams, leading to improved outcomes for service users.</p> <p>Extensive of strategic planning, attracting resources and managing large budgets and other resources within either the public or private sector.</p> <p>Experience of effectively working in partnership with a wide range of internal and external bodies.</p>		<p>AF, I</p> <p>AF, I</p> <p>AF, I</p> <p>AF, I</p> <p>AF, I</p> <p>AF, I</p>

<p>3. Job related knowledge & skills</p>	<p>Able to provide strong and effective leadership</p> <p>Ability to think and plan strategically, analytically and financially about complex issues and to find creative and innovative solutions.</p> <p>Ability to influence others to provide the highest levels of customer service</p> <p>Inspires teams and groups to enable transformation.</p> <p>Excellent communication/presentation skills, both written and oral. High-level interpersonal skills.</p> <p>Knowledge and good understanding of the key issues involved in policy planning and performance management.</p> <p>Knowledge and a good understanding of the major issues facing local government and their potential implications.</p> <p>Good understanding of the political context at national, regional and local level.</p>	<p>Understands the Welsh Assembly's vision for public services within national policy context.</p>	<p>AF, I</p> <p>AF, I</p> <p>I</p> <p>I</p> <p>I</p> <p>AF, I</p> <p>AF</p> <p>AF, I</p>
<p>4. Personal qualities</p>	<p>Ability to demonstrate high caliber skills in-tact, diplomacy, persuasion, negotiation, advocacy and assertiveness.</p> <p>Excellent relationship management skills, with the ability to work together with members, with a high level of political awareness</p> <p>Demonstrates a strong commitment to public service and equality of opportunity.</p>	<p>Business awareness relating to local and national market conditions and broader business issues.</p>	<p>I</p> <p>AF, I, R</p> <p>AF, I, R</p>

	<p>Demonstrates a strong commitment to customer service.</p> <p>Strong sense of political judgement and sensitivity.</p> <p>Strong sense of accountability of self and others.</p> <p>Accepts responsibility for mistakes and uses them as learning opportunities for their service</p> <p>Has a high degree of integrity and probity and is open and honest</p> <p>Shows toughness and resilience under pressure.</p> <p>Is responsive and flexible to the changing demands and priorities.</p> <p>Adapts personal style to meet demands of complex situations.</p> <p>Shows a high drive for achievement and performance.</p> <p>Enthusiastic, committed, self-motivated and strong sense of purpose.</p>		<p>AF, I, R</p> <p>AF, I, R</p> <p>AF, I, R</p> <p>AF, I, R</p> <p>AF, I, R</p> <p>AF, I, R</p> <p>AF, I, R</p> <p>AF, I, R</p> <p>AF, I, R</p> <p>AF, I, R</p>
5. Other requirements	Strong empathy with Welsh culture and language	Ability to communicate through the medium of Welsh	AF

Terms and Conditions

Joint Negotiating Committee (JNC) for Chief Officers of Local Authorities

During employment with the County Council, terms and conditions will be in accordance with collective agreements negotiated from time to time by the Joint Negotiating Committee for Chief Officers of Local Authorities, as amended by the County Council or supplemented by local collective agreements reached with trade unions recognised by the County Council, and by the rules of the County Council.

1. Salary

In accordance with the Authority's Pay Structure and Job Evaluation Scheme, the salary package for Chief Executive is:

SCP1 = £132,254

SCP2 = £134,268

SCP3 = £136,312

The starting salary of the successful applicant will be one of the points shown, with progression through any remaining points subject to satisfactory service by annual increments up to the maximum of the grade applicable to your job as follows:-

Incremental progression will take place in either April or October, with the first incremental increase being effective after a minimum of 12 months and a maximum of 18 months after commencement in role, dependent on the commencement date. Increments thereafter will be paid annually in either April or October.

Date of commencement Increment due

2nd April to 1st October 1st October the following year

2nd October to 1st April 1st April the following year

2. Place of work

County Hall, Ruthin, Denbighshire.

3. Hours of Work

The basic contractual working week is one of 37 hours.

However, for a post of this seniority level you will be required to work such reasonable working hours as are dictated by the needs of the service, and the salary for the post reflects this requirement.

The Council's Flexi-time scheme does not apply to this post.

4. Performance Management

Your performance will be subject to regular appraisal and monitoring by Council. Your performance will be measured against agreed criteria every six months which will include meeting the performance targets of members in relation to the principal accountabilities of the post, County Council policies and changing demands.

5. Annual Leave

In accordance with Denbighshire Annual Leave entitlement in a normal leave year from 1st April to 31st March annually your current holiday entitlement is 30 days plus 2 extra statutory days.

In addition to annual leave, the postholder is entitled to the public holidays that the Government designate.

6. Expenses

Traveling subsistence expenses, together with such payments that can be properly made, as determined by the Council, will be made in accordance with the Council's policy.

7. Period of Notice to Terminate Employment

The postholder is required to give the Council a period of 3 months' notice.

8. Sickness

Your entitlements during any absence due to sickness or injury are as set out in the JNC agreements on Pay and Conditions of Service.

9. Professional Fees

The Council will approve reimbursement of the annual subscription of one professional body.

10. Political Restriction

The Chief Executive post is a Politically Restricted post. The County Council is obliged to prepare and maintain a list of posts which it deems to be politically restricted.

11. References

The appointment is subject to satisfactory reference(s) being received to cover your previous 3 years employment and from your last 2 employers.

12. Qualifications

Evidence of the qualifications stated on your application must be made available to Denbighshire County Council.



**Thank you for
your interest**

Denbighshire County Council

Website : www.denbighshire.gov.uk

Instagram : @CyngorSDd_DenbighshireCC

Facebook : Denbighshire County Council

Twitter : @DenbighshireCC

Head Office : County Hall, Wynnstay Road, Ruthin, LL15 1YN

Communication Strategy

CEO Recruitment May 2021

Introduction

Denbighshire County Council need to recruit a new Chief Executive Officer. The Communications, Marketing and Engagement team have been asked to produce a communications strategy to help The HR team to undertake this recruitment without the involvement of an external recruitment specialist. The strategy will cover the recruitment phase through to the appointment

Communications Objectives

- To attract the best candidates to apply for the position from the public sector across Wales and further afield
- To use new channels to enhance the reach of the communications activity
- To utilise existing professional networks that are available to DCC staff
- To utilise networks that are available to politicians
- To assure resident councilors and staff that the search for a CEO is being undertaken effectively
- To promote the outcome of the process.

Key messages and target audiences

Message	Audience
We are recruiting, explaining the benefits of working in Denbighshire	Existing CEOs in the public sector
We are recruiting explaining the benefits of working in Denbighshire	Existing directors in the public sector
This is the JD and key messages about the sort of CEO we need, we would like your input and this is how we will be promoting and managing the recruitment	Cabinet
This is the JD and key messages about the sort of CEO we need, we would like your input	Councillors
This is the JD and key messages about the sort of CEO we need, we would like your input	DCC middle managers
The recruitment process is starting and will be managed by our HR team. The time table for the recruitment is 1 st June – 31 July 2021.	DCC staff
We have recruited a new CEO including with background about the successful candidate, including welcome from the Leader and cabinet	Staff, Members, Regional MS and MPs, Residents
The new CEO my vision and leadership style	Staff, Members, Regional MS and MPs, Residents

Approach and Governance

The strategy covers pre and post appointment activity

- A new CEO recruitment microsite will be created based on the previous microsite used to recruit the previous CEO. This microsite will be updated to ensure compliance with the new accessibility standards.
- All promotional activity will direct potential applicants to a contact for an initial discussion.
- All promotional activity will direct potential applicants to the formal application process (TBA with HR)
- We will be using whatever network we have available to us and explicitly asking staff and members to share with their professional networks
- An agreement in advance with the potential candidates that they will be required to be photographed on appointment and that a press story will be required as soon as they are in a position to accept the post. This information could be provided as part of their application

Sign –off process proactive and reactive

Gary Williams and The leader will sign off all communications material relating to this recruitment exercise including the response to any media enquiries.

Mechanisms

All current media channels will be used as appropriate to deliver the key messages. New channels will also be introduced as they become available and assessed for their efficacy.

- **Social media** – Our corporate channels will promote the opportunity, including LinkedIn
- **Press media relations** - Initial press relations will announce the search for a new CEO
- **Website Pages** - A new microsite will be designed to give potential candidates information about the role, to encourage them to apply and to direct them as to how to do this Tagline “working together for the future of Denbighshire”
- **Advertising** -- National Publications Guardian/MJ etc. and Local Publications such as Daily Post, Golwg
- **Denbighshire Today/Linc/ Staff Facebook** - Articles will be issued throughout the process to keep staff aware of progress
- **Councillors** - Ask them to share links to the new microsite to their residents and through their political networks.
- **Direct Marketing** - we will engage with potential candidates through existing public sector online networks both generic and specific e.g. organisations for Directors of Education/ Social Services/ SOLACE etc. and staff networks private and public sector.
- **Denbighshire Forums and meetings** e.g PSB/ NWEAB/ DVSC
- **Welsh language networking** – promote through Menter Iaith, Urdd, Mudiad Meithrin, Cymraeg i Blant, Young Farmers, Coleg Cambria and Welsh for Adults.
- **Women in Business networking groups**
- **Common phrases to link social media to microsite**
- **County Voice** – An article about and authored by the new CEO (Edited by the Communications, Marketing and Engagement team and signed off by the leader)
- **CEO Blog** - An article about and authored by the new CEO (Edited by the Communications, Marketing and Engagement team and signed off by the leader)

Branding

All branding will comply with the DCC brand guidelines

Measurement

The success of the communications will be measured through: No of applicants

Costs

Costs of advertising in National newspapers and Local Government media

Equalities

We will ensure that our communications are as accessible, appropriate and as understandable as possible to all those with protected characteristics.

Welsh Language

In compliance with the Welsh Language Standards all of our communications activity will be completely bilingual and help to ensure that the Welsh language is treated no less favorably than the English language. We will support the ambition to be “sector leaders in the development of the Welsh Language in Wales” through the use of Welsh in our Communications

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COUNCIL FORWARD WORK PROGRAMME

Meeting	Item (Description / Title)		Purpose of Report	Council Decision Required (yes/no)	Lead member and Contact Officer
6 July 2021	1	Annual Performance Review		Yes	Alan Smith / Iolo McGregor
	2	Committee Timetable 2022	To approve the committee timetable	Yes	Councillor Richard Mainon / Steve Price / Kath Jones
7 September 2021					
12 October 2021					
7 December 2021					

FUTURE ITEMS

Investigation into Flooding	Once investigation carried out, report to be submitted to Full Council following request from Full Council on 26 January 2021	Councillor Brian Jones	TBC
Real Living Wage Accreditation	Report requested by Council to consider the steps to becoming an accredited Real Living Wage Employer	Councillor Julian Thompson-Hill/ Catrin Roberts / Sophie Vaughan	TBC

COUNCIL FORWARD WORK PROGRAMME

Note for Officers – Full Council Report Deadlines

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
		18.05.2021	04.05.2021	06.07.2021	22.06.2021
07.09.2021	24.08.2021	12.10.2021	28.09.2021	07.12.2021	23.11.2021

Updated 05/05/2021 SLW

Council Briefing Forward Work Programme

Meeting	Item (Description / Title)		Purpose of Report	Lead member and Contact Officer
7 June 2021	1	Armed Forces Covenant Awareness Training		Cllr Richard Mainon / Gary Williams/ Stephen Townley, Armed Forces Liaison Officer Contact: Stephen.Townley@wrexham.gov.uk
8 November 2021				

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