

To: Members of the County Council

Date: 13 July 2022

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, 19 JULY 2022** in **COUNCIL CHAMBER, COUNTY HALL, RUTHIN AND BY 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 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.

4 MINUTES (Pages 7 - 8)

To receive the minutes of the meeting of County Council held on 5 July 2022 (copy attached).

5 COUNCIL PERFORMANCE SELF-ASSESSMENT 2021 TO 2022 (Pages 9 - 142)

To consider a report by the Strategic Planning and Performance Team Leader (copy attached) to provide a self-assessment of the Council's performance against its functions.

6 PAY POLICY STATEMENT (Pages 143 - 186)

To consider a report by the HR Manager and Pay and Reward Specialist (copy attached) to seek approval for the Pay Policy Statement.

7 ANNUAL REPORT OF THE COUNCIL'S SCRUTINY COMMITTEES 2021/2022 (Pages 187 - 228)

To consider a report by the Scrutiny Co-ordinator (copy attached) to present the Scrutiny Committees' activities during 2021/2022

8 COMMITTEE TIMETABLE 2023 (Pages 229 - 244)

To consider a report by the Democratic Services Manager and Senior Committee Administrator (copy attached) to approve a Committee Timetable for 2023.

9 APPOINTMENT OF CHAIR AND MEMBER TO THE DEMOCRATIC SERVICES COMMITTEE (Pages 245 - 248)

To consider a report by the Democratic Services Manager (copy attached) to appoint elected Members to Democratic Services Committee.

10 APPOINTMENT OF A MEMBER TO THE NORTH WALES POLICE AND CRIME PANEL (Pages 249 - 252)

To consider a report by the Democratic Services Manager (copy attached) to appoint an elected Member to the North Wales Police and Crime Panel.

11 DENBIGHSHIRE LEISURE LIMITED - APPOINTMENT OF DIRECTORS (Pages 253 - 256)

To consider a report by the Head of Legal, HR and Democratic Services (copy attached) to appoint new Directors to Denbighshire Leisure Limited.

12 APPOINTMENT OF TOWN, CITY AND COMMUNITY COUNCIL REPRESENTATIVE TO STANDARDS COMMITTEE (Pages 257 - 260)

To consider a report by the Head of Legal, HR and Democratic Services (copy attached) to appoint a Town, City and Community Council representative to Standards Committee.

13 COUNTY COUNCIL FORWARD WORK PROGRAMME (Pages 261 - 264)

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

MEMBERSHIP

Councillors

Councillor Arwel Roberts (Chair)

Brian Blakeley
Joan Butterfield
Jeanette Chamberlain-Jones
Ellie Chard
Kelly Clewett
Ann Davies
Karen Edwards
Pauline Edwards
Gwyneth Ellis
James Elson
Chris Evans
Hugh Evans
Justine Evans
Bobby Feeley
Gill German
Jon Harland
Elen Heaton
Huw Hilditch-Roberts
Martyn Hogg
Carol Holliday
Alan Hughes
Hugh Irving
Alan James

Councillor Pete Prendergast (Vice-Chair)

Delyth Jones
Paul Keddie
Diane King
Geraint Lloyd-Williams
Julie Matthews
Jason McLellan
Barry Mellor
Terry Mendies
Raj Metri
Win Mullen-James
Merfyn Parry
Gareth Sandilands
Peter Scott
Rhys Thomas
Andrea Tomlin
Michelle Walker
Cheryl Williams
David Williams
Elfed Williams
Eryl Williams
Huw Williams
Emrys Wynne
Mark Young

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Town and Community Councils

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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 in the Council Chamber, County Hall, Ruthin and via Video Conference on Tuesday, 5 July 2022 at 10.00 am.

PRESENT

Councillors Brian Blakeley, Joan Butterfield, Ellie Chard, Kelly Clewett, Ann Davies, Karen Edwards, Pauline Edwards, Gwyneth Ellis, James Elson, Chris Evans, Justine Evans, Bobby Feeley, Gill German, Jon Harland, Elen Heaton, Huw Hilditch-Roberts, Martyn Hogg, Carol Holliday, Alan Hughes, Hugh Irving, Alan James, Delyth Jones, Paul Keddie, Diane King, Julie Matthews, Jason McLellan, Barry Mellor, Win Mullen-James, Merfyn Parry, Arwel Roberts (Chair), Gareth Sandilands, Peter Scott, Rhys Thomas, Andrea Tomlin, Michelle Walker, David Williams, Elfed Williams, Eryl Williams, Huw Williams, Emrys Wynne and Mark Young

ALSO PRESENT

Chief Executive (GB); Corporate Director: Communities (NS); HR Services Manager (LD); Lead HR Business Partner – Organisational Development (AM); Democratic Services Manager (SP); Zoom Host and Webcast (SJ), and Committee Administrator (SLW)

1 APOLOGIES

Apologies for absence were received from Councillors Jeanette Chamberlain-Jones, Hugh Evans, Geraint Lloyd-Williams, Terry Mendies, Raj Metri and Cheryl Williams

2 DECLARATIONS OF INTEREST

None.

3 URGENT MATTERS AS AGREED BY THE CHAIR

None.

4 MINUTES

The minutes of Annual Council held on 24 May 2022 were submitted.

RESOLVED that the minutes of Annual Council held on 24 May 2022 be confirmed as a correct record.

5 COUNTY COUNCIL FORWARD WORK PROGRAMME

The Democratic Services Manager introduced the Council Forward Work Programme together with the Council Briefing Forward Work Programme (previously circulated).

RESOLVED that the Council and Council Briefing Forward Work Programme be approved and noted.

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 during consideration of the following items of business because it is likely that exempt information (as defined in Paragraphs 12 and 14 of Part 4 of Schedule 12A of the Act) would be disclosed.

6 APPOINTMENT OF CORPORATE DIRECTOR: GOVERNANCE AND BUSINESS

The Leader of the Council and the HR Services Manager advised members of the Special Appointments Panel and the assessment centre activities used to evaluate the candidates. The Panel had identified one candidate who was potentially suitable for appointing and who had therefore been invited to attend the Council meeting today.

The candidate gave a presentation to Council and responded to a series of questions from members.

RESOLVED that Gary Williams be appointed to the post of Corporate Director: Governance and Business.

7 APPOINTMENT OF CORPORATE DIRECTOR: ECONOMY AND ENVIRONMENT

The Leader of the Council introduced this item and reported that the Special Appointments Panel had identified two candidates to be shortlisted and invited to attend Council today.

The two candidates gave a presentation to Council and responded to a series of questions from the members; both candidates receiving the same questions.

RESOLVED that Tony Ward be appointed to the post of Corporate Director: Economy and Environment.

Report to	County Council
Date of meeting	July 19, 2022
Lead Member / Officer	Nicola Kneale, Joint Acting Head of Business Improvement and Modernisation
Report author	Iolo McGregor, Strategic Planning and Performance Team Leader
Title	Council Performance Self-Assessment 2021 to 2022

1. What is the report about?

This report accompanies the council's Performance Self-Assessment for 2021 to 2022, providing our end of year analysis of progress and challenges with our key performance objectives (i.e. our Corporate Plan Priorities) and in each of the seven areas of governance. The report also provides narrative on council activity in support of Equality and Diversity.

2. What is the reason for making this report?

2.1 Although piloted last year, this report is the first statutorily required document written in response to the Local Government and Elections (Wales) Act 2021, which requires the council to produce a Self-Assessment of its performance against its functions. It also responds to our duty around equality monitoring (under the Equality Act 2010 and Wales Measure 2011, which includes the Socio Economic Duty), and our contributions to the Well-being of Future Generations (Wales) Act 2015.

2.2 Regular reporting is an essential monitoring requirement of the council's performance management framework. We monitor our performance regularly,

taking quarterly reports to Scrutiny and Cabinet meetings. Our Executive Summary, presented alongside this report, provides an evaluative statement of our progress.

- 2.3 A decision is required to approve the Council Performance Self-Assessment 2021 to 2022.

3. What are the Recommendations?

- 3.1. It is recommended that, subject to any agreed changes, Council approve the Performance Self-Assessment 2021 to 2022.

4. Report details

- 4.1 The council's Corporate Plan 2017 to 2022 set the strategic direction for the council and its priorities for the five-year period. The detail about what the council intends to do each year to help deliver these priorities is set out in annual service plans. The projects have originated from Service and Programme Plans. Progress has been reported to Performance Scrutiny, Cabinet and the Senior Leadership Team through our Quarterly Performance Reports.

- 4.2 With this report, we present three documents:

- Appendix I presents our Executive Summary, which seeks to draw out the highlights of our performance against our objectives (i.e. our Corporate Priorities that are our Well-being and Equality Objectives) and the seven governance areas (prescribed by the Well-being of Future Generations (Wales) Act 2015). The short paragraphs within this document are effectively our statement of performance against our functions, also looking ahead to the challenges that we face and areas for improvement.
- Appendix II is our familiar quarterly Performance Update Report, which is our process for ongoing self-assessment and embodies all the evidence (internal and external) and analysis that seeks to answer the questions of 'How well are we doing', 'How do we know', and 'What and how can we do better'? This Performance Update Report presents the latest picture covering only January to March 2022, but combined with the Executive Summary and the

three preceding Update Reports, the full set make-up our Self-Assessment for 2021 to 2022. Reviewing all four Performance Update Reports together will allow the reader to see improvement activity that we have identified throughout the year in support of performance.

- Appendix III is a 'one-off' report that seeks to summarise the performance of our Corporate Plan 2017 to 2022 over its five-year duration, now that we have reached its final year.

4.3 Within each corporate priority subsection, we continue to include Well-being and Equality sections that capture our contributions to the Well-being of Future Generations (Wales) Act 2015; and the Equality Act 2010 and Wales Measure 2011 (which includes the socio-economic duty). We also include a separate Equality and Diversity chapter, which captures corporate initiatives in support of this agenda.

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

5.1 The Performance Self-Assessment includes an evaluation of the council's success in delivering against its corporate priorities.

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

6.1 There is no additional cost associated with this report.

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

7.1. A Well-being Impact Assessment (WIA) is not required for this report. A WIA was undertaken on the Corporate Plan itself, and was presented to County Council when the plan was approved in October 2017. Individual projects / programmes of work within the Corporate Plan will subsequently have been individually assessed, as any new actions will be going forward.

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

- 8.1 The report has been developed by the Strategic Planning Team, in consultation with other council services. Feedback has already been sought on the report from the Senior Leadership Team, Cabinet, Governance and Audit (now being required under the Local Government and Elections (Wales) Act 2021), and Performance Scrutiny prior to submission for approval by County Council.
- 8.2 Having considered the report during its meeting on June 9, Performance Scrutiny recommended that *“going forward, the Council make every effort to facilitate active travel, reduce its use of plastics in school meals and other services, actively seeks carbon reduction opportunities when delivering services, and is proactive in reducing deprivation across the county”*.

9. Chief Finance Officer Statement

- 9.1 No statement is required with this report.

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

- 10.1 Failure to publish our Self-Assessment would likely result in statutory recommendations from Audit Wales, with significant implications for the reputation of the council.

11. Power to make the decision

- 11.1 Part 6 of the Local Government and Elections (Wales) Act 2021 (chapter 1, section 89).
- 11.2 Part 2 of the Well-being of Future Generations Act (Wales) 2015 (section 13).
- 11.3 The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 (section 16).

Appendix 1 – Executive Summary: Self-Assessment of Performance, 2021 to 2022

Together with our four quarterly update reports for 2022 to 2023 that have functioned as our ongoing assessment throughout the year, this document makes up our Self-Assessment of Performance required under the new Local Government and Elections (Wales) Act 2021. It presents an accessible end-of-year summary of our performance against key functions, specifically our Well-Being Objectives (otherwise referred to as our Corporate Priorities), the seven governance areas, and the Public Sector Equality Duty (which includes the new Socio-Economic Duty).

To review the evidence behind the conclusions in this document, please refer to the Performance Update Reports, published on our [website](#).

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For more information, or to let us know what you think about anything in this report, contact us:

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By TELEPHONE: 01824 706291

Rydym yn croesawu galwadau ffôn yn Gymraeg / We welcome telephone calls in Welsh.

By POST:

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Denbighshire County Council,

PO Box 62,

Ruthin,

LL15 9AZ

We welcome correspondence in Welsh. There will be no delay in responding to correspondence received in Welsh.

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Our Approach to Self-Assessment

It is worthwhile in this document that we briefly explain our approach to Self-Assessment, as this is the first year that one is legally required.

At the end of 2021 to 2022, the council trialled a new style of Annual Performance Report that would respond to the performance requirements of the Local Government and Elections (Wales) Act 2021, broadening our existing approach to also reflect on the Corporate Health of the organisation. Based on advice from an independent auditor commissioned by the WLGA, this would satisfy the need to report on 'council functions'. Our report involved an analysis of the seven governance areas recommended by the Act's statutory guidance, as well as a more concerted effort to catalogue the activity of our principle meetings (Council, Cabinet, Scrutiny, and Governance and Audit), key news items, and reports by our internal audit and external regulators.

What we learned from last year's report (which was some one hundred pages long) is that we have a great body of evidence around how we are performing, but that it is difficult to make such a large document accessible. This document seeks to address that issue by providing only very high level summary statements that assess our performance, taking into account the wealth of quality information that has been comprehensively catalogued in our quarterly Performance Update reports (which utilised the same self-assessment template that we developed for our last Annual Performance Report). In this way we have achieved ongoing self-assessment throughout the year.

It is a requirement that the council, through its self-assessment process, identify improvement actions, and in subsequent self-assessments reports provide an update on our progress against them. We have achieved this through our quarterly Performance Update reports (supporting the principle of ongoing assessment), which have not only identified improvement actions during their production, but also captured improvement actions identified from the council's Service Performance Challenge programme, which ran during the summer of 2021. Service Performance Challenges are an opportunity for senior managers, Cabinet and Scrutiny members to be assured as to the performance of our services and the challenges that they are facing.

Finally, in addition to reviewing internal and external bodies of evidence to inform our self-assessment, there are new requirements around annually engaging with a comprehensive

list of stakeholders around the performance of our functions (objectives and governance). During 2021 the council updated its Resident's Survey (now referred to as our 'Stakeholder Survey') to ask specific questions now required under the Act. An analysis of the results is provided in our Performance Update reports, and the council will now look forward to running similar engagement exercises annually as part of its approach to Self-Assessment.

Equality and Diversity

The council continues to deliver a number of great initiatives in support of those with protected characteristics and living in socio-economic deprivation. In this year we have renewed our commitment to equality, published in our [Interim Strategic Equality Plan](#); Council pledged to being a diverse council, supporting accessibility and diversity in local democracy; through our quarterly performance update reports we have enhanced our reporting around equality and diversity activity; and improvements to our Well-being Impact Assessments and their publication will better inform and support the transparency of decision making. We acknowledge, however, that more needs to be done to support officers and members with the completion and scrutiny of impact assessments. There will also be further opportunity to capture benefits delivered in support of protected characteristics and the Socio-Economic Duty as we develop our new Corporate Plan in 2022 to 2023. Although our engagement work on the development of the new Corporate Plan themes has been comprehensive, we know that engagement with seldom heard groups or those with protected characteristics needs to improve, and we are working internally and with regional colleagues to develop solutions to this.

Performance Objectives – Corporate Plan 2017 to 2022

Housing: There have been significant achievements within our housing priority that have directly benefited residents and alleviated inequality. Many of our ambitious targets for the supply of housing are either making good progress (additional), or have in some cases been exceeded (affordable and empty). We have also done good work to improve standards in the private sector, and made improvements within our processes and policies for housing and homelessness support, including the Strategic Housing and Homeless Group, and the Housing and Homelessness Strategy. However, homelessness prevention remains a key challenge for the council. Although we have successfully delivered a new

Extra Care facility in Denbigh, more work is needed to progress the facility in Ruthin, which has faced significant delays. There also remain of course significant challenges with the availability, affordability and standard of housing within the county, and we acknowledge there is still a lot of work to do to address these.

Connected: A number of projects have made good progress within this priority, including our investment in libraries, which has supported those at a socio-economic disadvantage and at risk of digital exclusion (not least during the pandemic). Our investment in zero emission technology and demand responsive travel has also helped remove barriers to travel, benefitting those with the protected characteristics of age and disability. However, many of the challenges that we faced five years ago remain. Despite overall improvement in our performance against the national road condition indicators over the last five years, the ongoing investment required to maintain our large rural network is significant, and we know improvements are needed in terms of the timeliness of repairs. Internet connectivity too, though much improved over the last five years, remains below the UK average, and though we have used our position to influence and lobby, progress has been extremely slow despite our best efforts. Delivery of our plans for sustainable and active travel, and the replacement of Llannerch Bridge are also key challenges ahead for the council.

Resilient Communities: There has been some really important work carried out within our Resilient Communities priority, especially in the context of the pandemic, demonstrating particularly how well the council works in partnership to protect and support our residents and community initiatives. Highlights have included our work around mental health, becoming a Dementia Friendly Council, our support for carers, and assistance to community development projects more broadly. We have also made good progress with regards to raising awareness of domestic abuse; but like all these areas, acknowledge that there is always more to be done and increasing demand and challenges to be met. The council continues to protect and deliver vital and valued services for the most vulnerable in its communities, receiving positive feedback and accolades for its provision in a number of areas, including care and libraries. However, we face significant challenges with the cost of care, and the recruitment and retention of care staff. We also acknowledge that we have more work to do to complete our involvement project for shaping and improving services.

Environment: The council has made excellent progress with its Environment projects over the last five years, not only through its extensive tree planting, varied biodiversity work, protection of green open spaces, flood prevention work, and raising awareness about the important assets that we have in the county; but also with its Climate and Ecological Change Strategy. However, becoming a Net Carbon Zero authority by 2030 remains a significant corporate risk, and as funding for a number of key projects ends, the council must look ahead to further opportunities to absorb and reduce carbon, particularly as it exhausts the 'quick-win' options. Greater stakeholder engagement and training will help. The council also has challenges ahead of it with the achievement of energy efficient council homes, embedding revised waste management arrangements, and delivering two further significant coastal defence schemes. It is also important that the council continues its work to ensure equal access to our countryside and historic assets, particularly for those at a socio-economic disadvantage, to benefit the health and well-being of residents and visitors alike.

Young People: The council has made good progress with its Young People projects over the last five years, particularly in support of well-being, skills and work placements. However, there remain significant challenges arising from the impact of Covid-19, impacting the development of young people and the delivery of some projects; but particularly timetabling and attendance in schools, which has made educational inequality more acute. There are challenges arising from the implementation of the new curriculum too, not least in terms of the monitoring of school standards, with pupil attainment, on the whole, remaining just below the Wales average. A combination of Covid-19 and market instability is also causing delays and rising costs within capital projects, which is a significant risk to our Sustainable Communities for Learning Programme (formerly the 21st Century Schools Programme).

Governance Functions – The Council's Corporate Health

Corporate Planning: In addition to closing down programmes of work from its Corporate Plan 2017 to 2022, which has delivered many tangible benefits for residents, the council has undertaken considerable work to ensure that it meets upcoming legislative requirements. This has included the new Local Government and Elections (Wales) Act 2021; the need to develop Well-being Objectives (every five years) under the Well-being of

Future Generations (Wales) Act 2015; and the publication of our [Strategic Equality Plan 2021 to 2022](#) under the Equality Act (Wales) Regulations 2011. The council has tackled these key strategic strands of work well, whilst in the same year appointing a new Chief Executive; continuing to respond to the pandemic; and implementing arrangements for two European Union replacement funds and the Levelling-Up Fund. Key challenges ahead will include the Chief Executive's review of the Senior Leadership Team; rolling out our New Ways of Working arrangements; inducting and training new councillors from May; and better understanding our relationship with the new North Wales Corporate Joint Committee. Improvement actions identified over the last year have on the whole progressed well, but we recognise that there is scope for us to learn from the pandemic in relation to transparent decision making. We also acknowledge that overall customer satisfaction with the council and its long-term plans is not where we would like it to be. It is proposed that the next Corporate Plan has a clear focus on how the council works, including customer service, engagement, and our performance. We have seen good engagement between members and officers over the last two years of the pandemic, and there has been particularly strong research and public engagement work carried out in support of potential themes for the next Corporate Plan, 2022 to 2027. There is a clear plan to further develop our Corporate Plan proposals with the new Council, seeking their final approval in early October.

Financial Planning: The council's financial planning arrangements have proven robust and the council is well placed to maintain its financial sustainability over the medium term. The council holds a stable reserve and has strong monitoring and planning mechanisms in place to actively manage pressures, such as the Medium Term Financial Plan, Treasury Management and Capital strategies, and a new Budget Setting process that moves towards a 3 to 5-year process. There are of course some significant budget variations, but we work to resolve those, and we have a good record of delivering savings. We have also introduced revised policies and procedures for countering fraud and corruption. The delays with the draft Statement of Accounts remains a challenge due to the timescales effecting other areas of work for the Finance Team, and therefore impacting service delivery going forward. The most significant risk and issue facing councils and the wider public sector in most recent times has been the Covid-19 pandemic, as well as rising costs globally. It is welcome that the Covid-19 Financial Recovery Strategy has provided a robust plan for the

council's response. Another area of work will be looking ahead to the transition of revenues and benefits services to the council.

Performance Management: The council has effective performance management arrangements in place that help it monitor, report and scrutinise performance in key areas, as well as identify areas for improvement. These arrangements have recently been strengthened by the council's approach to self-assessment through enhanced quarterly performance reports, and annual stakeholder engagement. There are minor improvements that can now be taken forward with regards to Verto, our performance management system, which were not possible prior to the recent retender of the software. The new Corporate Plan from October will also bring with it the opportunity to enhance the performance framework that the council reports on corporately. The timing of Service Performance Challenges needs to be considered in the coming months as the position with the review of the Senior Leadership Team becomes clearer. It is important that these go ahead to comply with our Performance Management Framework, but also to meet recent recommendations from Audit Wales on the publication of performance information on non-priority areas. The council must look ahead to training opportunities for councillors after the election, as well as for new or interested staff. The council has identified actions that it is taking forward to improve Project Management and Contract Management, and is working with Care Inspectorate Wales on identified actions to improve the delivery of some aspects within Children's Social Services.

Risk Management: Internal Audit previously highlighted some areas of weakness in the management of risks, which the council has sought to address during 2021 to 2022 to ensure governance and controls are robust. For example, we have been clearer about how risk appetite methodology is applied and we have clarified controls that should have a direct impact on risk management, setting out the expected direction of travel for each of our corporate risks. We have identified internal and external assurance to ensure risks are appropriately managed and scrutinised. Our Corporate Executive Team has started interrogating risks that sit beyond our risk appetite in risk focus sessions with risk owners. Broadly, we have found that engagement with our risk management process has been good by both officers and members. However, as global events have grown in significance for our council and our community over the last two years, so too have the number of active risks on our corporate risk register. Events such as the Covid-19 pandemic, Brexit, and more recently the conflict in Ukraine, have had consequences for the global (and

local) economy and our communities. For this reason, a summary of our corporate risk register has been developed to improve internal communications. A full update report will be presented to Performance Scrutiny's [meeting in June](#) 2022.

Workforce Planning: Workforce planning has grown in significance as the consequences of Covid-19 have heightened challenges in relation to recruitment and retention across the council. We have proactively put measures in place to address these issues. We have also improved the data that we hold about our own workforce for equality purposes, and taken steps to address the back-log caused by Covid-19 of Disclosure and Barring Service (DBS) checks. We have implemented a stronger approach to workforce planning and participated in an Audit Wales study, which is expected to highlight some further areas to strengthen. There have been a number of recent changes in senior leadership, and this will be a particular priority for the coming year. During the year, we have supported managers and staff with the new ways of working, particularly home working, which has become our predominant working style since the start of Covid-19. We have engaged with staff using a questionnaire to determine managers' training and development requirements. The feedback from the survey has informed our new training strategy, and an induction programme, policies and guidance have been developed. Dedicated training sessions for employees and managers will be rolled out from July. At the same time, we have focused on mental health and well-being and agreed a new mental health policy that has resulted in awareness sessions, training and online support. The focus for the year ahead will be to work with our Staff Council to support us in recruiting Mental Health Champions. Supporting the New Ways of Working Project and supporting managers and staff as we begin to return to the office will also present challenges and opportunities.

Assets: The council faces significant challenges with regards to its assets. We have a perennially deteriorating and very large network of roads and bridges; a large portfolio of buildings to align with our Net Carbon Zero ambition; and growing pressures on our ICT infrastructure. However, we have made improvements. We have adopted minimum standards for in-use and embodied carbon that all council non-domestic construction projects must adhere to, and we are looking ahead to adopting a new Asset Management Strategy this summer. We have made significant investments in our roads and bridges, including a £3m commitment to improve roads during 2021 to 2022. We have introduced new frameworks in support of our maintenance of schools, non-schools and housing. We

have good health and safety and fire safety procedures in place. In partnership with Dŵr Cymru and Natural Resources Wales, we have also taken forward improvement actions to alleviate flooding. The council also has increased investment to ensure the safe management of its data, and better support for home working. Looking ahead, an immediate challenge will be preparing our offices for New Ways of Working, accommodating increased staff numbers, hybrid meetings, and different workstyles.

Procurement: The Procurement Team has made some improvements this year to the advice and support available to services to encourage good procurement practice and adherence of the procurement policy across the organisation. However, progress across a range of actions to improve and decarbonise procurement have been hampered due to continuing challenges in recruiting to the Procurement Manager post. This has resulted in existing team members taking on more responsibility on top of existing portfolios. We lack specific expertise in relation to ecology and decarbonisation, but we hope to secure the budget for a new post during 2022 to 2023. We have seen some positive progress in relation to collaborative procurements, and we are getting better at working with services to identify opportunities where collaborative procurement may be possible. These remain challenging and sometimes partners' timescales are inconsistent with our own, leading to missed opportunities beyond our control. The Community Benefits Hub is making connections between businesses and community initiatives, and has seen positive outcomes for individuals securing full-time employment as a result of their work placements. Securing a sustainable future for the Hub remains a key challenge. The development and adoption of a new Procurement Strategy by the end of the summer is also an important area of work for us to get right.

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Appendix 2 – Corporate Plan Performance Update: January to March 2022

This document presents the council's performance against its priorities and governance areas between January to March 2022, including our application of the Sustainable Development principle, the Public Sector Equality Duty, and Socio-Economic Duty.

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For more information, or to let us know what you think about anything in this report, contact us:

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By TELEPHONE: 01824 706291

Rydym yn croesawu galwadau ffôn yn Gymraeg / We welcome telephone calls in Welsh.

By POST:

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Summary position

The measures evaluation for each priority has been determined through the performance management framework that we have in place. The projects evaluation has been determined by the status of our projects.

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

Measures: Good

Projects: Good

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

Measures: Priority for improvement

Projects: Good

Resilient Communities: The council works with people and communities to build independence and resilience

Measures: Acceptable

Projects: Excellent

Environment: Attractive and protected, supporting well-being and economic prosperity

Measures: Good

Projects: Excellent

Young People: A place where younger people will want to live and work and have the skills to do so

Measures: Priority for improvement

Projects: Good

Corporate Health: The council is efficient, well-managed and environmentally sustainable

Measures: Acceptable

Projects: Good

A Note on Measuring Performance

In Denbighshire, our default approach to setting performance thresholds is to take the upper-quartile (best performing) from nationally comparable information as the point where performance is considered 'Excellent'. The 'Priority for Improvement' threshold is usually the median. Midway between these two values determines the threshold between 'Acceptable' and 'Good' performance.

If no data is available that we can compare ourselves with (either nationally or by comparable grouping), then we will take a local view on what we feel reasonably determines 'Excellent' and 'Priority for Improvement' performance. This should represent our ambition.

For more information on how we manage performance, view the [Performance Management Guide on our website](#).

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

Measures: Good

Projects: Good

Corporate Plan Performance Framework: Measures Update

As at the end of March 2022, there were 2,050 people on the Single Route to Housing (SARTH) waiting list, which is a decrease from the last period, October to December (2,378). Our second SARTH measure considers the number of people housed from the register into either council stock or a Denbighshire Registered Social Landlord property. During 2021 to 2022 a total of 261 people were housed, down from 328 the previous year.

We have delivered 422 additional homes during 2021 to 2022. This is slightly down from 435 the previous year. In terms of the additional supply of council houses provided, 13 units were successfully added to our stock and all of these were 'buy backs' with no new builds completed in this period. There have been 222 additional affordable housing, including social housing, provided during the year. This is an exceptional return and the highest since we began recording figures in 2006, bringing our total since 2017 to 586.

The increase is because:

- The council has taken on 43 homelessness leases this year. Performance is normally around 10 annually, but there has been additional funding provided for long-term leases with the private sector.
- Grŵp Cynefin completed the Extra Care scheme in Denbigh, bringing forward 74 dwellings.
- Adra have substantially completed the development in Meliden, and did complete the development in Trefnant, which has added 38 dwellings so far.

Another area of success within this priority includes the Empty Homes project. 196 Empty Homes have been brought back into use during 2021 to 2022, bringing the total to 695 since 2017, exceeding the target of 500 homes.

Our measure around the number of private sector homes improved in standard and quality has fallen significantly below our usual standard due to Covid-19 restrictions on work. 325 homes were improved during 2021 to 2022, down from 415 the previous year.

The percentage of households successfully prevented from homelessness (Section 66 duty) has fallen from 52% to 42% during 2021 to 2023. This equates to 31 successful outcomes out of a total of 81. The percentage of households successfully relieved from homelessness (Section 73 duty) has also seen a decline since the same period last year, from 31% to 22%, which equates to 108 successful outcomes out of a total of 501.

Our previous report overlooked two new data items from our 2021 Stakeholder Survey. There were two satisfaction measures pertinent to this outcome, covering:

- The percentage of residents reporting they felt satisfied with the availability of housing in their area (30%, down from 42% in 2018).
- The percentage of residents reporting they are satisfied with the standard of housing in their area (40%, down from 52% in 2018).

Corporate Plan Performance Framework: Project Update

Closed: Denbigh Extra Care Housing

Following some delays with the handover date at the beginning of this period, we are now pleased to report that the scheme is fully open and the provider, Abacare, are on site.

Experiencing Obstacles: Ruthin Extra Care Housing

We are still waiting on Grŵp Cynefin to set a firm date to start works on site. Preparatory works were due to begin during April, 2022, but there is slight delay due to bats. A construction programme is being drawn-up and an overall scheme programme is being developed. Grŵp Cynefin are anticipating demolition works to begin in full around June and we are currently working to a construction end date of February 2024.

Experiencing Obstacles: Additional Council Homes

The delivery confidence for delivering additional council housing developments has improved as progress has been made on various sites.

- The former [Prestatyn Library](#) will be demolished and the site will be redeveloped to create a new commercial space and apartments available for social rent, providing 14 older persons' apartments. Energy in the apartments will be generated by ground source heat pumps and solar panels on the roof to create improved energy efficient living for future residents.
- At its [meeting in March](#), Cabinet approved tenders for the renovation of a terrace of eight properties in Aquarium Street in Rhyl. A contract notice with an estimated value of £2 million was published on the Sell2Wales procurement portal in December. Four tender submissions were received, and following an evaluation exercise a preferred contractor has been selected.
- The purchase of three former council houses in Rhyl has been completed.

The application for planning permission for a residential development on land adjacent to Ysgol Pendref in Denbigh was refused, which would have included 22 affordable units for social rent to be offered to the council. Despite this and the schedule over-run that has been caused by the pandemic, the programme is still confident of successful delivery.

Closed: Affordable Housing

As described above, delivery of our Corporate Plan target for an additional 260 affordable homes has been exceeded, with 222 delivered during 2021 to 2022. Since the start of the Corporate Plan in 2017 we have delivered a total of 586 affordable homes. The affordable housing delivery action is now being taken forward within the Service Plan for Planning, Public Protection and Countryside Services.

Closed: Empty Homes Back into Use

Again, the Empty Homes project has met and exceeded the Corporate Priority target of bringing 500 empty homes back into use, with 695 empty properties having been brought back into use since 2017. The Empty Homes delivery action will now be taken forward within the Service Plan for Planning, Public Protection and Countryside Services.

Annual or Biennial Measures

Measure	2020 to 2021	2021 to 2022	Status
The number of people who were on the Complex Disabilities Specialist Housing Needs Register for whom supported housing has been secured – Benchmarked Locally	5	13	Excellent
The additional supply of council houses provided	14	13	Does not apply Count only
Number of additional homes provided in Denbighshire – Benchmarked Locally	435	422	Excellent
Number of empty properties brought back into use (old definition) – Benchmarked Locally	184	196	Excellent
The number of private sector homes improved in standard and quality due to intervention from the council – Benchmarked Locally	415	325	Priority for improvement
The additional supply of affordable housing, including social housing, provided during the year – Benchmarked Locally	154	222	Excellent
Percentage of households successfully prevented from homelessness (Section 66 duty) – Benchmarked Nationally	52	42	Priority for improvement
Percentage of households successfully relieved from homelessness (Section 73 duty) – Benchmarked Nationally	31	22	Priority for improvement
Number of additional Extra Care Homes supported by the council	0	74	Does not apply Count only

Measure	2018 to 2019	2021 to 2022	Status
The percentage of residents reporting they felt satisfied with the availability of housing in their area – Benchmarked Locally	42	30	Priority for improvement

Measure	2018 to 2019	2021 to 2022	Status
The percentage of residents reporting they are satisfied with the standard of housing in their area – Benchmarked Locally	52	40	Priority for improvement

Quarterly or Biannual Measures

Measure	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
Number of people on SARTH waiting list – Benchmarked Locally	2,139	2,297	2,283	2,378	2,050	Priority for improvement
Cumulative number of people housed from the SARTH register	328	67	153	209	261	Does not apply Count only

Well-being and Equality

This priority applies the five ways of working and directly supports Wales' Well-being Goals around **prosperity**, environmental **resilience**, **health**, **equality**, **cohesive communities**, and a **globally responsible** Wales with a **vibrant culture and thriving Welsh language**. Below are some further highlights from the last year of work that we have undertaken in support of the Well-being Goals and the Sustainable Development Principle; but also benefiting those with protected characteristics or who are at a socio-economic disadvantage.

Accommodation Provision for the Homeless

In November, Internal Audit completed a follow-up review of homelessness accommodation, giving again a low assurance rating. The report was presented for information to the Governance and Audit Committee at its [meeting in March](#). The review found that overall the council is taking a more strategic approach to homelessness, involving a number of key services in decision making. Operationally there have been restructures to help better meet demand and comply with the Welsh Government's rapid

rehousing model, but there remain a number of vacancies in the team that are putting pressure on capacity. Diary notes were not always kept up-to-date, and housing plans were not always in place. There was limited documented guidance, and while some quality assurance checks were initially put in place, these stopped when the administrator left their post. However, an accommodation officer has recently been recruited and they will be responsible for carrying out document checks going forward.

We have found that **collaborating** and **integrating** across services in strategic decisions around homelessness prevention is having a positive impact on effective decision making. It is now important that the council addresses any remaining issues around capacity to provide a service that meets growing demands, and **involves** individuals in ways in which we can meet their **long-term** well-being needs and **prevent** homelessness. This will particularly benefit those at a **socio-economic disadvantage**.

Delivery of Housing and Homelessness Strategy

Denbighshire's [Housing and Homelessness Strategy](#) was adopted by Council in December 2020. Since its adoption there have been many key areas of progress within the Action Plan, which is being monitored by the Strategic Housing and Homelessness Group. Of the 40 actions identified, 9 have been embedded in operational delivery as 'business as usual', and 23 actions are on track to be delivered within the set time scales. There are some minor delays on 8 actions in accordance with the original deadlines set, which is due to the impact of Covid-19. The first three themes of the strategy have been reviewed. Theme four, which deals with homelessness in Denbighshire, will be reviewed in detail at the group's meeting in March, however, some actions are already well on the way to completion, including the acquisition of a building to provide temporary homelessness accommodation for families in Denbighshire; the review of the Housing Support Grant to ensure different levels of support are available for a variety of needs; and integrating the Housing First programme into the Homelessness Support Pathway. Theme five, 'Homes and support for vulnerable people', and Theme six, 'Promoting and supporting communities', will be reviewed in June.

This Strategy supports those at a **socio-economic disadvantage** and those who have protected characteristics such as **Age, Disability, Religion and Belief**, and **Race**. The Strategy and the action plan take a **long-term** approach to **prevent** and end homelessness within Denbighshire, promoting **collaboration** and **integration** with

partners, and **involving** communities to address issues and encourage community cohesion.

Housing Support Programme Strategy

At Cabinet's [meeting in February](#), approval was given for the vision outlined within the new Housing Support Programme Strategy. The Strategy is required of local authorities in Wales by the Welsh Government to outline their strategic direction for housing support and homelessness prevention. It has been aligned to the existing Housing and Homelessness Strategy, which is monitored by the Strategic Housing and Homelessness Group.

This work **integrates** with the Welsh Government's ambition for housing and homelessness. A thorough needs assessment was undertaken in **collaboration** with a range of stakeholders, also **involving** citizens who have experienced homelessness and accessed services, and providers delivering support services (including Third Sector organisations and other statutory partners such as BCUHB, Police and Probation Services). A draft action plan has been produced to support the delivery of the Strategy, which will be reviewed annually. The next stage is to add **long-term** actions with agreed timeframes prior to publishing the Strategy, which will seek to benefit those at **socio-economic disadvantage** and **prevent** homelessness.

Housing Maintenance Materials Supply Contract

Approval was given by Cabinet at its [meeting in January](#) on the direct award of the council's next materials supply contract to Travis Perkins through the Adra All Wales Materials Framework. In recent years, the supply of building materials to the council's council house repairs and maintenance team had been provided by Jewson's, who were awarded their current contract back in 2017, and was due to expire in early 2022.

A major benefit of the All Wales Framework is Travis Perkins' commitment and ability to support the **long-term** provision of renewable technologies, as well as carbon conscious materials for the construction of dwellings, including modular and timber frame solutions. It also offers opportunities across Wales for **collaboration** with other authorities and housing providers, offering potential material cost savings through economies of scale. Bulk transport and local storage solutions will also **prevent** and reduce carbon emissions through our supply chain.

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

Measures: Priority for improvement

Projects: Good

Corporate Plan Performance Framework: Measures Update

Data for the condition of A, B and C roads for 2021 to 2022 is now available, though we do not yet have the national comparative data. There has been improvement in all measures, with the condition of A roads now at only 2.6% in poor condition, improved from 3.5%; B roads at 3.8%, improved from 5%; and C roads at 7.5%, improved slightly from 7.6%. The overall score is 5.7% for A, B & C combined, the third consecutive year of improvement in condition.

At March 2022, the coverage of superfast broadband in Denbighshire was at 93.9%, a very small increase of 0.53% since January. 3.95% of premises had broadband of 10Mbps or below. This is a 0.23% decrease since January 2022. The picture is still one where Denbighshire's constituencies are among those with the poorest superfast broadband coverage when compared to the rest of the UK.

53% of public transactions with the council were undertaken through its website during January to March 2022, compared to the total number of transactions undertaken using all access channels. This is a 2% increase on October to December's figure.

During January to March 2022, 43% of damaged roads and pavements were made safe within target time. This remains a priority for improvement and a concern for the council. Essentially there is an identified reporting issue between two systems that is showing performance to be worse than it actually is, exacerbated by capacity issues and staff absence. These issues are being actively addressed by the Service with the expectation of improvement from the first quarter.

Corporate Plan Programme Board: Project Update

Closed: Superfast Broadband and Mobile Networks

Despite significant efforts by the community and the council, we are yet to receive a quote from Openreach for the Nantglyn (and surrounding villages) project. This has taken considerably longer than we had anticipated, and as part of the closure of the project it has been agreed that the pilot has been taken as far as it can. A webpage has been created on the council's website to help communities and local business find out about internet connectivity options; this includes ADSL broadband, Wi-Fi boosters and satellite broadband. All enquiries and communication between potential 'white properties' and the council have gone through the Digital Support Officer for the past two years, and that post will continue until at least September 2023.

The project has mapped current connectivity in Social Housing (both council and RSL owned), and our planning service has included advice about connectivity in relevant guidance notes and commentary for applicants. Following discussion with mobile providers, we have established a principle contact to encourage the extension of coverage across the county. It was decided that a written protocol was not needed. Lessons learned from the project have been recorded and a closure report is being prepared to offer recommendations as to how best to allocate the remaining budget.

Closed: Digital Exclusion

Although this project has come to an end, Community Navigators and the Edge of Care Team will continue to support people to increase their digital inclusion. We are planning intergenerational activity in collaboration with the Denbighshire Voluntary Services Council, Social Care Volunteers, Working Denbighshire, Book of You and Age Connects, linking with plans to create an Age Friendly Community. Virtual events between Cysgod y Gaer and the local school, and digital surveys of council housing tenants will also take place following formal closure of the project. We are working on digital inclusion webpages on our council's website with some simple pointers on how to get help; for example, from the digital buddies or through the support and resources available in libraries, all established by the project. This and additional information and signposting to support will also be available from [DataMapWales](#), as part of the Centre for Digital Public Services' review of digital inclusion.

Although there was a delay in the delivery of IT equipment for the Virtual Reality workstream, this is now being progressed and service leads will take this forward as business as usual. A group has been established to evaluate the benefits of introducing Virtual Reality technology into care homes and the community. The council is also revisiting discussions with Llandrillo Menai College to explore how robotics could be integrated into Bangor University's degree programme. We are looking at ways to develop the assistive technology suite at the Rhos-On-Sea campus in-line with current and future technologies.

Closed: Infrastructure for Events

All mobile equipment for our inventory has been purchased and delivered. The terms and conditions, process and booking system for the hire scheme are in development, but have been delayed due to staffing and flooding at the Rhyl Pavilion. We expect these systems to be in place by the end of May 2022. We are still waiting to take delivery of the van and trailer to support the scheme, but are hoping to launch the service this summer.

Meanwhile, £121,249 has been awarded to groups across the county (including town councils, village halls and a community centre) to improve local events infrastructure. Examples of improvements include digital enhancements at Llangollen Town Hall to enable live streaming; a stair lift in Neuadd Eleanor, Llanfair Dyffryn Clwyd; kitchen upgrade at Carrog Village Hall; and external electrical points for event purposes at Parliament Street car park, Rhuddlan. It is expected that this workstream will be complete by November, 2023. Interviews with promoters are also now complete, and the Market Research report has been produced and shared with the council. A work programme needs to be produced based on the report, and this was discussed at the Project Board's meeting in March to agree a way forward. All outstanding aspects of this project will be managed through service business upon closure of the project.

Project Brief: Travel to Work, Education and Services

As reported previously, a business case for a 'Sustainable Transport Plan' is not yet available, but a report on the development of a Sustainable Transport Plan was presented to Performance Scrutiny at its [meeting in November](#). During the meeting members made observations in relation to the electric vehicle charging infrastructure; the need to include the views and needs of disabled people; the importance of linking with regional and national transport strategy; and the need to involve and engage users and communities.

Annual or Biennial Measures

Measure	2020 to 2021	2021 to 2022	Status
The percentage of principle A roads that are in overall poor condition – Benchmarked Nationally	3.5	2.6	Excellent
The percentage of non-principal/classified B roads that are in overall poor condition – Benchmarked Nationally	5	3.8	Excellent
The percentage of non-principal/classified C roads that are in overall poor condition – Benchmarked Nationally	7.6	7.5	Excellent
The percentage of adults (aged 16 or over) who have used the internet within the last 3 months (Conwy and Denbighshire) – Benchmarked Locally	89.8	Data pending	Priority for improvement
The percentage of mobile 4G road signal (all operators) – Benchmarked Locally	49.8	50.63	Priority for improvement

Measure	2014	2019	Status
Percentage of Lower Super Output Areas (LSOAs) in Denbighshire in the 10% most deprived in Wales in terms of Access to Services (Wales Index of Multiple Deprivation - WIMD)	14	14	Does not apply Count only

Quarterly or Biannual Measures

Measure	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
The percentage of Superfast Coverage in Denbighshire (>30 Mbps) – Benchmarked Locally	92.23	92.63	92.75	93.37	93.92	Priority for improvement

Measure	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
The percentage of premises with Broadband of 10 Mbps or below – Benchmarked Locally	4.45	4.34	4.33	4.18	3.95	Priority for improvement
The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels – Benchmarked Locally	50	56	48	51	53	Good
Percentage of damaged roads and pavements made safe within target time (CAT1 - Category 1 defects dealt within timescale) – Benchmarked Locally	87	67	64	51	43	Priority for improvement

Well-being and Equality

This priority applies the five ways of working and directly supports Wales' Well-being Goals around **prosperity**, environmental **resilience**, **health**, **equality**, **cohesiveness**, **global responsibility**, and a **vibrant culture with a thriving Welsh language**. Below are some further highlights from the last three months that we have undertaken in support of the Well-being Goals and the Sustainable Development Principle; but also benefiting those with protected characteristics or who are at a socio-economic disadvantage.

Llannerch Bridge

Following Cabinet's commitment to support the principle of replacing Llannerch Bridge, made in December 2021, we are funding the initial cost of ground surveys and other specialist work that will inform a business case and bid for external funding to design and construct a replacement bridge. In January, we published a press release informing residents of signs of activity at the Llannerch Bridge site as the specialist surveying and mapping work commences. The council will be publishing quarterly newsletters to keep residents informed of the latest activity and, subject to Covid-19 restrictions, public meetings will be held to give residents the chance to discuss any concerns.

Any project to replace the bridge will apply the five ways of working under the sustainable development principle, looking for a **long-term** solution that **prevents** further harm, **integrating** and **collaborating** with stakeholders and partners to seek a solution, whilst of course **involving** local residents in the development of an option for any replacement structure. Such a project would also benefit local residents at a **socio-economic disadvantage**.

Public safety and the Rhyl Vision

During this period, work was undertaken to stabilise and prepare for the demolition of buildings at 123-125 High Street, Rhyl, deemed unsafe by structural engineers. The works were necessary in the interests of public safety, and the council communicated with surrounding businesses to offer support where possible throughout the period of the regrettable but necessary road closure. Although no formal plans have been drawn up or adopted for the site, we will work with the community to carry out a full consultation on any plans as they develop. Demolition was completed in early April, with the lower high street again being opened to traffic.

These works also support the council's vision for Rhyl, which focuses on key areas of regeneration, including improving the appearance of the town centre and linking it with the promenade. It has support from the Welsh Government's Transforming Towns project, and will complement the Queen's Market development and those developments that have already been completed on the waterfront.

The project to make safe, demolish and subsequently regenerate the site will apply the five ways of working under the sustainable development principle, looking for a **long-term** solution that **prevents** further safety issues and disruption to businesses and the public, **integrating** and **collaborating** with stakeholders and partners, whilst of course **involving** local residents during the demolition and to determine a future plan for the site. Our vision for Rhyl will also benefit those at a **socio-economic disadvantage**.

Llangollen 2020 Castle Street Improvements

[The Llangollen 2020 Castle Street Improvement](#) project, which started in October and is due to be completed in May, is being undertaken by Denbighshire County Council in partnership with Welsh Government and Transport for Wales. Phase one will involve resurfacing Castle Street between its junction with the A5 and the Market Street junction. Phase two, which will involve surfacing Castle Street between the Market Street junction and the Mill Street / Abbey Road junctions, will commence in early May.

This **collaborative** project has engaged extensively to **involve** and **integrate** with partners, local residents, business and stakeholders; and where possible a number of changes have been accommodated that complement the overall scheme. These improvements provide **long-term** benefits for residents and visitors, giving more space for pedestrians to walk around the town centre, improved crossing facilities, and upgraded traffic signals to improve the flow of vehicles. Enhancements to access will also benefit the protected characteristics of **Age** and **Disability**, improving safety and **preventing** any harm to individuals and congestion in the town.

Decarbonising Travel

Since its launch in September 2021, the zero emission Green Taxi scheme, funded by the Welsh Government, has (up until January) covered 15,501 zero emission miles across the county, providing an average of 969 zero emission miles each week, mainly on home to school journeys. Denbighshire is hosting the only North Wales pilot of the zero emission Green Taxi scheme as part of a wider national pilot to support the Welsh Government's goal to de-carbonise the taxi fleet entirely by 2028. Twenty-eight taxi drivers have stepped behind the wheel of four wheelchair-accessible Nissan Dynamo E-NV200 taxis to use as part of the 'try before you buy scheme'. The taxis have operated across Prestatyn, Rhyl, Bodelwyddan, St Asaph, Denbigh, Ruthin and Corwen. In response to feedback from the

drivers, the council is exploring the potential to extend the scheme with the offer of a vehicle capable of delivering 300 plus miles on a single charge.

Separate to this project, the council has secured a total of £57,400 grant funding from the UK Government's Office for Zero Emission Vehicles, supported by the Energy Saving Trust, to support the delivery of an Electric Vehicle Public Charging Pilot. The pilot will provide fast charging points in eight public car parks across Denbighshire for use by the public. Work on the pilot is expected to be completed by early summer. The chargers will be in place to support residents to transition to an electric vehicle where they didn't previously have access to a charging facility.

Finally, the council, together with Transport for Wales, launched a pioneering demand responsive public transport scheme in March for residents in and around the Ruthin area, joining pilots in Denbigh and Prestatyn. Ruthin's Fflecsi service will be available within the town of Ruthin itself, being able to travel around most of Ruthin's urban housing cul-de-sacs. This will introduce a bus service for many people in Ruthin for the first time, thanks to support from the Welsh Government and the Welsh Government Energy Service. Fflecsi will also serve a number of villages and hamlets, notably Bontuchel, Clawddnewydd, Clocaenog, Cyffylliog, Derwen, Graigfechan, Llanelidan, Pentrecelyn and Rhydymedwy. The Fflecsi bus is Wales's first-ever zero emission, 100 per cent battery-operated, 16-seat minibus. Intending passengers can book their demand responsive transport one hour ahead either through the Fflecsi app (available from the [Fflecsi Wales website](#)), or by phoning a dedicated call centre on 0300 234 0300. Where Fflecsi has previously been introduced in rural areas, it has seen an increase in passenger demand over the previous timetabled bus services.

These examples of zero emission travel and demand responsive travel apply the five ways of working under the sustainable development principle. They seek to **integrate** objectives at a national and local level, **collaborate** with partners, and **involve** users in **long-term** solutions that **prevent** further harm and damage to the environment. By improving access in and around our key settlements, the Fflecsi service will benefit those with the protected characteristics of **Disability** and **Age**, as well as those who are at a **socio economic disadvantage**.

Resilient Communities: The council works with people and communities to build independence and resilience

Measures: Acceptable

Projects: Excellent

Corporate Plan Performance Framework: Measures Update

Denbighshire saw a 23% increase in the number of repeat victims of domestic crime during 2021 to 2022, rising from 551 to 678 by March 2022. This is slightly higher than the North Wales figure for the year, where there has been a 17.7% increase in repeat victims of domestic violence. The number of repeat offenders of domestic abuse in Denbighshire has decreased 28% from 115 to 83. In North Wales there has been a 27% decrease overall.

Within the national Dewis Cymru website the number of resources for Denbighshire stands at 533. This is consistent with the figure we saw for October to December, but is a decrease of 15% on the same period the previous year. There are currently 10,970 resources for Wales on Dewis Cymru, and 2,675 for North Wales.

390 carer assessments took place between January to March. This is 56% decrease on the same period last year (reduced by 488 from 878). Support for carers has continued and community support has been available regardless of whether carers have received an assessment.

Data for the average length of time adults (aged 65 years or over) are supported in residential care homes has reduced slightly from 1,044 (October to December) to 1,028 days for the period covering January to March.

To align with our interim Strategic Equality Plan, an additional measure has now been included in our Resilient Communities framework concerning the number of families resettled within Denbighshire under UK Resettlement Project. During 2021 to 2022 there were 6 families settled in Denbighshire, one more than the previous year. This brings our total to date under the scheme to 28 families (although two families have subsequently moved out of the county). The council has also pledged to support 10 families under the Afghan Relocation and Assistance Policy project, and we are well on our way to achieving this. We are also now working with the Homes to Ukraine Scheme and working with hosts.

Our previous report overlooked two new data items from our 2021 Stakeholder Survey. There were two satisfaction measures pertinent to this outcome, covering:

- The percentage of people who agree "my local area is a place where people will pull together to improve the local area" (63%, up from 59% in 2018).
- The percentage of people who feel able to influence decisions affecting their local area (20%, down from 27% in 2018).

Corporate Plan Programme Board: Project Update

Experiencing Obstacles: Involvement in shaping and improving services

Due to the elections it was agreed to postpone our year 3 research until the summer, as the engagement policy will need to be agreed by the new council. The policy document has been drafted, but further work is needed to take account of the new Local Government and Elections Act (Wales) 2021 to support the development of a Participation Strategy (in addition to the existing draft engagement policy, supporting framework, templates and toolkits already developed). This, however, would take the work beyond the scope of the project and more into 'business as usual', therefore it is proposed to close this project and streamline the remaining project objectives into the Communities and Customers general communications and engagement workstream.

Closed: Supporting Carers

Although this project is now closed, representatives at the final project team meeting in February agreed that they wish to continue working together to identify and support carers of all ages in Denbighshire. The local action plans and progress update for the North Wales Regional Strategy were discussed, and it was decided that future meetings should be held quarterly to coincide with the North Wales Regional Carers Operational Group's work programme. It was also suggested that a carer's representative should be invited to join the group. The group recognised that there is more need than ever to ensure unpaid carers are identified as soon as possible, and have better information and support to ensure that they are able to continue with their caring role. The aim is that the joint approach, including working closely with Third Sector organisations, will be maintained, prioritising early intervention and prevention and developing supportive communities.

Community Support Services have also started to develop a plan to address issues highlighted in the State of Caring survey report 2021.

Closed: Reduce Domestic Abuse

This project has now been formally closed, with the last project board meeting held in February. Remaining workstreams will now be absorbed into the usual business of services, including Ask and Act training, Caring Dad's awareness training, and Spectrum training in schools. An additional children's support worker is also to be recruited within the Domestic Abuse Service Unit. One outstanding piece of work is to look at a domestic abuse housing tenancy policy; this will be taken forward by our Community Housing Team.

On Target: County-wide Community Development

The Community Development Team have continued to oversee and monitor the delivery of the 14 UK Community Renewal Fund (UKCRF) projects in Denbighshire, and all are progressing well. The UKCRF project period has now been extended until December 2022.

The latest round of Open Space Commuted Sums fund applications were recently assessed by the team, with a total of £204,929 being awarded to 13 projects. £17,888 of Welsh Government Funding was also distributed to support 16 food initiatives across the county, including all known foodbank and foodshare schemes.

The team have offered guidance to at least 23 different community initiatives during this quarter, including offering support to one group who subsequently secured £65,000 of grant funding for their project. The Digital Officer continues to support several communities to explore broadband connectivity improvement options, with one community recently celebrating the completion of their Openreach fibre broadband upgrade.

On Target: Assistive Technology

This project was identified in our interim Strategic Equality Plan, and is being reported here for the first time. It is aimed at helping dementia patients and citizens experiencing loneliness and low mood. Additional innovative dementia equipment has been purchased and installed within the council's care facilities, and training has been provided. For example, PARO, therapeutic robot baby harp seals that have a calming effect, have been

introduced at Dolwen and Nant-Y-Môr, and have been well received by residents and staff. Reminiscence Interactive Therapy Activities (RITA) have also been used in both Extra Care facilities during weekly group sessions and one-to-one sessions. The Welsh Language content on RITA has also been positively received. We are now waiting for the installation of the Reminiscence Pods (Rempods), which are unique pop-up therapy tools that turn any space into a calming environment for people living with dementia. Links have also been re-established with Llandrillo Menai College to look at how a robotics project there can be resurrected with Bangor University's degree programme. Discussions have also been had to develop the assistive technology suite at the Rhos-On-Sea campus, in line with current and future technologies being deployed.

On Target: Digital Information, Advice and Assistance

As with Assistive Technology above, this action was identified in our interim Strategic Equality Plan to help people better access our services. The council has launched web pages for sensory loss, and updated our carers web pages to include links to internal and external sources of information, advice and support. We have also launched webpages to aid workforce development, giving access to relevant training opportunities for external providers and unpaid carers to support them in their roles; and web pages to give information about autism. We are working on moving financial assessment forms online. Information about dementia that had been developed for staff on our intranet is now being adapted for the public and moved onto our website. We are aiming to publish this in time for Dementia Action Week, May 16 to 22.

Annual or Biennial Measures

Measure	2018 to 2019	2021 to 2022	Status
The percentage of people reporting they have received the right information or advice when they needed it – Benchmarked Locally	88	No data No survey	Acceptable
The percentage of carers reporting they feel supported to continue in their caring role – Benchmarked Locally	55	No data No survey	Priority for improvement

Measure	2018 to 2019	2021 to 2022	Status
The percentage of people reporting that they know who to contact about their care and support – Benchmarked Locally	84	No data No survey	Acceptable
The percentage of people who agree "my local area is a place where people will pull together to improve the local area" – Benchmarked Locally	59	63	Good
The percentage of people who feel able to influence decisions affecting their local area – Benchmarked Locally	27	20	Priority for improvement

Measure	2020 to 2021	2021 to 2022	Status
The number of families resettled within Denbighshire under UK Resettlement Project – Benchmarked Locally	5	6	NA

Quarterly or Biannual Measures

Measure	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
The cumulative (year to date) number of repeat victims of Domestic Abuse including non-crime occurrences (3 or more in 12 months, measured as year to date)	555	148	332	509	678	Does not apply Count only
The cumulative (year to date) number of repeat offenders of Domestic Abuse	108	18	35	60	83	Does not apply Count only

(3 or more in 12 months)						
The number of live resources on the Dewis Cymru Platform – Benchmarked Locally	623	565	620	532	533	Acceptable
The number of assessments of need for support for carers undertaken during the year	878	114	221	302	390	Does not apply Count only
The average length of time (measured in days) adults (aged 65 or over) are supported in residential care homes – Benchmarked Nationally	1,053	1,053	1,050	1,044	1,028	Priority for improvement

Well-being and Equality

This priority applies the five ways of working and directly supports Wales' Well-being Goals around **prosperity, health, equality, cohesiveness, global responsibility**, and a **vibrant culture with a thriving Welsh language**. Below are some further highlights from October to December that we have undertaken in support of the Well-being Goals and the Sustainable Development Principle, and benefiting those with protected characteristics or who are at a socio-economic disadvantage.

Vulnerable friends and relatives

The council has maintained efforts to protect vulnerable individuals from harm, encouraging residents to look out for their neighbours, friends and family during the ongoing pandemic, particularly those who may be lonely and their usual visitors may be self-isolating. As Covid-19 cases rose due to the Omicron variant, the council reminded the public about the need for good hand hygiene, ventilation, social distancing and face

coverings. People were also urged to help support the vaccination effort and book online or attend designated drop in clinics to get their first, second or booster jabs.

Working **collaboratively** with our partners and **integrating** our common desire to keep everyone safe and **prevent** any harm, the council continues to work to keep residents informed and help protect the most vulnerable (we know Covid-19 can be particularly adverse on those with a **Disability**, or from Black and Asian backgrounds. Those at a **socio-economic disadvantage** are also most likely to present with cases).

Regional Memory Support Assessment Service

North Wales has secured additional and recurring funding of £672k per annum from Welsh Government for developing an enhanced regional approach to supporting individuals who have memory issues / concerns or dementia at the pre-assessment and post-diagnosis stages. At its [meeting in November](#), Cabinet agreed that the council would act as the lead commissioner on behalf of the Regional Collaboration Team. At its [meeting in February](#), Cabinet awarded three contracts following the completion of a tendering exercise. With a combined potential value of up to £3.36m over 5 years, these three contracts will support the implementation of the North Wales Dementia Strategy.

Integrating and **collaborating** with partners, the service will directly support the protected characteristic of **Age** and **Disability**; it will encourage **involvement** and will bring new support to improve health for those living with dementia, **prevent** harm and meet unrealised needs in the **long-term**.

Council Tax Reduction Scheme 2022 to 2023

Council approved the adoption of the all Wales Council Tax Reduction Schemes (and prescribed requirements) at its [meeting in January](#). This was in respect of the 2022 to 2023 financial year. Amendments within the regulations include an increase in line with the cost-of-living for personal allowances in relation to working age, carer and disabled premiums. Pensioner rates have been aligned with Housing Benefit and uprated by different mechanisms. Income bands and deductions made in relation non-dependants have been uprated. Additional amendments have also been made to support Afghan Nationals and UK nationals from Afghanistan; to provide redress for survivors of historical child abuse; and a higher rate of personal allowance for pensioners in Wales. Council also

agreed to three discretionary elements concerning the administration of the scheme, including to disregard 100% of the War Disablement pensions and War Widows Pensions when calculating income.

Integrating and **collaborating** with the Welsh Government and other local authorities on this scheme will benefit those at a **socio-economic disadvantage** and hopefully prevent greater hardship. Specific amendments will also benefit the protected characteristics of **Age** and **Race**.

Library Standards and Performance

At its [meeting in January](#), Performance Scrutiny reviewed the performance of Denbighshire's Library Service against the 6th Framework of Welsh Public Library Standards, and its progress in developing libraries as places of individual and community well-being and resilience. The performance data for 2020 to 2021 included twelve core entitlements that Denbighshire continued to meet, together with six quality indicators, for which a self-assessment has been carried out and included in the report. It was noted that, in line with general levels of town centre footfall, library visits had not yet recovered to pre-pandemic levels, and that this situation was being mirrored across Wales. Levels of use is slowly increasing, however, and work is being carried out to re-engage with schools and welcome back partner service provision and group activities in libraries to increase attendance. Libraries are also now being used in different ways of course, seeing more people using digital means to access the service, including Order and Collect. It was acknowledged in the meeting that the partnership with Rhuddlan Town Council and St Asaph City Council had worked well for the libraries in those localities; and also that reductions in staffing levels had been carried out in such a way as to minimise any impact on library users and that there had been no negative feedback as a result.

Our libraries are critical hubs within our communities, directly benefiting those who are at a **socio-economic disadvantage**, and offer **long-term** solutions that **prevent** isolation, exclusion, and information poverty by **integrating** and **collaborating** with partners, whilst **involving** users.

Community Catalysts

The council is directing entrepreneurs to a new initiative that is now up and running across Denbighshire, providing professional advice to help individuals work for themselves to offer quality care and support. Many people in Denbighshire need some extra help to live the way they want to, perhaps because they are older, disabled or have a long-term health condition. The project, funded by the council, is being run by social enterprise [Community Catalysts](#).

Integrating and working **collaboratively**, this initiative directly benefits the protected characteristics of **Age** and **Disability**. It encourages **involvement** and will hopefully help grow our care offer in the county, **prevent** harm, and meet individual needs in the **long-term**.

Winter Fuel Support Scheme

The council administered the Welsh Government Winter Fuel Support Scheme, which offered eligible households to claim a one-off £200 payment to provide support towards paying winter fuel bills. 5604 applications were received, with 4608 being approved. Applications closed in February. The scheme was open to households where one member is in receipt of Income Support, Income Based Job Seekers Allowance, Income Based Employment and Support Allowance, Universal Credit or Working Tax Credits.

Integrating our mutual ambition to **prevent** hardship, at least in the short-term, this **collaborative** initiative between Welsh Government and the council directly benefits those living within **socio-economic disadvantage**. Due to the nature of eligibility for this funding, this should support those with protected characteristics, such as **Age**, **Disability**, **Marriage** and **Civil Partnership** (particularly in supporting unpaid Carers looking after family members).

Supporting Democracy

In the run-up to the County Council and Community Council elections in May, the council reminded residents of the importance of registering to vote. Voting ensures residents have a say on the issues of the day, and being on the electoral register can maintain people's credit rating. Everyone is responsible for registering themselves, and can do so at any time online: www.gov.uk/register-to-vote.

In March, the council held an information event aimed at the county's residents who were thinking of becoming a county councillor. Council representatives were on hand to provide information on the role of the county councillor, how the council works, the issues county councillors will face after the elections, the nomination and election process, and the support available to councillors once elected.

It is important that our democracy is accessible to all residents, and that they are supported to be **involved** in it. In September, Council committed to being a diverse council that represents its residents. Equal representation will benefit our communities in the **long-term**, removing any barriers that **prevent** those with protected characteristics from being heard, including **socio-economic disadvantage**.

Armed forces support

At Council's [meeting in February](#), Air Commodore Adrian Williams OBE and Tony Fish, Regional Employer Engagement Director (North), presented the Chairman with the Silver Employer Recognition Scheme (ERS) Award. The council is one of 24 Welsh organisations and private sector employers to have received a Defence ERS Silver Award in 2021 from the Ministry of Defence. The ERS encourages employers to support defence and is open to employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community, and align their values with the Armed Forces Covenant. Denbighshire County Council signed the Armed Forces Covenant in 2019.

The Covenant and our work in Denbighshire will directly benefit the protected characteristics of **Age, Disability, Marriage and Civil Partnership** and those at a **socio-economic disadvantage**. This work shows **collaborative** working, **long-term** thinking and an **integration** of ideals to support and protect veterans. It also seeks to **involve** interested stakeholders and **prevent** loneliness and isolation.

National Awards

The Social Care Accolades recognise, celebrate and share notable work of groups, teams and organisations in social care and childcare, play and early years in Wales, as well as individual care workers from across the public, private, voluntary and co-operative sectors in Wales. Two members of staff have been shortlisted in the Caring in Welsh category. This category honours individuals who make a positive difference to people's lives by

providing high-quality care through the medium of Welsh. Alaw Pierce, Service Manager, was nominated on behalf of Denbighshire's operational management team for her work in championing people's rights to use Welsh, and for being a role model for staff. Catherine Roberts, Assistant Manager at Cysgod y Gaer, was nominated in the same category for regularly going above and beyond the call of duty in her role, for being a dedicated carer, and for leading the team with exceptional examples of good practice. Sheila Mullins, a care assistant at Dolwen, has been shortlisted in another category to celebrate individual care workers in Wales who have a positive impact on people's lives. The North Wales Together Learning Disability Transformation programme, a partnership involving the social care departments of the six local authorities in North Wales and Betsi Cadwaladr University Health Board, has also been shortlisted in the promoting equality, diversity and inclusion category. The award winners will be announced at a ceremony in Cardiff in April.

We are proud of the commitment and dedication shown by our social care teams, **collaborating** and **integrating** across organisations to deliver high quality services every day with care, compassion and empathy. We **involve** people in deciding the right care solutions for their situation in the **long-term, preventing** harm to the most vulnerable (particularly those with the protected characteristics of **Age** and **Disability**).

Ukrainian Refugees

The council has processes in place and is making preparations to extend and accelerate the offer of resettling families from Ukraine. The council has a long history of accommodating and supporting refugees and has pledged to welcome families every year. As always, the council has received many kind offers of help from residents of Denbighshire. If anyone has any enquiries, they should email ukresettlement@denbighshire.gov.uk.

We will work **collaboratively** and **integrate** with national governments and volunteers to resettle refugees in Denbighshire, **involving** the refugees themselves in determining the best ways to support their **long-term** integration and **prevent** further hardship. This will benefit the protected characteristics of **Race, Religion and Belief, Age, Pregnancy and Maternity**, as well as helping those who are likely to be at a **socio-economic disadvantage**.

Environment: Attractive and protected, supporting well-being and economic prosperity

Measures: Good

Projects: Excellent

Corporate Plan Performance Framework: Measures Update

During 2021 to 2022, the council planted 3,500 trees, achieving our ambition of planting 18,000 trees during the term of the Corporate Plan.

The completion of our East Rhyl Coastal Defence project means that we can now report that 1,650 properties have a reduced risk of flooding.

Final data for the percentage of council housing stock achieving an EPC (Energy) rating of C or above saw an increase from 46 to 53% during 2021 to 2022.

We have four measures within this priority that support the council's Climate and Ecological Change Strategy, 2021 to 2030. They are:

- Total carbon tonnage emitted through staff commuting – increased (as anticipated following the reduction seen during 2020 to 2021 restrictions) from 1,719 to 2,045 tonnes during 2021 to 2022.
- Total carbon tonnage emitted through business travel – increased (again as anticipated) from 126 to 163 tonnes during 2021 to 2022.
- Total carbon tonnage emitted through supply chains – increased from 22,206 to 31,409 tonnes during 2021 to 2022 (with over half of the increase being from Social Care Services, likely due to the pandemic; construction has also started to increase, but is below 2019 to 2020 levels currently).
- Percentage of council owned and operated land in the highest categories of species richness – increased from 38 to 41 percent during 2021 to 2022.

We have no information as yet for the total economic impact of tourism (£ million) for 2021 to 2022, for which data is normally published in October.

Corporate Plan Programme Board: Project Update

Experiencing Obstacles: Climate and Ecological Change

At its [meeting in February](#), Council was presented with an update on year 1 of its Climate and Ecological Change Strategy. Although the in-year delivery confidence for the programme is reported as experiencing obstacles, progress thus far has been progressive and commendable. The first ever analysis of local councils' climate action plans reveals that Denbighshire is the only authority in the region to score above the Welsh national average (47% against an average of 31%), and came second only to Cardiff City Council (who scored 70%). It was during this meeting that Council supported the creation of a dedicated Cabinet Lead Member for Climate and Ecological Change.

In December 2020 to June 2021, Audit Wales undertook a review of the council's ability to deliver on its environmental ambitions, which was presented to the Governance and Audit Committee at its [meeting in January](#). It concluded that the council is making excellent progress in embedding its environmental ambitions, having moved quickly to make changes to its strategic planning frameworks, and allocating significant resources. The council has communicated well with citizens, trying to inform, influence and change behaviours; but more comprehensive stakeholder mapping would further strengthen engagement. Good work has been undertaken to train both councillors and staff, and though understanding is developing well, more detail is needed on what 'ecologically positive' means to the council, and how the ambitions influence the daily work of staff. Finally, the council has put baseline measures in place using an established performance framework, and reporting over the next year will help the environmental ambitions to embed and the measures to evolve.

At its [meeting in February](#), Cabinet approved the introduction of the new scheme of delegated decision making for land acquisition (freehold and leasehold) for carbon sequestration and ecological improvement purposes. This will increase the number of hectares of council owned and operated land in the highest species richness categories and the amount of carbon tonnage sequestered. However, at its [meeting in March](#), Communities Scrutiny requested that the decision be reconsidered by Cabinet at the first available meeting after the election, making recommendations for speeding-up the decision making process for land purchases; requesting that farming unions are again

consulted with now that Covid-19 restrictions have eased; that local members are consulted about prospective purchases; the staffing levels within Countryside Services are reviewed to ensure adequate capacity to deliver; and that clarity is given with regards to land grading.

Closed: Living Assets

Our understanding of Denbighshire's 'living assets' is now much clearer. Survey work and inspections have been carried out in several locations across the county to develop a dataset containing information on species, condition, location, management requirements, etc. The project has now been closed; however, activity to maintain, enhance, protect and preserve Denbighshire's living assets for future generations will continue as usual business within Countryside Services.

Closed: Improving Biodiversity

Throughout Denbighshire there are now around 100 wildflower meadow project sites, including highway verges, footpath edges, cycleways and amenity grasslands. Along with the 11 roadside nature reserves, these sites are equivalent to nearly 35 football pitches worth of grassland managed as native wildflower meadows, boosting the welfare of native insects in Denbighshire. This project has now been closed, but further activity will be taken forward through the Service Plan for Planning, Public Protection and Countryside Services.

At the request of Partnerships Scrutiny, a report was presented at their [meeting in February](#) about the council's policy with respect to verge and hedge maintenance and pesticide application. The main principle underpinning the policy is that verges must be managed to ensure the safety of all road users. However, verges are also increasingly recognised as important habitats for maintaining biodiversity, to the benefit of pollinating insects, wild flowers and other wildlife; as well as acting as vital wildlife corridors connecting habitats together. The council's policy therefore aims to address these desirable outcomes in a realistic and economic way. The policy can be found on the [council's website](#).

Closed: Tree Planting

Utilising funding from Welsh Government and administered by Natural Resources Wales, since 2017 the council has supported the planting of 18,000 trees at Glan Morfa in Rhyl and available sites in and around Denbigh. Overall, the completion of the PLANT project has resulted in the creation of an additional 80 acres of quality green open space strategically located adjacent to some of the more disadvantaged wards in Wales.

Additional benefits from this project include new access routes across the Glan Morfa site, along with picnic benches and seating. The site has been historically blighted by unauthorised motorbike activity and fly-tipping. As part of the project, site security has been improved with access barriers and boundary fencing installed. Trespass on the site has reduced significantly and Countryside Services will continue to work in partnership with North Wales Police to ensure that the site remains secure and fulfils its function as a safe and attractive green open space. Community engagement has been an important part of the project and has included a 'Wild Rhyl' celebratory event, numerous school tree planting events, practical volunteer sessions through the 'Out and About' volunteer programme, and regular sessions under the 'Nature for Health' programme. Going forward Countryside Services will continue to maintain the tree stock and the Glan Morfa site, and to ensure future sustainability, engage with local organisations and groups, as well as schools and volunteers.

In addition to the above project, nearly 5,000 further new trees have been planted across Denbighshire through The Woodland Creation Project, which will help the council achieve its net carbon zero goal. By the end of March 2022, volunteers and council staff have planted 800 trees at Llanrhydd, 2,500 at Maes Gwilym, 1,500 at Cae Ddol, and 150 trees at Maes Esgob. Schools have been involved in planting in Ruthin and Rhyl.

Through Welsh Government funding, the Local Nature Partnerships Cymru ENRaW project, and the Local Places for Nature grant, a new site at Green Gates farm on the edge of St Asaph has been developed for a local provenance tree nursery. This new site aims to produce 5,000 trees and 5,000 native wildflower plants a year, with the hope to expand in the future. As the work at the tree nursery increases the council is keen to involve local people as volunteers. Volunteer work would include potting and maintaining the plants, surveying the surrounding fields as they develop, and potentially assisting in

planting activities. If you would like to get involved, please get in touch through biodiversity@denbighshire.gov.uk.

On Target: Nature Corridor

Project funding is now coming to an end and focus has been on ensuring that all budgets are spent. For the most part this has been achieved, apart from a couple of areas that were set back by Covid-19 and other reasons. This has been discussed with Welsh Government, and they are happy with the progress of the project, and budgets have been amended where possible to ensure we were able to use it where needed. Several aspects of the project have been completed or at near completion, including the tree planting, the Sustainable Drainage Systems (SuDS) project, and school ground improvements. Volunteer sessions and public engagement continue weekly, and we have engaged with many schools through tree planting on school grounds. Staff salaries continue until July to finish the project, and the calendar remains full until then with school engagement, site maintenance and improvement, volunteer sessions, and the well-being and walking sessions.

On Target: Moorland Management

The hydro-seeding of 5 hectares of Moel Y Faen in October 2021 has shown some success with the germination of the upland grass seed in areas. It is hoped that as we move into the spring that the effects of the seeding will become more evident. Heather cutting on Llantysilio Mountain and Llandegla Moor will be undertaken during March 2022, funded by the Natural Resources Wales Biodiversity Ecosystem Resilience Fund (BERF).

The wildfire risk assessment process is being developed and will generate thematic mapping using MapInfo GIS software, which will enable the monitoring of changes in wildfire risk on moorland areas over time. This project is ongoing with a completion date of October 2023.

Closed: East Rhyl Coastal Defence

This East Rhyl Coastal Defence project was completed ahead of schedule and within budget in February 2022. The successful placement of 128,000 tonnes of rock armour in front of the existing sea defences and the newly added 600 metres of sea defence wall and promenade will reduce the risk of flooding to 1,650 properties.

A public exhibition on proposals for a central Rhyl coastal defence scheme was held at Rhyl Town Hall between January 12 and February 9. It is anticipated that existing defences there could fail within the next 10 to 15 years, putting 550 residential and 45 non-residential properties at risk. If the council successfully obtains planning consents for the scheme, we expect construction to start in the autumn or winter periods of 2022, and take approximately two and a half years to complete. For more information on the scheme, [visit our website](#).

A further planning application for the Central Prestatyn Coastal Defence Scheme is also under development, comprising of the formation of flood embankments, ramps, outfall structures and rock armour, including landscaping, habitat enhancements, and works to existing culverts. This is currently being consulted upon and it is anticipated that a decision will be made in July. For more information, [visit our website](#).

Working in partnership with Natural Resources Wales and Dŵr Cymru, the council has also been exploring flood risk from inland watercourses and riparian land ownership. A report was taken to the Communities Scrutiny Committee [meeting in March](#), which recommended potential methods for strengthening communication channels and building effective working relationships between all parties and organisations that have responsibilities for managing flood risk. It was agreed that a Flood Risk working group, comprising of the flood risk management authorities and land owner representatives, continue to meet on an annual basis and report on progress to Communities Scrutiny; that the Local Flood Risk Management Strategy page be re-launched, including links to Natural Resources Wales and Dŵr Cymru, and an explanation of the responsibilities of flood risk authorities and riparian land owners; that information on the responsibilities of riparian land owners is distributed to properties adjacent Rhyl Cut and Prestatyn Gutter; and finally, that the report is circulated to and Town, City and Community Councils.

At Risk: Energy Efficient Council Homes

Although delivery confidence has been impacted by Covid-19, a number of works contracts have now been re-established since the pandemic, with more projects planned during 2022 to 2023. These still mainly relate to external works, including insulation measures and heating installation works that are generally easier to deliver to the housing stock in this current time. We are also still waiting for further information from the Welsh Government with regards to the new Welsh Housing Quality Standard, which has been

delayed due to the pandemic. We have been informed that consultation will be commencing in the summer, with a draft document expected by the end of the year. We believe the new policy will heavily impact targets on a national level, and may potentially influence future programmes of work and key asset management decisions for our housing stock.

Annual or Biennial Measures

Measure	2020 to 2021	2021 to 2022	Status
Total carbon tonnage emitted through staff commuting – Benchmarked Locally	1,719	2,045	Priority for Improvement
Total carbon tonnage emitted through business travel – Benchmarked Locally	126	163	Excellent
Total carbon tonnage emitted through supply chains – Benchmarked Locally	22,206	31,409	Priority for Improvement
Percentage of council owned and operated land in the highest categories of species richness – Benchmarked Locally	38.1	41.0	Acceptable
STEAM - Total Economic Impact of Tourism (£ million) – Benchmarked Locally	213.00	Data pending	Priority for improvement
The percentage of existing and acquired council housing stock (1st April 2017 baseline) achieving an EPC (Energy) rating of C or above – Benchmarked Locally	46	53	Priority for improvement
The annual number of trees planted to increase canopy cover in Rhyl and Denbigh – Benchmarked Locally	4400	3,500	Excellent
The number of properties with a reduced risk of flooding – Benchmarked Locally	No data	1,650	Excellent

Measure	2018 to 2019	2021 to 2022	Status
How satisfied are people with their local open spaces? – Countryside – Benchmarked Locally	87	85	Excellent

Measure	2018 to 2019	2021 to 2022	Status
How satisfied are people with their local open spaces? – Beaches – Benchmarked Locally	70	69	Good
How satisfied are people with their local open spaces? – Parks – Benchmarked Locally	64	59	Acceptable

Quarterly or Biannual Measures

Our measure on the percentage of all new build council housing achieving an EPC (Energy) rating of A for 2021 to 2022 is not applicable as none were completed during this period. However, it is anticipated that 40 new builds will achieve an EPC (Energy) rating of A when completed in 2022 to 2023.

Well-being and Equality

This priority applies the five ways of working and directly supports Wales' Well-being Goals around environmental **resilience, prosperity, health, equality, cohesiveness, global responsibility**, and a **vibrant culture with a thriving Welsh language**. Below are some further highlights from the last year of work that we have undertaken in support of the Well-being Goals and the Sustainable Development Principle; but also benefiting those with protected characteristics or who are at a socio-economic disadvantage.

Tidal Lagoon Project

A notice of motion presented to Council at its [meeting in February](#) acknowledged proposals for a large scale tidal lagoon project off the coast of Denbighshire. Councillors supported in principle of the development of this energy project off the Denbighshire coastline, and agreed to set-up a member and officer group to represent Denbighshire, and to monitor and evaluate progress. With the potential for over 5000 construction jobs, in addition to the environmental benefits, the project has the potential to significantly benefit those at a **socio-economic disadvantage** and boost the region's economy.

Non-Recyclable Goods in School Catering

Following a recommendation from Performance Scrutiny's [meeting in January](#), Cabinet resolved at its [meeting in March](#) that it writes to the Welsh Local Government Association

to seek their support in lobbying the Welsh Government to progress the measures set out below:

1. Work with local authorities across Wales in a bid to reduce and eradicate the practice of using single use plastics and non-recyclable goods in the supply, preparation, and serving of school meals.
2. Provide sufficient financial resources to all local authorities to enable them to realise the above objectives and facilitate carbon reduction measures within their School Catering Services, whilst securing the delivery of a sustainable school meals service.

This activity demonstrates the council's commitment to **prevent** harm to the Environment. Only through working **collaboratively** and **integrating** with the ambitions of others will it be possible for us to achieve this key, **long-term** ambition, which has been articulated clearly to us through our **involvement** of young people.

Diseased Larch Trees

Between January and March, Natural Resources Wales began to fell diseased larch trees at Moel Famau in Denbighshire to help slow the spread of *Phytophthora ramorum*, commonly known as larch disease. They covered around 26 hectares, or the size of 30 football pitches. A popular destination, felling work was carefully managed to keep disruption to a minimum and to keep people safe. The 4,500 tonnes of trees removed will be put to use for house building, fencing and wood fuel, and Natural Resources Wales will replant the forest areas with alternative trees for timber production. Areas surrounding the car park, road and trails will be planted with a mix of broadleaf species to help wildlife.

This was a major, but essential operation where we **collaborated** with Natural Resources Wales to **prevent** the rapid spread of this disease. We also kept the public informed at every stage. We will support the replanting of trees on this site for the **long-term** benefit of the environment. Further information on tree health in Wales is available on the [Natural Resources Wales website](#).

Dark Skies

Currently only 2% of the UK's population receives a truly dark sky, but Wales has the highest percentage of protected dark skies in the world. On average 95% of the three national parks and five Area of Outstanding Natural Beauty (AONB) of Wales fall within the highest two categories of dark skies, including our very own Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (AONB). During the very first Welsh Dark Sky Week in February, the Clwydian Range and Dee Valley AONB hosted activities and events to celebrate our protected dark skies, and to help our communities learn, discover and be inspired by the night sky.

Involving people and raising awareness about the importance of our dark skies will help **prevent** harm and protect them for the **long-term** benefit of future generations, whilst also positively impacting biodiversity (60% of which relies on darkness to survive), and gives the local economy a boost during the quieter season. It will also reduce light pollution and CO2 emissions of course.

Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (AONB) Management Plan

A consultation was launched in March for members of the public to have their say on a draft management plan for the Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (AONB). The Clwydian Range and Dee Valley AONB covers approximately 390 square kilometres, stretching from the coastal hills near Prestatyn to the north, and extending as far south as the Pontcysyllte Aqueduct and the Berwyn Mountains. It includes land in Denbighshire, Flintshire and Wrexham and is managed by the three county councils, with Denbighshire County Council as the lead authority for the joint AONB committee.

Developed in **collaboration** and **integrating** with partners, this draft management plan seeks to **prevent** harm to the natural environment and maintain its beauty for the **long-term** benefit of future generations. This consultation now seeks to **involve** stakeholders more broadly in our plans. Improved access to our countryside for the benefit of recreation, health and well-being is also an important strand within the plan, supporting **Disability** and **Age**, as well as those at a **socio-economic disadvantage**.

February Storms

Denbighshire faced two significant storms in February, Eunice and Franklin, which the council proactively shared communications about and made some changes to services in the interests of safety. This included the closure of libraries; the County Hall One Stop Shop; and schools, moving all pupils to remote learning. Additionally, due to the temporary closure of the composting site, the council did not operate its garden waste recycling service. We initiated our Severe Weather Emergency Protocol to provide emergency accommodation for rough sleepers. We monitored the situation hour by hour and had teams on stand-by to deal with any issues caused by the storm and to try and keep our roads clear from debris. The main impact in Denbighshire was expected to be the wind, so we called for people to stay away from coastal promenades during the storm for their own safety. We also closed key areas such as Central Car Park in Rhyl, The Nova Centre, Prestatyn, and all of our coastal public conveniences. There were also a number of flood alerts in place in Denbighshire, and crews were in attendance where we knew of surface water and flooding on roads to advise motorists to be aware and drive with caution. Storm Franklin caused some damage to the roof of SC2, and Denbighshire Leisure closed the facility until repairs could be undertaken.

By working in **collaboration** and **integrating** with our partners, emergency services and Natural Resources Wales to gather as much information as possible to track the storms and their effects, we were able to take **preventative** measures to keep residents safe. By initiating the Severe Weather Emergency Protocol, we also benefited those who were at a **socio-economic disadvantage**.

Ambassador Scheme

A scheme providing people with training and knowledge about tourism in North Wales is proving popular, with over 2,000 people signed up, and over 1,350 who have become Ambassadors, including Denbighshire Tourism Ambassadors. Denbighshire was the first to launch an online scheme of this kind in Wales. The Denbighshire scheme offers 12 online training modules on a variety of themes, including walking, cycling, towns, history, arts, coast, Welsh Language and food tourism. There are 3 levels of awards – bronze, silver and gold – depending on the number of modules completed. The scheme will deepen people's knowledge and understanding of the area as well as giving them the opportunity to attend events and visit some of our key sites across the county. It's totally

free and open to everyone. For more information on the scheme and to sign-up please visit www.ambassador.wales.

Working **collaboratively** with partners, **integrating** with them and local businesses, and **involving** people in this kind of scheme showcases our fantastic attractions here in Denbighshire, and will benefit our tourism in the **long-term**, and **prevent** the stagnation of our economy. The scheme also seeks to improve people's access to our unique historic and natural assets, which, combined with a thriving economy and more local work opportunities, will benefit those at a **socio-economic disadvantage**.

Waste and Recycling Update

From April the three main sites in Denbigh, Ruthin and Rhyl will be managed by social enterprise Bryson Recycling, as part of a joint contract with Conwy County Borough Council. The new contract will increase recycling rates, introduce more reuse activities, and implement a local circular economy approach to recycling. It will also see earlier opening times, improved access, a wider range of items accepted at the Ruthin and Denbigh sites, free compost to site users, a new 'Choose to Reuse' area at each site, access to two Conwy recycling and waste parks at Abergele and Mochdre for Denbighshire residents, a charity run re-use shop at the Rhyl site, and more support of reuse projects within our communities.

As part of the changes, a small charge will apply from April 1 for residents choosing to bring in non-household waste, such as DIY and construction waste from works or improvements. This waste is classified as industrial waste, not household waste, and Council Tax only covers the cost of collecting, recycling and disposing of household waste.

Integrating and working **collaboratively** with Conwy County Borough Council to appoint a single operator will enable us to provide more **long-term** value to our residents and encourage responsible recycling, **preventing** harm to the environment. It will in particular benefit the protected characteristics of **Age** and **Disability**, as Bryson is pledging £1 be donated to St Kentigern Hospice for every tonne of waste recycled.

New Moorland Path

Early in 2022, contractors working for the Clwydian Range and Dee Valley Area of Outstanding Natural Beauty busily repaired a key section of the Offa's Dyke Path National

Trail as it crosses Ruabon Moor, having secured funding through Natural Resources Wales. Small sections of the Trail have been upgraded each year since 2016, but with this additional funding over 850 metres of path has been resurfaced to complete the 1.4km of path across the moor. Sleepers, which made up the majority of this section of the National Trail, have been replaced by 250 tonnes of stone flags airlifted onto the moor to prevent vehicle damage to fragile habitats. This provides a more sustainable surface that will protect the moorlands fragile soils, which are important for the absorption and storing of carbon.

Working **collaboratively** with Natural Resources Wales and **integrating** our ambition for the National Trail and the moorland has helped to sensitively deliver this key milestone for the trail, which will benefit future generations in the **long-term**, whilst also **preventing** harm to the moor's delicate habitats. These access improvements will also benefit the protected characteristics of **Age** and **Disability**, as well as those at a **socio-economic disadvantage**, and allow for greater **involvement** in our natural environment.

Young People: A place where younger people will want to live and work and have the skills to do so

Measures: Priority for improvement

Projects: Good

Corporate Plan Performance Framework: Measures Update

There are two new data items to report on from our framework for this period. We have reintroduced our measure around the success of the Employment Bursary Project, as we are now able to provide data for this. During 2021 to 2022, there has been a 16% increase in the salaries of those enrolled on the scheme, which is consistent with the 17% increase recorded the year before. Since the project started in 2018, there has been an average increase of 20% in the salaries of those enrolled.

The second measure relates to the 18 to 24 claimant count. In line with national trends, data for January to March reveals that the fall seen previously in Denbighshire's claimant count continues to slow as it returns to pre-pandemic levels (6.5%), resting now at 6.4% (down from 6.9% in December). We remain behind the Wales average, which is now at 4.8%. It is worth noting that prior to the pandemic, Denbighshire was 2% behind the Wales average, but are now 1.6% behind. The UK claimant count has not yet recovered its pre-pandemic levels (which were historically lower than Wales), remaining just above the Welsh average, now at 5.0%.

There continues to be no published data in relation to school attainment and attendance due to the impact of the pandemic. However, through dialogue with colleagues in other local authorities, we are assured that Denbighshire's performance in terms of attendance is consistent with that of all Wales school attendance, with high levels of Covid-19 and illness unfortunately impacting absence across the year.

We can also share some positive data around our Supporting Parents in Denbighshire project that closed in September, but is continuing as usual business within Education and Children's Services. Since the initiation of the project in 2018, 130 practitioners and 48 settings in Denbighshire have benefitted from training opportunities offered through the Solihull Approach. Before and after Covid-19 restrictions, 139 parents received face-to-face training, but most significantly 2,362 have registered online.

Corporate Plan Programme Board: Project Update

Experiencing Obstacles: Modernising Education

Consulting with the school and stakeholders, good progress has been made on the development of plans for Ysgol Plas Brondyffryn in Denbigh, which caters for pupils with Autism Spectrum Condition from the ages of 3 to 19. The proposal is to bring three of the school's four sites together in one brand new building, which will be built on the playing field next to Denbigh Leisure Centre. The initial outline concept proposal has been completed and will now be developed further for wider consultation. Options continue to be explored for Ysgol Pendref, and the options developed for the Ysgol Bryn Collen / Ysgol Gwernant scheme by the external architects are being assessed. Initial dialogue has also commenced with Denbigh High School regarding investment at the site.

At Council's [meeting in January](#), a Notice of Motion was raised concerning the condition of Prestatyn High School, and it was agreed to task the Modernising Education Board to review the condition surveys of all schools to see whether they would call into question the current priority order of schools within the Sustainable Communities for Learning Programme (formerly the 21st Century Schools Programme). The outcome of this review will be reported to Cabinet, together with any recommendations the Board may have as a result.

Another Notice of Motion was raised at Council's [meeting in February](#), concerning funds for a hydrotherapy pool at Ysgol Tir Morfa. It was again agreed that options would be considered by the Modernising Education Board and recommendations taken forward as appropriate.

Experiencing Obstacles: Childcare Settings

Although our start was delayed by two planning conditions, construction on the Oaktree Centre's extension finally started in February, with completion now expected in autumn, 2022. This represents a £1 million investment and will create three new childcare rooms, increasing overall capacity and supporting both English and Welsh language provision. The project is funded by the Welsh Government's Childcare Offer Capital Grant Programme and forms part of an overall investment of more than £3million in improving childcare facilities in Denbighshire.

Both childcare projects at Ysgolion Twm o'r Nant and Dewi Sant have unfortunately seen increases in their anticipated costs, and have consequently been paused until additional funding can be secured from the Welsh Government.

Closed: Welsh Language Centre

The building having been fully delivered and now in use, the final account has been settled and retention released. This project is now closed.

Experiencing Obstacles: School Nutrition Project

With the easing of Covid-19 restrictions, it is steadily becoming easier to arrange training sessions. Year 1 schools are starting to pick up where they left off, and despite three postponements owing to increased Covid-19 cases in schools, 6 trainees from our year 2 tranche finally received the Come and Cook 'bolt-on' training. Five schools have been recruited for Year 3 of the project, and two have completed their Level 2 training and await a date for their 'bolt-on' day. All trainees have also been signed up for their food safety course online. It is hoped by the next report that some of the Come and Cook lessons will have been cascaded to pupils. Across the three years of the project, 21 schools have engaged in the programme, with 25 members of staff trained.

Closed: The Employee Training Grant

It was agreed at the last Corporate Plan Programme Board meeting that the bursary project would now close, it being acknowledged that full spend would not be achieved. However, the project has successfully supported 20 individuals (with one application still pending), and as reported above, has led to a 24% increase in the salaries of applicants accumulatively.

On Target: Work Start

The project has secured agreement from the Corporate Plan Programme Board and the Budget Board to bridge upcoming funding gaps until December 2022, looking ahead to opportunities provided through the Shared Prosperity Fund. A total of 110 placements have been sourced and advertised by the Work Start Team to date, with work underway to secure 30 further placements internally and with local businesses between April and

December. We have seen a decline in uptake, but we are reviewing our communications to help address this.

Closed: Working Denbighshire Ready for Work

Careers Events scheduled for April were unfortunately cancelled after 70% of schools were no longer able to attend due to staffing pressures. The conclusion is that it is not practical to arrange meaningful career fairs for students while Covid-19 rates remain high. An alternative was offered in that all schools were invited to attend the Skills Olympics Event at Rhyl College, organised by Grŵp Llandrillo Menai. The event offered an alternative platform for students to engage with the various college departments and employers to help inform future career options. Unfortunately, only three schools attended, but feedback was positive.

The project will now move into the closure stage as its funding comes to an end. Learning from the project will inform the needs outlined in the Shared Prosperity Fund Investment Plan.

On Target: Volunteering

We still hope to recruit service representatives to the Internal Volunteers Network where gaps have been identified. Work will be undertaken alongside HR to promote the benefits of services engaging with volunteers and they will be encouraged to promote their opportunities. We are hopeful of reviewing and updating all opportunities in time for Volunteers Week (June 1 to 7), at which time we will also run an active social media campaign. In the same week the council hopes to have a presence at the Denbighshire Voluntary Services Council's volunteer drop-in session in Llangollen to promote our opportunities.

Annual or Biennial Measures

Measure	2020 to 2021	2021 to 2022	Status
Percentage of pupil attendance in primary schools – Benchmarked Nationally	No data due to Covid-19	No data due to Covid-19	Excellent (Based on 2019 to 2020)

Percentage of pupil attendance in secondary schools – Benchmarked Nationally	No data due to Covid-19	No data due to Covid-19	Priority for improvement (Based on 2019 to 2020)
The percentage of children aged 4-5 years who are a healthy weight or underweight (reported one year in arrears) – Benchmarked Nationally	71.8	Data pending	Priority for improvement
Local Authority Points Score Average - KS4 Welsh Baccalaureate Skills Challenge Certificate Indicator – Benchmarked Nationally	No data due to Covid-19	No data due to Covid-19	Excellent (Based on 2019 to 2020)
The percentage of children achieving 5 GCSEs A*-C (Level 2, Key Stage 4), including English or Welsh (1st language), Maths and English Literature, by the end of secondary school, against the percentage that achieved the expected standard at the end of primary school (Level 4, Key Stage 2) – Benchmarked Nationally	No data due to Covid-19	No data due to Covid-19	Acceptable (Based on 2019 to 2020)
The number of schools providing education through suitability and condition categories C and D – Benchmarked Locally	27	27	Priority for improvement
The percentage of pupils (using Pupil Attitudes to Self and School - PASS) who respond positively against pupils' feelings about school – Benchmarked Locally	87.2	No data No survey	Good
The percentage increase in the salaries of young people enrolled in the Employment Bursary Project – Benchmarked Locally	17	16	Excellent

Measure	2018 to 2019	2021 to 2022	Status
The percentage of residents that are satisfied that there are job opportunities for young people at the start of their career – Benchmarked Locally	19	19	Priority for improvement
The percentage of residents that are satisfied that there are opportunities for young people to develop their skills – Benchmarked Locally	28	26	Priority for improvement

Measure	2018 to 2019	2021 to 2022	Status
The percentage of residents that are satisfied that there are leisure opportunities that appeal to young people – Benchmarked Locally	50	29	Priority for improvement

Quarterly or Biannual Measures

Measure	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
Percentage of the population aged 18 to 24 claiming Job Seekers Allowance – Benchmarked Nationally	12.4	10.0	7.5	6.9	6.4	Priority for improvement

Well-being and Equality

This priority applies the five ways of working and directly supports Wales' Well-being Goals around **prosperity, health, equality, cohesiveness, global responsibility**, and a **vibrant culture with a thriving Welsh language**. Below are some further highlights from the last year of work that we have undertaken in support of the Well-being Goals and the Sustainable Development Principle; but also benefiting those with protected characteristics or who are at a socio-economic disadvantage.

Keeping Our Schools Safe

As schools returned for the spring term, the council reminded pupils and staff of the importance of taking regular lateral flow tests to help stop the spread of Covid-19, and to not attend school if they were displaying any symptoms. School staff were asked to wear a face covering in all indoor areas where physical distancing could not be maintained with secondary learners, and also asked to wear face coverings in classrooms. Both staff and pupils were encouraged to practice good hygiene, which includes regular handwashing and sanitising. Parents and carers were also advised to be aware of disruption to school transport at short notice, and to make contingency plans where possible. Where possible

though the council worked to make alternative arrangements and to keep those affected informed.

The rapid spread of the Omicron variant put significant pressure on schools, and unfortunately difficult decisions had to be made by schools to close classes or year groups due to the impact on staffing levels. The council is grateful to all of our school staff for their continued dedication and hard work, and to parents and pupils for their support for helping control the virus. Working **collaboratively** with schools at this time remains as important as ever, **integrating** our common desire to keep everyone safe and **prevent** any harm, particularly to the most vulnerable (we know Covid-19 can be particularly adverse on those with a **Disability**, or from Black and Asian backgrounds. Those at a **socio-economic disadvantage** are also most likely to present with cases).

Supporting the Economy

Residents have been reminded that if they are struggling to secure work, they can apply for free support through the council's Working Denbighshire Team. The service aims to support individuals by providing access to a network of services that can help with career opportunities. Over 300 participants have already secured a job through the scheme, and over 100 have already completed a placement of their choice. For more information, visit our [Working Denbighshire webpages](#).

Businesses impacted by the pandemic were encouraged to apply for additional funding available through the Welsh Government's Emergency Business Fund, which was administered by the council. The funding was available for retail, hospitality, leisure and tourism business, and their supply chains, affected by the move to alert level 2.

Applications for the fund closed in February. Support is also available from the council through an extended Welsh Government scheme where occupiers of properties wholly or mainly being used as retail, hospitality and leisure businesses may be eligible for a 50% rate relief. For more information, visit our [Business Rates pages](#).

Working **collaboratively** with the Welsh Government and **integrating** our shared ambition to support business and to help individuals out of **socio-economic deprivation** will **prevent** stagnation of our local economy and help it grow. By **involving** small businesses and individuals through our work, we are hopefully supporting their **long-term** stability and prosperity, and removing barriers to their success.

Winter of Well-being

Denbighshire County Council provided a range of free sporting, cultural and play based bilingual activities as part of the Welsh Government's Winter of Wellbeing Programme. Events took place throughout the county for a wide range of ages, creating plenty of safe places for free play and physical activity to encourage children and young people to come together and have fun while also strengthening their social, emotional, and physical well-being. The council launched its Winter of Well-being programme through its libraries, urging Children and Young people to nominate the books that made a positive difference to how they feel. Public libraries across Wales teamed up with The Reading Agency on this campaign, and the seasonal celebration of reading continued through to the end of March with a programme of activities and events delivered online and in libraries.

This work, delivered **collaboratively, integrating** with other organisations and **involving** children and young people, will **prevent** social isolation and skill deprivation, and benefit well-being in the **long-term**. It directly benefits the protected characteristic of **Age**, and those at a **socio-economic disadvantage**.

Ending Period Poverty

Denbighshire County Council, through the Welsh Government Period Dignity Grant, has been running a subscription service for young people in Denbighshire where period poverty could be a barrier to their education. So far 220 education-based subscriptions have been provided, but now the scheme is to be expanded to a further 520 community subscriptions for those on low incomes from March. The free service, run in conjunction with social enterprise Hey Girls, will run until March 2023, providing either a one off delivery of re-usable period products, or a monthly delivery of eco-friendly disposable products directly to subscribers' homes. This is in addition to disposable 'In Case of Emergency' (ICE) single-use products that are available from schools, libraries, One Stop Shops, leisure centres, youth centres, Citizens Advice Denbighshire offices, foodbanks, and other organisations that have registered to receive products, provided by TOTM – an eco-friendly company. Sign up by visiting [our website](#), or contact DCCHG@denbighshire.gov.uk.

This **collaborative** and **integrated** approach seeks to **prevent** barriers to education, encourage participation, and support good health in the **long-term**. It directly supports the protected characteristics of **Age**, **Sex**, and those at a **socio-economic disadvantage**.

Protecting Safety

The decision was made to close Ysgol Brynhyfryd on Friday, March 18, after an electrical fault in the Ruthin area affected both the school and the neighbouring leisure centre. A contractor was brought in to carry out an investigation into the cause of the fault, in partnership with Scottish Power, also carrying out additional safety checks for health and safety reasons.

This action was unfortunate but necessary to guarantee the safety of pupils, staff and residents on the site. Working **collaboratively** and in an **integrated** way with Scottish power and the school, we were able to ensure that the school could reopen as soon as possible, **preventing** further incident or disruption. Although perhaps causing short-term negative impacts, this directly benefitted the protected characteristic of **Age** in the **long-term**.

Corporate Health: The council is efficient, well-managed and environmentally sustainable

Measures: Acceptable

Governance: Good

Corporate Health Performance Framework: Measures Update

With this report, 47% of our Corporate Plan measures currently present as a priority for improvement, up from 43% in the last report. One of our corporate projects is currently presenting as 'compromised' (Denbighshire and Flintshire Joint Archive Project), with 100% of projects being regularly updated by project managers. The status of the Archive Project reflects the fact that a large proportion of the funding has yet to be secured, and a site interface issue has emerged with the Theatr Clwyd redevelopment, which will delay access for at least a year. In the meantime, the project is looking at opportunities to progress the collaborative service in advance of the building, to both develop the service and improve resilience.

64% of our Corporate Risks are currently inconsistent with our risk appetite, but these are being addressed by senior managers and Cabinet, and justify their inclusion in our Corporate Risk Register as the most serious risks faced by the council. We have received no formal recommendations for improvement from external regulators (Estyn, Care Inspectorate Wales and Audit Wales). There has been one further low assurance follow-up report in this period from internal audit, covering Accommodation Provision for the Homeless (see [Housing above](#)). This was presented to the Governance and Audit Committee at its [meeting in March](#).

Although our measure on the mean hourly rate of pay for women showed that women were being paid more than men during both 2019 to 2020 and 2020 to 2021, the difference in pay has now swung back to favour men by 6.7% in 2021 to 2022. 79% of the lowest paid jobs that the council offers continue to be occupied by women (down only 0.6% on the previous year).

We have seen a decline in our measure for equal appointments. This is a complex measure and looks at the protected characteristics for which we readily have data (based on what people have declared). The protected characteristics that we particularly look at

here are Race, Disability, Sexuality and Gender Reassignment. Based on recently published data for 2020 to 2021, we see a decline in appointments from 15% to 4%. This compares to 11% when looking at those that do not have these characteristics and were appointed.

Member attendance at meetings (where they were expected to attend) has fallen slightly to 84% for 2021 to 2022, down from 89% the previous year. This remains up from before the pandemic when attendance was at 79%.

Our measure on budget variance (i.e. what we have and receive versus what we are spending) has decreased from 2,731k in December 2021 to -2,399k in March 2022. The council's reserves remain at £7.135m.

The percentage of negative news stories about the council (taken as a proportion of all news stories about the council) has risen by 1% between January to March, to 9%. This represents 19 negative stories out of a total of 216. The percentage of external complaints upheld or partly upheld over the last quarter has increased from 52% to 60%. This represents 38 of 63 complaints upheld or partly upheld. This number is slightly higher (57%) for the same period the previous year, and the rate upheld is consistent with our annual average for 2021 to 2022 (60%).

As at March 2022, sickness absence stood at 9.57 days, up from 9.03 in the last period. This compares to 6.47 days in March 2021. As at March 2022, the percentage of staff who have had at least 3 one-to-one meetings in the last 12 months stood at 43%.

By the end of March, 36% of the council's spend from between April 2021 to March 2022 was with local suppliers (£62,126,180). 88% of contracts (over £25k and under £1,000k) contained community benefits. One collaborative procurement activity (Denbighshire Music Collaborative between Denbighshire, Flintshire and Wrexham Councils) was undertaken during the period, and one collaborative procurement opportunity was missed due to timing (Phase II Road Resurfacing Programme between Denbighshire and Flintshire). There are 16 potential collaborative procurements on the horizon and these will be explored and developed in the coming months.

Our final measure considers the council's efforts to support residents into work through placements that we ourselves offer within the council. During January to March we successfully supported 9 additional placements, bringing our annual cumulative total to

143. This is a sharp increase on our performance in the previous year, aided of course by the lifting of Covid-19 restrictions.

Data is currently pending for our Net Carbon Zero measure owing to delays in obtaining energy use data from billing systems. It is anticipated, however, that this information will be included in this report as soon as it is available.

Corporate Health Self-Assessment: Governance Areas

The following is our self-assessment against the seven key governance areas and seeks to paint a picture of how well the council is performing, how we know that (linking to evidence where it is available), and what we can do to improve.

Corporate Planning

Below are improvement actions that have been identified in support of Corporate Health in this area of governance.

Senior Leadership Team

A [special meeting](#) of Council was held in March where the Chief Executive sought approval to proceed with a review of the Senior Leadership Team, which is to be tackled in two phases. Initially the Chief Executive wishes to address capacity issues at the Corporate Executive Team level by introducing a new Director of Governance and Business, increasing from two directors to three. This post, plus the current vacant director post (Director of Economy and Environment) are to be appointed by the new Council following the election. Following these appointments, the review will then look at the leadership structure at the Head of Service level. In the meantime, interim arrangements are in place with four middle managers acting up to cover the two heads of service roles recently vacated through retirement (Head of Business Improvement and Modernisation, and the Head of Community Support Services).

Agree and implement a whole council approach to New Ways of Working.

The New Ways of Working Project is now being led by the Corporate Director for Communities following the retirement of the Head of Business Improvement and Modernisation. The project team continues to meet monthly and minutes are published on the council's internal website. A position statement was issued in March following the

move to 'alert level 0' and the removal of most restrictions. Following a review of office spaces for what is needed (especially as desks, chairs and IT equipment may have been moved) and completed risk assessments, from April the council is managing a phased return to the office, with the option of one day a week initially, increasing to two days from May. Those who wish to come in more frequently must discuss this with their manager. Workplace controls will also remain in place, including adequate ventilation, sufficient cleaning, and good hand hygiene. All arrangements will continue to be under review, and feedback on how it is working is welcomed.

Another development is that the ground floor of the Caledfryn office building in Denbigh is being shared with NHS staff, following a request to set-up a call centre. This is for approximately 30 staff, 7 days a week. This has resulted in some Denbighshire teams being relocated within the building, but there is sufficient space to accommodate these moves.

Develop a new Corporate Plan by October 2022.

In this period, the Strategic Planning and Performance Team have pressed on with work to develop the next Corporate Plan, with phase 2 of our County Conversation running from January 28 to March 11. Responses received confirmed the themes that were consulted upon, namely:

- **Housing:** Provide sufficient and affordable good quality housing, particularly addressing the provision of was affordable to young people in the area.
- **Economy:** Support post-pandemic economic recovery, including identifying and capitalising on opportunities to upskill residents and enable them to access decent employment and income.
- **Young People:** Support schools to provide excellent standards of education, through the provision of support and care for all learner preservation of mental health and well-being.
- **Connected Communities:** Maintain a good quality road infrastructure with good transport links and broadband connectivity.
- **Environment and Climate:** Protect our natural assets and defend communities against climate change

- **Addressing Deprivation:** Tackle entrenched deprivation and its associated challenges that some of our communities face.
- **A well-run, high-performing council:** To be a council that is fair, transparent, performs well, represents value for money, and responds to its customers.

Following the consultation, however, one additional theme has been identified as a gap and will be included in the draft proposal going forward:

- **Ageing Well:** Strong community networks enable people to live safely, happily and independently, but receive good support when needed.

Staff workshops are to be held in late April and May to gather more detailed professional input around our 'pledges' and possible actions to take forward under each of the themes proposed in the next Corporate Plan. The draft document will then be put forward for the consideration of the new Council during a workshop planned for July.

This period also saw the closure of the consultation on the content of the Conwy and Denbighshire Well-being Assessment in March. Feedback on the assessment has been positive with only very minor amendments or additions to make. The final version is being updated [online](#).

Respond to the requirements of the Local Government and Elections (Wales) Act 2021.

With the publication of this report (plus the three quarterly update reports before it) and the accompanying Executive Summary, the council has met statutory requirements in relation to the Self-Assessment of performance against its functions. Arrangements for a Panel Assessment will be discussed with the new council following the elections.

The Local Government and Elections (Wales) Act also required a number of changes to be made to the council's Constitution, as well as the introduction of a Constitution Guide to help members of the public understand its provisions. The changes and the Guide were reviewed by the Governance and Audit Committee at its [meeting in March](#). At the same meeting, members agreed the process for appointing lay members to the committee (including a chair) from May, which again is a requirement of the Act. The law also

requires that the council has in place a Petition Scheme. This will be the subject of a report to Council in May.

Service Challenge Action: Ensure a question is asked at each Service Performance Challenge regarding commitment to customer service.

This action has not progressed as intended in this period as consideration needs to be given to the senior management restructure. Nonetheless, a paper summarising lessons learned and proposals for the 2022 to 2023 Service Challenge Programme has been prepared. It is felt that the format of the challenges during last summer worked well for its condensed timetable and reduced paperwork. Consideration does need to be given, however, to how service level data is reviewed, as this is an important part of our Performance Management Framework. Following a recent Audit Wales review of Performance Management ([see below](#)), proposals will also include a recommendation for the publishing of service level performance data.

Other developments in the last period

Governance and Decision Making

Of relevance to this chapter, an Internal Audit Report on Governance and Decision Making was completed in February, and presented within the Internal Audit Update to the Governance and Audit Committee at its [meeting in March](#). The review gave a medium assurance rating and broadly found that existing governance arrangements worked well, with good levels of engagement between members and officers. However, there could be an opportunity to learn from the Covid-19 pandemic to balance quicker decision making with maintaining transparency and accountability. It was felt that roles and responsibilities could also be clearer (an issue that may be addressed by the council's new Constitution Guide); and there is a lack of awareness in relation to the Chief Officer delegated decision process, and a lack of evidence or clear audit trail to delegated decisions generally, making them difficult to scrutinise. Concerns were also raised around the capacity within scrutiny and democratic functions, but these have since been addressed following agreement to recruit additional support staff.

Annual Governance Statement Update

An update on the council's progress against improvement actions identified within the Annual Governance Statement for 2020 to 2021 was provided to the Governance and Audit Committee at its [meeting in January](#). Overall it was reported that the council was making good progress on all actions.

Local Government Elections and Member Training

The council has made significant preparations for the Local Government elections in May, and arrangements are in place for the induction and training of councillors. This includes ICT handover and induction, code of conduct, holding effective hybrid meetings, equality and diversity, information on how the council works, and specific committee training and procedures.

Financial Planning

Below are improvement actions that have been identified in support of Corporate Health in this area of governance.

Budget and Council Tax

A report presented to [Cabinet](#) and [Council](#) meetings in January set out the implications of the Local Government Settlement and proposals for the finalisation of the budget for 2022 to 2023. The council is legally required to set a balanced and deliverable budget before the start of each financial year, and to set the resulting level of Council Tax to allow bills to be sent to residents. The final proposals to balance the 2022 to 2023 budget are shown in the Medium Term Financial Plan. The main areas of growth and pressures totalled £17.628m. A draft settlement of around 11% would have been required in order to fund all these pressures. The net +9.2% settlement generates £15.005m additional revenue, leaving a funding gap of £2.623m. The following items were included in the proposals in order to bridge that gap:

- Income budgets have been inflated in-line with the agreed Fees and Charges policy, which increases external income by £0.120m.

- Operational efficiencies amounting to £634k have been identified, which are within Head of Service delegated responsibility in consultation with Lead Members. No savings have been requested from Community Support Services or Schools.
- Council Tax increases by 2.95%, which, along with minor changes to the Council Tax Base, will generate £1.869m additional revenue. This compares to last year's increase of 3.8%, and 4.3% the year before that.

The budget for the 2022 to 2023 financial year has now been approved. The increase in funding comes with a number of new responsibilities the council will be required to fund, including pay increases, ensuring the Real Living Wage for social care workers, and mitigation for the end of the Covid-19 Hardship Fund.

Finance Update Reports

The Head of Finance presented updates on the council's finances for 2021 to 2022 to Cabinet in [January](#) and [February](#). The council's net revenue budget was £216.818m. There was a forecast overspend of £1.553m as of February 2022 (down from £1.641m in the month before). The 2021 to 2022 budget required service savings and efficiencies of £2.666m to be identified. Operational savings and fees and charges increases are assumed to have been achieved, and the school savings are delegated to governing bodies to monitor and deliver.

Capital Plan 2021 to 2022

A report went to Council's [meeting in February](#) to update members on the 2021 to 2022 element of the Capital Plan, whilst also attaching the recommendations of the Strategic Investment Group of capital bids recommended for inclusion in the Capital Plan. The Estimated Capital Plan is now £41.16m. Major projects include:

- Sustainable Communities for Learning Programme (formerly the 21st Century Schools Programme) – Ysgol Llanfair; Rhos Street School and Ysgol Pen Barras; Christ the Word, Rhyl.
- Rhyl Queens Market Redevelopment.
- New Waste Services Remodelling.
- East Rhyl Coastal Defence.

The Capital Plan is dependent for part of its funding on capital receipts generated by the sale of council assets. The table below shows those gross receipts achieved in 2021 to 2022. In addition, a number of potential disposals are also currently in development.

Property (2021 to 2022)	£000
Bodelwyddan Castle	500
Land at Meliden	544
Geufron Farm, Corwen	470
Land at Rhos Street, Ruthin	70
Total	1,584

The Strategic Investment Group, which includes representatives from the three scrutiny committees, has met to consider block allocation capital bids received for inclusion in the 2022 to 2023 Capital Plan, prepared by each service. The recommendations of the Strategic Investment Group for the inclusion in the 2022 to 2023 Capital Plan were supported and agreed by Cabinet at its [meeting in February](#).

Treasury Management Strategy Statement 2022 to 2023, and Prudential Indicators 2022 to 2025

A report presented to Council's [meeting in February](#) outlined how the council will manage its investments and its borrowing for the coming year, and sets the policies within which the Treasury Management function operates. The Chartered Institute of Public Finance and Accountancy's Code of Practice on Treasury Management (the "CIPFA TM Code") requires the council to approve the statement and Prudential Indicators annually. The Capital Strategy Report is intended to give a high level, concise and comprehensible overview to all elected members of how capital expenditure, capital financing and treasury management activity contribute to the provision of the council's services.

Planning for the Statement of Accounts 2021 to 2022

The council has a statutory duty to produce a statement of accounts that complies with approved accounting standards. A report presented to Corporate Governance

Committee's [meeting in January](#) provided an update on the planning and timing of the Statement of Accounts 2021 to 2022. Last year the Welsh Government again issued guidance that clarified that, due to the ongoing impact of Covid-19, the statutory deadlines for the completion of the draft and audited accounts would be extended. The council took the early decision to issue a notice to say that we would not be aiming for the statutory early deadline, but the revised deadlines would be achieved. This decision was taken in consultation with Audit Wales and informed by their assessment of their ability to complete the required audit work. There was recognition that this would be a challenging year for all concerned to ensure all the information was available on time.

Firstly, the delay has meant that we have not had time to correct misstatements that we would normally have – these corrections will be made for next year's accounts. Secondly, in a usual year the focus and energy of the Capital and Technical team from September turn to strategic capital planning, budget setting, addressing Internal Audit recommendations, and planning for next year's closure of accounts processes. All these activities have been put on hold for 3 additional months and will have an impact on service delivery going forward.

Housing Rent Setting and Housing Revenue Budget

At its [meeting in January](#), Cabinet approved the Housing Revenue Account Budget for 2022 to 2023 and the Housing Stock Business Plan. It is a statutory requirement to set budgets and rent levels before the start of the new financial year. The budget must be consistent with the assumptions within the Housing Stock Business Plan, which has been designed to maintain Welsh Housing Quality Standard throughout the 30-year business plan. The budget has been calculated to ensure we can deliver our revenue services; the capital investment programme to maintain the quality standard of our homes; and to develop our new build programme. We are anticipating significant additional costs in future years due to likely new decarbonisation standards for our existing stock.

Cabinet also approved the decision for rents for council dwellings to be increased in accordance with the Welsh Government Policy for Social Housing Rents to an average weekly rent of £97.27, which is an increase of £2.92 with effect from April 4, 2022. As part of the Welsh Government rent policy the council will be required to ensure that any rent increase considers affordability for tenants, value for money, and an assessment of cost

efficiencies. Whilst 2021 has been a difficult year for household finances – and this will continue into 2022 – we are satisfied as to the affordability of our weekly rents.

Performance Management

Below are improvement actions that have been identified in support of Corporate Health in this area of governance.

Implement annual process for stakeholder engagement on council performance.

Lessons learned from the first year of the Stakeholder Survey (2021) have been evaluated and the project team are currently exploring options for ongoing annual stakeholder engagement. Future surveys will likely focus only on statutory questions required under the Local Government and Elections (Wales) Act 2021, covering the performance of our corporate objectives and governance. It will be promoted through a targeted communications campaign.

Provide clarity to the Senior Leadership Team on the role of the Project Management Team.

A report was taken to the Corporate Executive Team in March to provide an update on progress with the review of the Corporate Programme Office. This included:

- Progress on the reconfiguration of Verto (our project management system) and its expected development up to the end of June 2022.
- The development of a Corporate Programme Office Guide that describes the roles and responsibilities of the team and what support they can offer. A draft will be presented to the Corporate Executive Team at the end of May.
- Two project support officer roles now in place in the team in response to organisational need.

Other developments in the last period

Embed interim Strategic Equality Plan

We have ensured that this report captures all outstanding actions towards the delivery of our interim Strategic Equality Plan (which covers October 2021 to October 2022). Actions

already completed will have been captured in the preceding quarterly update reports that accompany this document (published on [our website](#)) and make up the set that form our Self-Assessment of performance.

Annual Complaints Report

The first Annual Complaints Report, required under the Local Government and Elections (Wales) Act, was presented to the Governance and Audit Committee at its [meeting in March](#). Broadly it was felt that the council's complaints processes were robust, with its response rate to stage 1 and stage 2 complaints during 2021 to 2022 being generally excellent, with only two stage 2 complaints extending beyond the target response time (out of 25). The number of complaints received is also down from 262 the previous year to 237. Attached to the report is a letter from the Public Service Ombudsman for Wales, which reveals that 32 complaints relating to Denbighshire County Council were referred to them, split quite evenly over a number of areas, but the larger number relating to Children's Social Services (six), Complaints Handling (five), and Environment and Environmental Health (four). It was noted that it is very rare for the Ombudsman to intervene and challenge complaints decided on by the council, which should give further assurance as to our processes. However, compared with other local authorities in Wales and as a proportion of residents, the Ombudsman did receive the third highest number of complaints about Denbighshire County Council.

Queen's Buildings

An internal Audit follow-up report on the Queen's Buildings project, a key part of the council's wider programme to regenerate Rhyl, was presented to the Governance and Audit Committee at its [meeting in January](#). The original report, received a year before this, had given the project a low assurance rating. However, this follow-up identified that progress had been made, with eight of the twelve identified actions being fully implemented, providing instead a medium assurance rating. A further follow-up report will be needed in July to establish the progress against outstanding actions that were delayed due to the project management system undergoing tendering and the current [review of project management](#) mentioned above.

An update on Queen's Building project was also given to Cabinet at its [meeting in February](#), where unforeseen rising costs were discussed. Additional funding was required

to deliver phase one of the project due to a number of factors, including a 25% rise in the cost of construction, due to the availability of labour and materials globally. The ground floor level of the new development also needs to rise by 740mm to protect against flooding. The Welsh Government's Transforming Towns programme has part funded the project to date.

With construction due to start in April, but the letting of the construction contract falling after the last Cabinet [meeting in March](#), Cabinet agreed that approval of the construction contract through a Delegated Decision by the Chief Executive was required to ensure that the tight timescale for project delivery was achieved. All of the outputs need to be delivered and funding drawn down by the end of February 2023 or the council could face a significant claw-back of the grant funding. Cabinet further agreed, to stay ahead of long lead-in times for some items, to underwrite £500k of construction costs (covering groundworks, steel, and specialist piling) to ensure that the contractor can start in time and deliver the outputs required by the deadlines set by the funding bodies.

Planning Compliance

A report presented to [Communities Scrutiny in March](#) examined the effectiveness of the council's Planning Compliance Charter. The purpose of the Charter is to streamline the process of remedying alleged planning breaches by helping complainants, alleged contraveners, and other interested parties understand how the council's planning compliance function operates. The Charter has broadly been seen by officers and members as an effective tool for advising stakeholders how the council investigates and remedies alleged breaches of planning control. However, some minor amendments have been made to improve the process further and help better manage expectations. In response to feedback from elected members, further information will also be included about how stakeholders are updated on the progress of cases. Combined with the recent recruitment of a second compliance officer, performance in this area should continue to improve.

Audit Wales

Audit Wales presented their [Annual Audit Summary](#) for Denbighshire County Council at the Governance and Audit meeting [held in March](#). It confirmed:

- An unqualified true and fair opinion on the council's financial statements, and no significant issues with grant claims and returns.
- The council met its remaining Local Government (Wales) Measure 2009 duties to secure continuous improvement.
- The council is well placed to maintain its financial sustainability over the medium term.
- In recovering from the impact of the pandemic, the council benefited from proactive engagement regionally and locally, showing strong collective leadership in planning and decision-making.
- The council is making excellent progress in embedding its environmental ambitions, though more comprehensive stakeholder mapping would further strengthen engagement, and reporting over the next year will help the environmental ambitions to embed and the measures to evolve.
- In reviewing Older People's Care Home Placements there are complex national processes that result in a significant focus on costs, which causes division amongst partners and has the potential to impact adversely on services users. Strengthening accountability and developing a regional strategy and delivery plan have the potential to drive positive change and better partnership working, especially in relation to complex and more specialist care. Audit Wales have reported locally to councils, and nationally to the Welsh Government recommending actions that should be taken.

Delivering Sustained Improvement

Audit Wales have published a [review of the council's performance management arrangements](#), seeking assurance that they are robust and likely to support continuous and sustainable improvement. It concluded that the council's Performance Management Framework and arrangements for measuring and reporting performance are effective, with some opportunities to improve the use of the performance management software. The council could also look to improve performance reporting of non-priority areas, how finance and performance information are considered simultaneously, and that staff 1:1s are recorded in an accurate and timely manner.

Care Inspectorate Wales

The Care Inspectorate for Wales issued a [letter in November](#) that summarised its findings of an assurance check (undertaken during June and July) of whether social services continue to help and support adults and children, with a focus on safety and well-being. The letter highlights a number of positive areas of practice across both adults and children's social services, as well as areas requiring improvement within children's services. Agreed actions are being taken forward within relevant services, and the progress of these will be reviewed through performance evaluation review meetings between Care Inspectorate Wales, relevant heads of service, and the Director for Communities.

Care Inspectorate Wales issued a [letter in February](#) after a follow-up review on the safety and well-being of children and families. This included the local authority's practice of reviewing, analysing and making decisions in relation to risk, and whether the local authority was meeting its statutory responsibilities under the Social Services and Well Being (Wales) Act 2014. Again, the review identified some strengths and areas for improvement, and agreed actions will be monitored through the service's Service Plan and routine performance evaluation review meetings going forward.

Risk Management

Below are improvement actions that have been identified in support of Corporate Health in this area of governance.

Understanding Risk Appetite

During the last two years we have seen a growing number of corporate risks that are beyond our risk appetite. This feels consistent with the global challenges we have been facing and continue to face. Our February review continued conversations about those risks, and we have identified assurance work (internal and external) that is planned or has already taken place to help us understand the effectiveness of our controls. For example, our review took account of a recent Audit Wales Review of Commissioning Older People's Care Home Placements by North Wales Councils and the Betsi Cadwaladr University Health Board. A report about this review was also presented to Governance and Audit Committee at its [meeting in March](#).

As was reported previously, following the May elections, training will be provided to councillors to ensure that they understand the council's risk management methodology.

Service Challenge Action: Consider the provisions of the Local Government and Elections (Wales) Act 2021, particularly in regard to Corporate Joint Committee and any associated risks for the council.

Our review of this risk in February 2022 found the risk to be static. The North Wales Corporate Joint Committee (CJC) set its budget in January 2022. Its functions (strategic development planning; regional transport planning; and regional economic development) must be operational from June 2022. Scrutiny arrangements have yet to be confirmed. The CJC offers opportunities to establish a strategic and regional approach to these three functions to develop Denbighshire's economy and communities. However, there is a risk that there is insufficient clarity, time and engagement to capitalise on these opportunities. Conversely, there is a risk that the council puts in a lot of effort but doesn't receive a proportionate return on investment.

Other developments in the last period

Measuring our controls

We have specified relevant recent or planned internal and external audit work that gives risk owners assurance around the effectiveness of our controls, and furthered conversations around performance measures that can be used to better understand the success. Any relevant measures have now been identified in the register.

Communicating our Risks

As global events have grown in significance for our council and our community over the last two years, so too have the number of active risks on our corporate risk register. For this reason, a summary of our corporate risk register has been developed and approved for use in internal communications. A full update report will be presented to Performance Scrutiny at its [meeting in June](#).

Recruitment and Retention

Our February review highlighted the controls that are being implemented to manage this risk:

- Some services are taking specific actions. Highways and Environmental Services, for example, are working with Working Denbighshire; and Community Support Services are working with the Communications Team to deliver a targeted recruitment programme.
- A new group has been established looking at recruitment issues in care, chaired by the council's Corporate Director for Communities.
- HR has completed workforce planning with all services in November, and included discussion about recruitment and retention. The subsequent Corporate Workforce Plan has been discussed and recruitment and retention has been identified as a corporate concern with a number of actions being agreed in the delivery plan.
- Alongside services, HR are exploring a range of different strategies that could be put in place to support recruitment activities and help with retention, such as upskilling our own employees; working with partners; job redesign; and market supplement payments.

Updates to the Corporate Risk Register (February 2022 review)

Our February review resulted in a number of changes to the corporate risk register. The most significant changes included:

- Risk 14: The risk of a health and safety incident resulting in serious injury or the loss of life. The risk score was downgraded and is now within our risk appetite.
- Risk 16: The risk that the impact of welfare reform (Universal Credit) is more significant than anticipated by the council. This was successfully managed and is no longer a risk.
- Risk 18: The risk that programme and project benefits are not fully realised. The risk score was increased to reflect the economic challenges we are facing and is no longer within our risk appetite.
- Two new risks were introduced. The first about future funding to support the most vulnerable learners and disengaged young people; and the second regarding placements for Looked After Children.

Workforce Planning

Below are improvement actions that have been identified in support of Corporate Health in this area of governance.

Complementing New Ways of Working, we will review training, development and mental-health needs for staff.

Following the development of the induction programme, policies and guidance, dedicated training sessions for employees and managers are being developed to support the new ways of working. These sessions will commence, subject to approval being obtained, from July 2022.

We have asked the Staff Council to support us in recruiting Mental Health Champions. HR Business Partners are also working with services to support this. A Well-being Survey will also be launched in June.

Improve the information we have about our workforce, including equality information, to support more detailed analyses in future Public Sector Duty Reports.

The Public Sector Duty report has been published, but despite the continued effort to capture increased amounts of equality information we still have a large proportion of staff (around 50 per cent), who choose not to complete equality information. Many of these are not office-based. We are working on new, more accessible ways to enable these staff to update their information more easily.

Improve our workforce planning programme and consider how best to plan for posts requiring a specific level of Welsh above Level 1.

Following consultations with our Corporate Executive and Senior Leader Leadership Teams, the new council-wide plan for workforce planning is in place.

The proposal for how best to plan for posts requiring above level 1 Welsh will be presented to our Senior Leadership Team between April and June 2022.

At Council's [meeting in January](#), councillors raised urgent questions with regards to recruitment and retention issues experienced in the care sector. This was acknowledged to be an issue that pre-dated the pandemic, and was not of course unique to

Denbighshire. Assurance was given that a range of measures and initiatives have been agreed and were being monitored by a new Denbighshire County Council Social Care Recruitment and Retention Group, chaired by the Corporate Director for Communities. This will include looking at pay rates for all roles across adult and children social care and promoting our benefits. Additional dedicated HR resource has also been put in place to support social care recruitment and retention. We have accessed additional Covid-19 recovery funding to support recruitment to care for both external care providers and our internal services. Providers are also taking up initiatives to boost recruitment and retention.

Performance Scrutiny also examined staff absences, turnover and workforce planning as part of its [meeting in March](#). There has been an increase in staff absences during 2021 to 2022, with the three main reasons being muscular / skeletal; depression / anxiety and personal stress; and of course, Covid-19. Staff turnover is below the Wales average, however, there are some services where there are known issues, particularly within Highways and Environmental Services; Planning, Public Protection and Countryside Services; and, as previously covered, social care. Grades seeing the largest churn were Grade 4 and below, where people generally leave for personal reasons, or Grade 10 and above where people have re-evaluated and are looking more towards retirement. Again it was acknowledged that the council, like public sector organisations, are facing recruitment and retention issues in a number of areas for different reasons. The workforce was praised for its excellent resilience over the last two years, dealing with the worst possible circumstances that anyone in local government has faced within living memory. Services have continued to deliver despite everything without significant impact on provision.

Service Challenge Action: Consider the staff resource requirements associated with the additional burden of managing / supporting virtual meetings, and the increasing number of Member Task and Finish Group meetings, and consider what, if any, actions are required.

We have recruited to the new post of Senior Committee Administrator to support democratic governance activities. It was an internal appointment; therefore, we now need to recruit to the vacant post, as well as that of a new Scrutiny Officer.

Service Challenge Action: Establish the latest position and level of risk associated with DBS / risk assessment indicators that are, or have been, a priority for improvement / acceptable.

Work to address the issue of compliance with Disclosure and Barring Service (DBS) checks and risk assessment (except for employees under Social Care Wales or CSIW) is ongoing. Compliance continues to be over 90% across DCC.

Revise one-to-one measures for Highways and Environment Services and Planning, Public Protection and Countryside Services.

Our previous performance update report identified the need to revise our one-to-one measures for Highways and Environmental Services, and for Planning, Public Protection and Countryside Services. From April 2022, we will only measure the completion of one-to-one meetings with staff who are expected to undertake at least three meetings within a 12-month period.

Other developments in the last period

Audit Wales Study

During December 2021 to February 2022, Audit Wales conducted a local study of Denbighshire's asset management and workforce planning. The draft report is now being considered. The final report is expected during May to July 2022.

Business Improvement and Modernisation

Following the retirement of the Head of Business Improvement and Modernisation, two new interim posts have been created and appointed to oversee the work of the service. The Strategic Planning Team Manager will oversee Strategy and Performance, Projects, Climate Change, Community Development, and Internal Audit; while the Chief Digital Officer will oversee Digital and ICT Services, Corporate Business Continuity, Digital Records and Archives.

Assets

Below are improvement actions that have been identified in support of Corporate Health in this area of governance.

Asset Management strategy

A five-year Asset Management Strategy has been drafted and will be presented to the council's Asset Management Group in June. This will include new terms of reference that will reflect the impending restructure of the Senior Leadership Team, and any changes to Lead Member responsibilities following the election.

Highways Maintenance Policies for Unclassified Roads

At its [meeting in January](#), Communities Scrutiny examined the council's policy for maintaining unclassified roads, along with the criteria and formula that will be applied for spending additional funding allocated for highways in the county. Maintaining the roads is a Statutory Duty laid down by the Highways Act, 1980, but there is interpretation between highway authorities as to the minimum standard, constrained by budgetary limitations, resources, the use (and type of use) its network gets, and a few other considerations. For this reason, each local authority lays down its minimum standards in a Code of Practice, which was ratified in Denbighshire by Cabinet in January 2020.

It was reported that it is much harder to evaluate the condition of unclassified roads. Since 2011 we have used a points system based on visual appearance, with high scores meaning the surface is visually poor e.g. potholed and requiring patching or resurfacing. Unfortunately, due to Covid-19, this method was suspended for quite some months, so a recent evaluation is unavailable. The most recent trend showed that (after an improvement from 2011 to 2016) these roads were worsening, and we expect that new figures will show the roads to be back to, or worse than, the 2011 position.

Measures introduced to stop vandalism at public toilets

The council has taken action following incidents of vandalism at a number of public conveniences in Rhyl, Prestatyn and Corwen. The vast majority of the vandalism was happening between the hours of 6pm and 9pm, and the decision was taken to bring forward the closure time from 9pm to 6pm. The new closing time will be kept under review, but it is unfortunately needed at present to take action to try and prevent these issues, as they undermine the sustainability of the service and result in facilities being out of use completely for periods of time whilst we repair them.

Service Challenge Action: Develop proposal to improve ICT provision, fibre security, business continuity, school ICT provision, and digital Denbighshire

The proposal has been accepted by the Corporate Executive Team and the budget board to begin the process of rebuilding capacity within ICT to deal with the issues raised. 85% of schools have signed up to support contracts with Denbighshire ICT, and the other 15% have been advised. There is a rolling program in place to ensure the council's Digital Perimeter Security is up-to-date and operating at optimum levels. This activity has now been completed.

Service Challenge Action: Create hubs in areas across Denbighshire where there is poor broadband connection, to assist and enable remote meetings

We are awaiting confirmation from the North Wales Economic Ambition Board (NWEAB) with regards to what is happening with the LFFN project, as the project extension officially expired in September 2021.

Across Denbighshire sites there have been six PSBA routers installed and circuits activated. 18 further sites have fibre fully complete and they are ready for PSBA circuits to be activated. Denbighshire router equipment has been ordered and will be provided. The roll-out for all of these will commence from April, 2022. There have been 22 sites removed from the current project scope, although there are current negotiations ongoing to secure funding for a 'Phase 3' roll-out. Unfortunately, no further details have been released to date.

Service Challenge Action: Work to enable translation provision with Microsoft Teams software

This activity is experiencing obstacles, but work continues nationally to make progress towards enabling the translation provision within Microsoft Teams. However, this action is dependent on intervention from Microsoft.

Service Challenge Action: Create a plan to support external partners and businesses to take forward the climate and ecological change programme

The plan was originally proposed to be complete by the end of April 2022; however, this has not been possible due to staff changes. It is proposed to be developed by the end of

October 2022, for wider behaviour change initiatives to be taken forward from 2022 to 2023 onwards. This will be supported by the 1.5 FTE new dedicated roles within the corporate communication team to work on this agenda.

Service Challenge Action: Ensure lessons learnt are captured from previous purchases of buildings

This action is now closed as it is business as usual. We will in future ask for any asbestos reports at acquisition stage. In addition to this, we will endeavour to ensure that we will still be assuming asbestos removal costs if we're demolishing or remodelling a property.

Procurement

Below are improvement actions that have been identified in support of Corporate Health in this area of governance.

Integrate biodiversity protection and improvement into our procurement processes and drive through community benefits that improve the environment. We will work with businesses and suppliers in Denbighshire to encourage lower carbon practice. We will also develop a new procurement strategy.

The Legal Services Manager continues to provide interim managerial support to the Procurement Team, in the absence of a Procurement Manager being in post. There continue to be capacity issues and these are still affecting the pace of progress in relation to these actions. Despite these challenges, during the period a joint task and finish group was convened to develop a new procurement strategy. The new strategy is intended to be presented for adoption between June and September 2022.

A paper, 'De-Carbonisation in Procurement', was presented to the Climate Change Board in February and will be presented to Cabinet following the May elections.

A new action that will be delivered from April 2022 will hopefully secure agreement for more specialist experience within the team to progress decarbonisation in our procurement. For example, we need to develop a bank of specific carbon-related questions that could be used as part of the tender evaluation process. These will need to be scored and weighted appropriately as part of the quality assessment of tenders. We are awaiting training and guidance from Welsh Government. Progress in this area will

undoubtedly help us to progress our aims to decarbonise our procurement and the supply chain.

We recognise we need to have a clearer vision for the type of benefits that have the potential to contribute to ecological improvement and carbon reduction, e.g. energy efficiency measures that can be accepted as contributing to Denbighshire's carbon emissions, as well as those indicators expected by Welsh Government. We will be using a tender currently in the pipeline to pilot ways to encourage and measure carbon reduction in the contract, using a Welsh Government template to support our approach and calculations.

During the period, Brenig Construction has been committed to delivering carbon reduction through their supply chain. Creating Enterprise, a social enterprise part of Cartrefi Conwy, were responsible for manufacturing the timber for the council's Passivhaus developments in Denbigh, creating one full-time job, and are now manufacturing timber in a new factory in Rhyl. In establishing this relationship, we've connected Creating Enterprise with our Community Resilience Team to explore additional areas of potential co-working; and also to secure more community involvement in landscape management, by introducing the Community Resilience Team to Denbigh in Bloom (one of the recipient organisations of Llwyn Eirin Community Benefits).

Review Contract Procedure Rules to ensure compliance with new procurement regulations and the Socio-Economic Duty

We have not yet progressed this review due to the difficulties we have faced in recruiting to the management role.

Service Challenge Action: Promote adherence to the Procurement Policy across the council

As reported previously, we have training slides about contract procedure rules and procurement generally, which our procurement business partners will present to their client departments in the coming months.

Ensure staff involved with managing contracts are suitably trained. Training will be rolled out across the council to all staff who are involved in contract management

A new Contract Management Officer came into post during the period, to progress with rolling out the Contract Management Framework across services. The post holder is responsible for facilitating and co-ordinating contract management best practice amongst staff. In the interim period, before the appointment was made, the Contract Management Framework and initial training was undertaken by the Chair of the Contract Management Forum and the Performance and Contract Manager.

Internal Audit Action: Procurement forward work plans to be compiled by each Service to include existing and horizon scanning of projects and activities

Procurement Business Partners attend service management teams for Denbighshire and Flintshire Councils. They have begun collating a list of existing contracts on Proactis and active tenders for each service in each county, and have started to ask management teams about other procurement needs that may be on the horizon. These are useful discussions for identifying opportunities for collaborative procurements.

Service Challenge Action: Explore long-term options for sustaining the Community Benefits Hub

The tender for the Bwthyn y Ddol Child Assessment Centre, being built by Conwy and Denbighshire Councils, includes some promising community benefits and we hope to secure monies from this contract to contribute funding for the Hub. Contract finalisation has been delayed, but project meetings are planned from May 2022 to gain pace.

The Community Renewal Fund has secured two fixed-term contracts, with one post holder being in post since March 2022 to deliver the economic empowerment project. One of its aims is to align community benefits with community need and ensure work placements are those that have a future; with skills in sectors predicted to grow. This will involve deeper engagement with the North Wales Economic Ambition Board. We are also building evidence to demonstrate the positive outcomes of the Hub.

Other developments in the last period

Denbighshire Leisure Limited

At its [meeting in January](#), Cabinet agreed to grant an extension for a period of twelve months to the term of the leisure services contract made between Denbighshire County Council and Denbighshire Leisure Limited. The rationale for the recommended contract extension was to reflect a lost year of operation due to Covid-19, which severely disrupted the company's ability to deliver services, obtain grants and grow future new business.

Revenues and Benefits

At the same [meeting in January](#), Cabinet agreed to progress the recommendation of bringing the revenues and benefits service back into the council in an effective transformation from Civica, with no adverse impact on service delivery or additional cost, and would in fact generate savings. The decision was necessary because Civica, for commercial reasons, wished to refocus their strategic direction and end all partnership arrangements with local authorities at the earliest opportunity. It was noted that the partnership had otherwise been an effective one, but that this was also an opportunity to provide a more efficient service.

Annual or Biennial Measures

Title	2019 to 2020	2020 to 2021	Status
The percentage of new appointees from applications where it was disclosed that they are either from a racial or religious minority group, have a disability, are gay or bi-sexual, or had their gender reassigned	15	4	Does not apply Count only

Title	2020 to 2021	2021 to 2022	Status
The percentage difference in the mean hourly rate of pay for women – Benchmarked Locally	-13.5	6.7	Acceptable
The percentage of the lowest paid salaries (bottom quarter) that are women – Benchmarked Locally	79.9	79.3	Priority for Improvement
Member attendance (expected and present), year to date – Benchmarked Locally	89	84	Good
Net Carbon Zero – Total carbon tonnage emitted and absorbed by the council (excluding supply chain) – Benchmarked Locally	10,277	TBC	Excellent

Title	2018 to 2019	2021 to 2022	Status
Overall satisfaction with the council (%) – Benchmarked Locally	40	32	Priority for Improvement
Partners that agree the council works well with them (%) – Benchmarked Locally	New to 2021	62	Good
Councillors and council employees who agree that there is a good working relationship between political leaders and senior management (%) – Benchmarked Locally	New to 2021	60	Acceptable
Stakeholders who agree that the council manages its performance well (%) – Benchmarked Locally	New to 2021	28	Priority for Improvement

Stakeholders who agree that the council manages it risks and challenges well (%) – Benchmarked Locally	New to 2021	30	Priority for Improvement
Stakeholders who agree that the council manages its finances well (%) – Benchmarked Locally	New to 2021	26	Priority for Improvement
Stakeholders who agree that the council has long-term plans in place (%) – Benchmarked Locally	New to 2021	31	Priority for Improvement
Stakeholders who agree that the council treats it workforce well (%) – Benchmarked Locally	New to 2021	35	Priority for Improvement
Stakeholders who agree that the council makes best use of its assets and resources (%) – Benchmarked Locally	New to 2021	20	Priority for Improvement
Stakeholders who agree that the council purchases its goods and services in a fair and efficient way (%) – Benchmarked Locally	New to 2021	25	Priority for Improvement

Quarterly or Biannual Measures

Title	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
The percentage of Corporate Plan Measures showing as 'Priority for Improvement' – Benchmarked Locally	49	41	45	43	47	Acceptable

Title	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
The number of projects on the project register showing as 'compromised' – Benchmarked Locally	1	2	2	2	1	Good
The percentage of projects whose delivery confidence was updated in the last three months – Benchmarked Locally	94	96	90	84	100	Excellent
The percentage of corporate risks inconsistent with the council's risk appetite statement – Benchmarked Locally	55	No data Six-monthly	62	No data Six-monthly	64	Priority for Improvement
The cumulative number of negative reports	0	0	0	0	0	Excellent

Title	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
from external regulators – Benchmarked Locally						
The cumulative number of Internal Audit low assurance reports, financial year to date – Benchmarked Locally	4	0	1	3	4	Acceptable
Corporate and Service Budget Variance (£k)	-718	708	2,445	2,731	-2,399	Does not apply Count only
Council reserves (£k)	7,135	7,135	7,135	7,135	7,135	Does not apply Count only
Negative news stories as a percentage of all news stories about the council –	24	10	6	8	9	Priority for Improvement

Title	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
Benchmarked Locally						
The percentage of external complaints upheld or partly upheld over the last quarter – Benchmarked Locally	57	62	67	52	60	Acceptable
The rolling average number of working days / shifts per full time equivalent (FTE) local authority employee lost due to sickness absence – Benchmarked Locally	6.47	7.12	7.54	9.03	9.57	Priority for improvement
The percentage of staff who have had at least 3 one-to-one meetings in the last 12 months	45	44	42	36	43	Priority for Improvement

Title	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
– Benchmarked Locally						
The percentage of spend with suppliers based within Denbighshire – Benchmarked Locally	36	33	38	40	36	Good
The cumulative percentage of Denbighshire contracts over £25k and under £1m containing community benefits – Benchmarked Locally	No data New to quarter 1 2021 to 2022	75	88	88	88	Excellent
The cumulative number of work experience placements offered within the council	36	64	110	134	143	Does not apply Count only

Improvement Actions

Below are new improvement actions that have been identified through this report:

- Secure specialist experience within the council to progress decarbonisation in procurement.

Equality and Diversity

Equality and Diversity Campaigns

In support of the Interim Strategic Equality Plan, the council will regularly promote campaigns in support of people with protected characteristics or living at a socio-economic disadvantage. Since November (when the Strategic Equality Plan was adopted), the council has supported:

- White Ribbon Day (25 November 2021) for the Eradication of Violence against Women.
- Carers Rights Day (also 25 November 2021), to help people understand their rights, and to ensure that they are able to access support that is available to them.
- Holocaust Memorial Day (January 27 2022), to pay tribute to those persecuted and killed during the Holocaust and other genocides throughout the world.
- LGBTQ+ History month (February), marking the 50th anniversary of the very first Pride March in the United Kingdom in 1972.
- Time to Talk Day (February 3), in support of mental health.

On March 8 the council also celebrated International Women's Day by recognising the contribution and commitment of women working right across the organisation. There are a number of great examples of women that have progressed in their careers within the council, there being four women on our Senior Leadership Team. That sends out a clear message that women have the skills and ability to achieve their dreams and goals and to reach senior management positions within the authority. This also demonstrates the inclusive approach to employment, and the council has worked hard to ensure gender equality in the workplace. Women's careers are too easily derailed by life events and it's important that organisations have a full understanding of their impact.

Additional Learning Needs Implementation

In February, Internal Audit conducted a review of the council's arrangements to implement the requirements of the Additional Learning Needs (Wales) and Education Tribunal (Wales) Act 2018 and subsequent 2021 regulations, which came into force in September 2021. The report gave a high assurance rating, and its findings were presented within the Internal Audit Update to the Governance and Audit committee at its [meeting in March](#).

Overall the report gave assurance that the council is working effectively to implement the statutory guidance. Due to the delay with the roll-out of clear guidance nationally, Education and Children's Service colleagues have endeavoured to ensure that it complies with the Act through regular engagement with Legal and documenting the rationale and information available at the time for key decisions taken. An action plan has been developed to monitor performance across the various workstreams, which is regularly monitored. Dedicated resources are in place, and there are designated leads for each workstream. Local authorities are working regionally with the aim of adopting a consistent approach to implementation. The council and schools have also been supported by the Additional Learning Need Regional Transformation Lead for North Wales who has provided self-assessments to prepare for implementation, along with advice and templates. Training and engagement with schools has been extensive, and schools have been collaboratively working in clusters to prepare for the Act.

The Internal Audit review did highlight some areas that need to be developed further, including an Additional Learning Needs Strategy, provision mapping, and data retention periods, etc. These have been discussed with the relevant officers who are aware of the further work required.

Standards of Behaviour

At Council's [meeting in January](#), a Notice of Motion was put forward to ask for a review of the council's current grievance policy and process to ensure that councillors, officers and others are held to account for their behaviour, to include bullying and harassment. It was agreed that a member group be established to work with the Monitoring Officer and the Standards Committee to review the current resolution process and make recommendations in respect of any changes to be adopted. It was acknowledged that the council was establishing a new Strategic Equality and Diversity Group, and that it would be

useful for that group to take into account the overlap between equalities and the ethical framework. It was also agreed that the council would provide training, support and guidance to Town and Community Councils within the context of the ethical framework and the recent [Independent Review of the Ethical Standards Framework for Wales](#), but that it had no direct role in resolving disputes within those councils.

Young Person's Champion

In [December](#), the Council approved the creation of the role of Young Persons' Champion. This role will play an important part in acting as a strong strategic leader on raising and promoting young people's issues; arguing, supporting and defending the concerns, issues and needs of young people in the county. At its [meeting in January](#), Council considered the role description that had been created and elected Cllr Cheryl Williams to be the Young Person's Champion.

Diversity Champion

In [December](#), a Notice of Motion was accepted by the Council to create the role of Diversity Champion. At its [meeting in February](#), Council agreed the role description, which has been recommended by the Democratic Services Committee. The role will act as the council's conscience and advocate for diversity issues, including encouraging those from diverse communities to stand for elections.

Safeguarding Welsh Place Names

There is a legal duty on local authorities in Wales to have due regard for Welsh heritage and language in the naming of places in the county. However, there is no specific duty to have strict Welsh Language naming. Nonetheless, at the Communities Scrutiny Committee [meeting in January](#), it was confirmed that the council had recently adopted a policy for street naming and numbering that went beyond the legal duty, requiring any new street named in the authority to be in the Welsh Language. At the time we were one of only two counties in Wales to adopt a Welsh only policy in this regard. Scrutiny confirmed that they were satisfied that the council was utilising all its powers to safeguard Welsh and historical names in both the natural and built environment, but put forward a request that the Cabinet Lead Member remove the prefix / suffix 'Dreif' / 'Drive' from the New Street

Names list within the policy, as it is not a word that is found in the Welsh Language apart from perhaps verbally.

Gypsy and Traveller Accommodation Assessment

The council's Gypsy and Traveller Accommodation Assessment has now been submitted to Welsh Government. However, the project is experiencing a technical obstacle that it is seeking clarity on from Welsh Government. The Project Board met in March to discuss the initial response from Welsh Government, which unfortunately gave no advice on the issue. The council will again write to Welsh Government and outline the steps that we intend to take. There is a risk that if this issue is not resolved, it will impact on our deadline for the Local Development Plan, as the Gypsy and Traveller Accommodation Assessment needs to be agreed first for it to progress.

Well-being Impact Assessments and Decision Making

Well-being impact assessments are the council's integrated screening tool to assess the likely impact that a proposal will have on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world. These well-being impact assessments include consideration of the likely impact, over the longer term, on equality, Welsh Language and the environment. Our process has recently been updated to include the new Socio-Economic Duty, which in turn is incorporated into the council's reporting templates. Sessions were also held with elected members to raise awareness about the new Socio-Economic Duty. The council has also improved the publication of well-being impact assessments on its websites, so that they may be accessible and readily available for public scrutiny. However, more work is needed to ensure that officers diligently complete Well-being Impact Assessments, and training will also be given to the new council on their effective scrutiny. The Scrutiny Coordinator has also reviewed the Scrutiny aspects of the Socio-economic Duty in order to inform committee proceedings.

A further activity identified in our Interim Strategic Equality Plan was to review the well-being impact assessments of all HR policies and procedures to ensure compliance with the Socio-Economic Duty. This will be done as each policy reaches its review date.

Employability Support

The council has been delivering employability support through specialist mentors for council housing tenants, homelessness citizens, veterans and refugees. Through these areas we have seen a large number of referrals and support activity. The work is likely to be extended, with the exception of veteran support where the demand has been smaller than expected and the dedicated funds are coming to an end. Employability has also recently been embedded in Youth Service as part of the new Community Renewal Fund Project, Barod / Ready. We are exploring further employability support that may be offered through Children's Services.

Appendix 3 – Performance Summary for Corporate Plan 2017 to 2022

This document gives a summary of performance data and project achievements across the five years of the council's 2017 to 2022 Corporate Plan.

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Summary position

The measures evaluation for each priority has been determined through the performance management framework that we have in place. The projects evaluation has been determined by the status of our projects.

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

Measures: Good

Projects: Good

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

Measures: Priority for improvement

Projects: Good

Resilient Communities: The council works with people and communities to build independence and resilience

Measures: Acceptable

Projects: Excellent

Environment: Attractive and protected, supporting well-being and economic prosperity

Measures: Good

Projects: Excellent

Young People: A place where younger people will want to live and work and have the skills to do so

Measures: Priority for improvement

Projects: Good

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

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
The additional supply of affordable housing, including social housing, provided during the year – Benchmarked Locally	67	45	26	139	154	222	Excellent	Yes
The percentage of residents reporting they felt satisfied with the availability of housing in their area (Residents Survey) – Benchmarked Locally	No data	42	No data	No data	30	No data	Priority for improvement	No
The percentage of residents reporting they are satisfied with the standard of housing in their area (Residents Survey) – Benchmarked Locally	No data	52	No data	No data	40	No data	Priority for improvement	No
Number of additional homes provided in Denbighshire – Benchmarked Locally	No data	196	124	242	435	422	Excellent	Yes

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
The additional supply of council houses provided	2	4	4	10	14	13	Does not apply Count only	Yes
Number of additional Extra Care Homes supported by the council – Benchmarked Locally	0	0	0	0	0	74	Does not apply Count only	Yes
Number of empty properties brought back into use (old definition) – Benchmarked Locally	?	151	181	179	184	196	Excellent	Yes
Number of people on SARTH waiting list – Benchmarked Locally	No data	1289	1148	1152	2139	2050	Priority for improvement	No
Cumulative number of people housed from the SARTH register	N/A	N/A	N/A	328	67	261	Does not apply Count only	No
The number of private sector homes improved in standard and quality due to intervention from the council – Benchmarked Locally	No data	No data	819	810	415	325	Priority for improvement	No
The number of people who	No data	7	10	9	5	13	Excellent	Yes

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
were on the Complex Disabilities Specialist Housing Needs Register for whom supported housing has been secured – Benchmarked Locally								
Percentage of households successfully prevented from homelessness (Section 66 duty) – Benchmarked Nationally	54	65	58	57	52	42	Priority for improvement	No
Percentage of households successfully relieved from homelessness (Section 73 duty) – Benchmarked Nationally	31	38	38	30	31	22	Priority for improvement	No

Ambition	Project	Achievement
There will be 1,000 more homes available within Denbighshire, including: 170 additional council homes; 260 additional affordable homes provided by private developers and RSLs.	Additional Council Housing Developments	Project ongoing, but delayed. By the end of the corporate plan period 170 units had either been completed or purchased, contracts had been awarded for their construction, or they were at the developed design stage. To date we have completed 9 units, purchased a total of 41, construction contracts had been awarded for a further 90 and 30

Ambition	Project	Achievement
		were at the developed design stage.
	Work with RSLs and the private sector to deliver additional affordable homes	Project Closed. Delivery of an additional 260 affordable homes has now been achieved and exceeded. The affordable housing delivery action is now being taken forward in Planning and Public Protection Service Plan.
<p>There will be fewer people in residential care through mechanisms including:</p> <p>Over 90 additional Extra Care Homes will be available for residents across Denbighshire (63 in Denbigh and approximately 30 in Ruthin)</p>	<p>Denbigh Extra Care Housing</p> <p>Ruthin Extra Care Housing (Phase 2)</p>	74 apartments have been made available in Denbigh. With a further 35 units in Ruthin planned to commence in 2022. Ruthin Extra Care Housing is still ongoing due to delays and we are currently working to a construction end date of February 2024.
<p>There will be more people living in their own homes for longer (including people with support needs) through mechanisms including:</p> <p>An additional eight Supported Housing Units in central Denbighshire to support adults with low level support needs.</p>	Denbigh Extra Care Housing	66 apartments have been provided in Denbigh for people over 60, with an additional 8 units to support adults with physical and learning disabilities, totalling 74 extra care units. Additional work around specialist housing is managed as business as usual.
<p>More young people (up to the age of 35) will be able to afford housing through mechanisms including:</p> <p>Mortgage deposit loan schemes;</p> <p>Supporting young people into stable tenancies.</p>	Work with RSLs and the private sector to deliver additional affordable homes	Affordable housing for Young People will continue to be progressed through the Strategic Housing and Homelessness Action Plan.
500 empty dwellings have been returned to occupation and used for housing needs in the area.	Bring 500 Empty Homes back into use	The project has exceeded the target of bringing 500 empty homes back into use, with 695 empty properties having been brought back into use since 2017. The Empty Homes delivery action will be taken forward in the Service Plan.

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

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels – Benchmarked Locally	31	31	0	46	50	53	Good	Yes
The percentage of principle A roads that are in overall poor condition – Benchmarked Nationally	2.7	2.7	3.4	3.6	3.5	2.6	Excellent	Yes
The percentage of non-principal classified B roads that are in overall poor condition – Benchmarked Nationally	5.8	5.1	4.7	5.2	4.9	3.8	Excellent	Yes
The percentage of non-principal classified C roads that are in overall poor condition – Benchmarked Nationally	10.5	10.2	8.2	8.3	7.5	7.5	Excellent	Yes
The percentage of Superfast Coverage in	83	90.5	91.2	91.2	92.2	93.9	Priority for improvement	Yes

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
Denbighshire (>30 Mbps) – Benchmarked Locally								
The percentage of premises with Broadband of 10 Mbps or below – Benchmarked Locally	10.1	7.1	6.6	4.9	4.4	3.95	Priority for improvement	Yes
The percentage of mobile 4G road signal (all operators) – Benchmarked Locally	3.5	14.7	48.0	45.6	49.8	50.6	Priority for improvement	Yes
Percentage of Lower Super Output Areas (LSOAs) in Denbighshire in the 10% most deprived in Wales in terms of Access to Services (Wales Index of Multiple Deprivation No data WIMD)	No data	No data	14	No data	No data	No data	Priority for improvement	No
The percentage of adults (aged 16 or over) who have used the internet (Conwy and Denbighshire) – Benchmarked Locally	76.9	86.8	87.7	89.8	No data	No data	Priority for improvement	Yes
Year to date average for the percentage of damaged roads and pavements	99.7	97	97.5	92	87	43	Priority for improvement	No

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
made safe within target time (Category 1 defects dealt within timescale) – Benchmarked Locally								

Ambition	Project	Achievement
<p>Improved travel connectivity across the county.</p> <p>Those with no access problems will consider private travel less and active travel/public transport more;</p> <p>There is help with mobility issues for those who don't have or who cannot drive;</p> <p>A public travel network has been established that is underpinned by active travel;</p> <p>Improved travel to key areas where transport can support the Growth Bid (Abergele, Prestatyn, St Asaph and Deeside);</p> <p>Non-emergency patient transport, community car schemes, and a third tier model will be more flexible and provide more bespoke solutions;</p> <p>Residents can use smart phones to access responsive and bespoke non-emergency patient transport;</p> <p>There will be more effective traffic flow, park and pedestrianised areas in town centres to support regeneration.</p>	<p>Better enable people to travel to work, education and services</p>	<p>This project was cancelled at business case stage. A new Project Brief is being developed for the production of a Sustainable Transport Plan for Denbighshire.</p>
<p>Improved travel connectivity across the county.</p>	<p>Invest in roads and bridges to maintain a viable,</p>	<p>This project was closed in 2017, but road and bridge maintenance is managed as</p>

Ambition	Project	Achievement
<p>Our road and bridge infrastructure continues to be viable because we have continued to invest in it.</p>	<p>sustainable infrastructure</p>	<p>business as usual activity within the Highways and Environmental Services.</p>
<p>County-wide superfast broadband and mobile networks (4G). Mechanisms include: Using public service assets to address gaps in coverage, where possible.</p> <p>Our ambition is to have, by 2022: 100% superfast coverage in Denbighshire (at least 30 Mbps) Zero premises with broadband of 10 Mbps or below 80% mobile 4G road signal</p>	<p>Make superfast broadband and mobile networks available to everyone</p>	<p>Project closed. Whilst the availability of superfast broadband and 4G has improved greatly since 2017, availability remains below the UK average and we have been unable to achieve our ambition. We have been able to put in place better internal processes to support digital infrastructure. However, despite our lobbying, we have not secured any faster roll-out of provision in the county, and significant challenges and barriers remain. We have also been unable to secure information or commitment from Openreach for the Nant Glyn (and surrounding villages) project.</p>
<p>There will be an increasing proportion of information and services with an online option and more council transactions taking place on line.</p>	<p>Ensure Council Information and Services are Accessible Online</p>	<p>The percentage of transactions undertaken through the council's website increased from 31% (2017) to 53%. The new Denbighshire County Council website meets accessibility standards and aims to make information and transactions as simple as possible.</p>
<p>All residents skilled and confident in accessing goods and services online.</p> <p>Those most likely to be digitally excluded are offered training and support to improve their digital access skills.</p> <p>Digital literacy in financial products and services is a priority area for support.</p>	<p>Target those most likely to be digitally excluded so they have the skills and means to use digital services</p>	<p>Project completed. Training has been delivered; digital buddies have been recruited; and hardware has been installed in libraries and residential care homes. Solo digital spaces have been implemented and are now open to the public for use along with professionals. A new virtual reality workshop will continue beyond the project, and aims to capitalise on the</p>

Ambition	Project	Achievement
		desire for meaningful virtual reality experiences and the dearth of skills in this area.
	Digital Access Points	Closed at business case stage (2018).
<p>An increased number of events will be staged in the county.</p> <p>Improved infrastructure will be in place that will make it cheaper and easier to hold events, such as installing better fixed solutions (pop up power, etc.).</p> <p>Improved Wi-Fi/mobile coverage, charging points or travel connectivity will help communities organise events.</p>	<p>Improve infrastructure to make it easier to stage events</p>	<p>Project closed. Notwithstanding the delays to the project due to the social distancing measures imposed, the project has established a mobile inventory of equipment, which will be launched in the summer of 2022. Recent approval for investment to local infrastructure across the county will help local communities to plan and stage their own events more cheaply and easily.</p>

Resilient Communities: The council works with people and communities to build independence and resilience

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
The average length of time adults (aged 65 or over) are supported in residential care homes – Benchmarked Nationally	1184	1195	993	970	1053	1028	Priority for improvement	Yes
The percentage of people reporting they have received the right information or advice when they needed it – Benchmarked Locally	95	81.7	88	No data	No data	No data	Acceptable	No
The percentage of carers reporting they feel supported to continue in their caring role – Benchmarked Locally	89	56.5	55	No data	No data	No data	Priority for improvement	No
The percentage of people reporting that they know who to contact about their care and support – Benchmarked Locally	92	86.7	84	No data	No data	No data	Acceptable	No
Number of assessments of need for support	No data	525	234	1224	878	390	NA	NA

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
for carers undertaken during the year								
The percentage of people who agree "my local area is a place where people will pull together to improve the local area" – Benchmarked Locally	No data	59	No data	No data	63	No data	Good	Yes
The number of live resources on the Dewis Cymru Platform – Benchmarked Locally	453	454	508	536	623	533	Acceptable	Yes
The percentage of people who feel able to influence decisions affecting their local area – Benchmarked Locally	No data	27	No data	No data	20	No data	Priority for improvement	No
The cumulative (year to date) number of repeat victims of Domestic Abuse including non-crime occurrences (3 or more in 12 months, measured as year to date)	399	424	110	517	551	678	Does not apply Count only	No
The cumulative (year to date) number of	145	93	14	97	115	83	Does not apply	Yes

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
repeat offenders of Domestic Abuse (3 or more in 12 months)							Count only	
The number of families resettled within Denbighshire under UK Resettlement Project – Benchmarked Locally	No data	No data	No data	17	5	6	Does not apply Count only	Does not apply

Ambition	Project	Achievement
<p>Community groups will be thriving, with practical advice and support available to help them be effective.</p> <p>The Community Planning website will be available to support good practise in terms of planning, engagement, alignment with public sector strategic objectives, etc.</p>	Community Planning and Development Resource	Project completed. A free online resource for use by communities was created as a directory of information and provided guidance on the setting up of community plans. The project also offered officer time and support to communities who wished to create their own plans and bid for funding, signposting to an appropriate grant provider. Work continues as business as usual through our Community Development Team.
	Community Development Windfarms	The project started in September 2019 and was completed in March 2021. During this time the Community Development Team provided support to 253 groups. Work continues as business as usual.
	Rhyl Community Development Project	The council supported West Rhyl residents to become Community Champions and work with us on our Safer Streets Programme. In partnership with North Wales

Ambition	Project	Achievement
		Police and Clwyd Alyn Housing, a new community food garden was delivered; and 105 stainless steel bollards were installed along pavement edgings to alleviate concerns over vehicle parking around Gerddi Heulwen.
People will be more resilient and independent because they have access to good information that will help them. Dewis Cymru will be developed to support this aim.	Provide easily accessible information that supports people's independence and resilience	By February 2020 the content and activity for this project had been incorporated into business as usual for Library Services and the project was closed. Library Services continue to provide easily accessible information that supports people's independence and resilience.
	Working towards becoming a Dementia Friendly Denbighshire County Council.	Since the recognition from the Alzheimer's Society we have completed the majority of our action plan activities; shared good practice with staff through the staff intranet; promoted training to increase awareness of dementia throughout the council; extended and consolidated our connections with dementia friendly communities and groups across Denbighshire and the wider North Wales region. This project has now been closed, but further work will be undertaken within the council's usual business.
Residents will feel informed and empowered to influence services. In place will be: A citizen's panel; An engagement portal to manage new pieces of consultation, make consultation feedback mandatory, and	People are involved in shaping and improving services	Valuable customer information has been gathered through the lifespan of this project. Year 3 research has been delayed until the summer. A draft engagement policy, supporting framework, templates and toolkits have been developed for approval by the new council.

Ambition	Project	Achievement
<p>enable residents to express preferences according to consultations they'd be interested in;</p> <p>An engagement toolkit to support best practice.</p>		<p>Further work is needed on a Participation Strategy.</p>
<p>Everyone will feel safer in their communities, particularly those suffering the consequences of domestic abuse.</p>	<p>Act to reduce Domestic Abuse</p>	<p>The project closed with many bespoke pieces of work completed. For example, Denbighshire County Council's Domestic Abuse Policy and mandatory training for staff to recognise the signs of abuse and what to do. Further activity around reducing domestic abuse will carry on as business as usual throughout services.</p>
<p>People will be able to live in their own homes for longer.</p> <p>There will be:</p> <p>Greater support for carers to enable them to sustain their carer roles;</p> <p>More flexible housing that is able to accommodate to people's changing needs;</p> <p>Measures to help prevent loneliness and isolation that can lead to greater care demands.</p>	<p>Supporting Carers in Denbighshire</p>	<p>Project closed. Valuable multi-agency working has been established through this project, and our project group has agreed to continue with meetings and to monitor the action plans that have been developed.</p>
<p>Vulnerable people receive more effective support from public sector organisations.</p>	<p>Community Resource Teams / Ensure Adults and Older People who need health and social care in Denbighshire will experience a seamless service.</p>	<p>Project closed. Community Resource Teams have been collocated in Rhyl, Prestatyn, Denbigh and Ruthin.</p>

Environment: Attractive and protected, supporting well-being and economic prosperity

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
STEAM No data Total Economic Impact of Tourism (£ million) – Benchmarked Locally	479	490	509	552	213	No data	Priority for improvement	No
% of existing and acquired council housing stock (1st April 2017 baseline) achieving an EPC (Energy) rating of C or above – Benchmarked Locally	No data	28	33	40	46	53	Priority for improvement	Yes
Annual cumulative No. of trees planted to increase canopy cover in Rhyl and Denbigh – Benchmarked Locally	No data	2500	5800	10100	14500	18000	Excellent	Yes
No. of properties with reduced risk of flooding (1,000s) – Benchmarked Locally	No data	No data	No data	No data	No data	1650	Excellent	Yes
How satisfied are people with their local open spaces? No data Countryside –	No data	87	No data	No data	85	No data	Excellent	No

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
Benchmarked Locally								
How satisfied are people with their local open spaces? No data Beaches – Benchmarked Locally	No data	70	No data	No data	69	No data	Good	No
How satisfied are people with their local open spaces? No data Parks – Benchmarked Locally	No data	64	No data	No data	59	No data	Acceptable	No
Total carbon tonnage emitted (Corporately) through supply chains – Benchmarked Locally	No data	No data	No data	22710	22202	31409	Priority for Improvement	No
Total carbon tonnage emitted (Corporately) through business travel – Benchmarked Locally	No data	No data	No data	550	126	163	Excellent	Yes
Total carbon tonnage emitted (Corporately) through staff commuting – Benchmarked Locally	No data	No data	No data	1848	1719	2045	Priority for Improvement	No
Percentage of DCC owned and operated land in highest categories of	No data	No data	No data	37.56	38.14	41.0	Acceptable	Yes

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
species richness – Benchmarked Locally								

Ambition	Project	Achievement
70% of existing and acquired council homes will have at least a 'C' energy efficiency rating.	Improving Energy Efficiency in Council Houses	As at March 2022, 53% of certificated properties achieved, up 5.8%.
All our new council housing built will achieve an 'Excellent' energy rating.	Additional Council Housing Developments	No new council builds have yet been completed. This work is ongoing.
There will be growing numbers of black grouse, little terns, adders, sand lizards and bees.	Improving biodiversity in Denbighshire	This project has grown to now include over 100 bee friendly sites (including 11 roadside nature reserves). These sites are equivalent to nearly 35 football pitches worth of grassland managed as native wildflower meadows. Further actions to improve biodiversity will continue as business as usual, and most recently a tree nursery was opened with the aim of producing 5,000 native wildflower plants and 5,000 native trees per year.
	Moorland Management and Wildfire Prevention	In response to the summer 2018 Llantysilio fire, Communities Scrutiny Committee produced a comprehensive report into all aspects of the fire. It found the need for better communication between all stakeholders, improved management of the moorland and a proactive approach to prevent further wildfires. A Moorland Officer was appointed and continues to coordinate activity and help landowners and graziers to manage the moorland to improve its general health. This

Ambition	Project	Achievement
		has included restoration works at Llantysilio; condition surveys; fire risk assessments; and joint training with North Wales Fire and Rescue.
There will be 18,000 more trees across Rhyl and Denbigh	PLANT Project: Urban Tree Planting	Project completed. Completion of the PLANT project has resulted in the creation of an additional 80 acres of quality green open space strategically located adjacent to some of the more disadvantaged wards in Wales.
	To maintain, enhance, protect and preserve Denbighshire's living assets for future generations	Project closed. We now have a much clearer understanding of Denbighshire's tree assets. Survey work and inspections have been carried out across the county along key routes to develop a dataset containing information on species, condition, location, and management requirements. This information will inform our strategy going forward and how we react to issues such as Climate Change and Ash Dieback.
500 properties will have benefitted from a reduced risk of flooding through the Rhyl East scheme.	East Rhyl Coastal Defence Scheme	The project was completed in February 2022 ahead of schedule and under budget, and will give protection to 1,650 properties.
Renewable energy provision across the county has increased.	None	It is difficult for the council to exert any control in this area, but we have seen an increase in renewable schemes coming forward in the last 5 years, including further offshore windfarms, and one development on the Brenig. There is potentially a scheme for a solar farm near St. Asaph, and Awel y Môr off-shore windfarm (near Conwy) is

Ambition	Project	Achievement
		linking through to Denbighshire for its sub-station. Council also supported in principle the development of a tidal lagoon energy project off the Denbighshire coastline. We are also looking at what can be encouraged through the LDP.
Carbon emissions from council assets have reduced by at least 15% by 2022	Reducing carbon emissions from council assets	2019 to 2020 energy figures show that we reduced our carbon emissions by 15.69% from our 2017 baseline. During 2020 to 2021 the council further reduced its Net Carbon total by 27% on the previous year (although this was an exceptional year). Ongoing work to reduce our carbon emissions will continue through the Climate and Ecological Change Programme.
	County Hall Improved Utilisation – upgraded Building Management System	Ongoing action within the Climate and Ecological Change Programme.
The county has a higher profile as a location to visit, so that we can capitalise on Denbighshire’s economic potential. Tourism spend in the county has increased.	Develop a Tourism Strategy to raise the profile of Denbighshire.	Project complete. Tourism Strategy developed for 2019 to 2022. STEAM data shows the economic impact of tourism rose from £490m in 2017 to £552 in 2019. 2020 saw a 61.4% decrease to £213m.
Addition in support of the Environment Priority	Develop options to reduce plastics use within Denbighshire County Council (Phase 1 and Phase 2)	Phase 1, covering plastics used by the council, has been completed. Phase 2, covering plastics used by schools, is to be progressed through the Climate and Ecological Change Strategy.

Young People: A place where younger people will want to live and work and have the skills to do so

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
Percentage of pupil attendance in primary schools – Benchmarked Nationally	95.1	94.9	94.5	94.9	No data	No data	Excellent	No
Percentage of pupil attendance in secondary schools – Benchmarked Nationally	93.8	93.7	93.5	93.4	No data	No data	Priority for improvement	No
% of the population aged 18 to 24 claiming JSA – Benchmarked Nationally	4.4	4.2	6	6.2	12.4	6.4	Priority for improvement	No
The percentage of children aged 4 to 5 years who are a healthy weight or underweight – Benchmarked Nationally	73.1	71	70.4	67.7	71.8	No data	Priority for improvement	No
Local Authority Points Score Average KS4 Welsh Baccalaureate Skills Challenge Certificate Indicator – Benchmarked Nationally	No data	25	30	33	No data	No data	Excellent	Yes
The percentage of pupils (using Pupil Attitudes	No data	86.2	85.9	86.1	87.2	No data	Good	Yes

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
to Self and School (PASS) who respond positively against pupils' feelings about school – Benchmarked Locally								
The % of children achieving 5 GCSEs A* to C (Level 2, Key Stage 4), including English or Welsh (1st language), Maths and English Literature, by the end of secondary school, against the % that achieved the expected standard at the end of primary school (Level 4, Key Stage 2) – Benchmarked Nationally	61	54	52	55	No data	No data	Acceptable	No
The percentage of residents that are satisfied that there are job opportunities for young people at the start of their career – Benchmarked Locally	No data	19	No data	No data	19	No data	Priority for improvement	No
The percentage of residents that	No data	28	No data	No data	26	No data	Priority for improvement	No

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
are satisfied that there are opportunities for young people to develop their skills – Benchmarked Locally								
The percentage of residents that are satisfied that there are leisure opportunities that appeal to young people – Benchmarked Locally	No data	50	No data	No data	29	No data	Priority for improvement	No
The number of schools providing education through suitability and condition categories C and D – Benchmarked Locally	No data	36	34	30	27	27	Priority for improvement	Yes
The percentage increase in the salaries of young people enrolled in the Employment Bursary Project – Benchmarked Locally	No data	No data	17	26	17	16	Excellent	Yes

Ambition	Project	Achievement
All young people are being supported to achieve their potential. We would expect to see a reduction in the number of	Monitoring and supporting positive	Project closed.87 % of pupils respond positively as to their feelings about school. The impact of Covid-19 and

Ambition	Project	Achievement
pupils not achieving the expected standard at the end of secondary where they did achieve the expected standard at the end of primary.	pupil attitudes to self and school	changes to the curriculum pose significant challenges for the measurement of attainment. The council works closely with GwE to monitor school standards on an ongoing basis.
Review education provision in Denbigh, Rhyl and Llangollen under the Sustainable Communities for Learning Programme (formerly the 21 st Century Schools Programme).	Modernising Education	Completion of Band A, including within this Corporate Plan, four new primary schools on three sites, a new 3-16 through school, a Welsh Language Centre, and extensions / improvement to Ysgol Bro Cinmeirch. Work has also started on the extension of the Oaktree Childcare provision in Rhyl. Work started and ongoing for Band B, following acceptance of programme proposal by Welsh Government.
Young people are resilient and have the right skills to thrive, including practical, financial and emotional skills.	Monitoring and supporting positive pupil attitudes to self and school/well-being	Project closed. 87% of pupils respond positively as to their feelings about school.
	Health and Wellbeing - Nutrition and Cooking Skills	Project funding will end in July. 21 schools have engaged in the programme, with 25 members of staff trained in Come and Cook.
Parents have access to the right support so that they can give their children the best start in life.	Supporting Parents in Denbighshire	Project closed and now business as usual. 130 practitioners and 48 settings in Denbighshire benefitted from training opportunities. Before and after Covid-19 restrictions, 139 parents received face-to-face training, but most significantly 2,362 have registered online.
Help and advice is available so that young people make the right choices to prepare them for	Ready for Work	Project closed. Prior to Covid-19, successful career events were held with good regularity

Ambition	Project	Achievement
<p>the work that they want to do, and feel confident and well-supported to enter employment.</p> <p>Quality mentoring and work opportunities are available to young people to help them develop their skills.</p>		<p>throughout the county with strong attendance by schools / pupils and employers. It has not been possible to deliver face-to-face events during the pandemic.</p>
	<p>The Denbighshire Working Start Scheme</p>	<p>Project ongoing (on target). A total of 110 placements have been sourced and advertised by the Work Start Team to date. Funding of this project has been extended until December 2022.</p>
	<p>Young Person Employment Bursary</p>	<p>Project closed. 20 applications supported, leading to a 20% average increase in the salaries of applicants.</p>
<p>Young people can find employment that appeals to them and matches their skills.</p>	<p>TechZone / Parth Dechnoleg: Growth Sector Move-on Accommodation</p>	<p>Project closed at business case stage – no funding.</p>
	<p>Develop a co-working space for new enterprises at the former Costigans, Rhyl</p>	<p>Project completed (May 2021). New space for entrepreneurs delivered.</p>
	<p>Community Benefits Hub</p>	<p>Project ongoing (on target). Community Benefits now embedded within the council's work, delivering tangible benefits, including work placements. Hub has also helped secure collaborative procurement opportunities.</p>

Report to	County Council
Date of meeting	19 th July, 2022
Lead Member / Officer	Gary Williams, Head of Legal, HR & Democratic Services/Cllr Julie Matthews
Report author	Louise Dougal, HR Manager & Sophie Vaughan, Pay & Reward Specialist
Title	Pay Policy Statement 2022/23

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 2022/23 (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 2022/23 and the following amendments made:

National Pay Awards

The Pay Policy has been updated with the 2021/22 Pay Award and with the situation with to 2022/23 which have not agreed yet.

Chief Officer and Chief Executive Pay Award

The Pay Policy has been updated with the 2021/22 Pay Award for Chief Officers and Chief Executive, where applicable and with the situation with to 2022/23 which have not agreed yet.

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

Staff costs form the majority of the Council's revenue expenditure. These costs are increasing due to the both local and national changes to the economic climate, national insurance levels and the various rates of minimum wages. However, the Council has a Medium Term Financial Strategy and robust Budget Process which aims to identify, assess and agree budget proposals in a planned and timely way, which includes forecasts of pay settlements and any changes to policy.

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.

Pay policy 2022 - 2023



Pay Policy 2022-23

Approved by	Full Council
Date approved	
Date implemented	
Owner	SV
Review date	31/03/23

Pay policy 2022 - 2023

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	Position updated regarding national negotiations of pay structures for national pay awards for 2021-22 Paragraph 7.4 has been updated with the most recent comparison of the lowest paid against the Chief Executive's salary.

Pay policy 2022 - 2023

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Pay Policy 2022 - 2023

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 10th annual pay policy statement for the period 1st April, 2022– 31st March, 2023. 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.

1.3 Although recent settlements for councils in Wales have shown a welcome return to sustained increase in cash terms, councils have also had to identify savings in order to ensure that inflationary costs are met and new responsibilities delivered. In the Local Authority Welsh Government Settlement this year indicative average settlement increases of 3.5% for 2023/24 and 2.4% for 2024/25 (estimated DCC figures would 3.3% and 2.2%) were announced. Although this is very welcome from a planning perspective it does indicate that difficult decisions will be required over the coming years. When inflation and demographic pressures are taken into account these indicative percentages represent a reduction in funding in real terms. The economic and political outlook remains very uncertain and unpredictable and the aim to reduce the deficit, which has again increased due to spending on the pandemic, is likely to remain which may well impact future funding for local government negatively. The council has a Medium Term Financial Strategy and robust Budget Process which aims to identify, assess and agree budget proposals in a planned and timely way.

1.4 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

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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.

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 Welsh Government 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:

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- Employee Pay Scales
- Chief Officer Pay Scales
- Soulbury Pay Scales
- 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
- Gender Pay Report

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.

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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.

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 was agreed at 1.75% for employees on SCP 2 and above and 2.75% for SCP 1. Negotiations will start now on the 2022/23 national pay award and this policy will be updated in due course.

The Pay Award for the period 2021/22 ensured that all pay rates met the Real Living Wage of November, 2020 of £9.50 per hour, which came into effect by April, 2021. The Council agreed that any pay rates falling below the non-statutory Real Living Wage Foundation would be reviewed each year, upon receipt of the National Pay Agreement.

When the Pay Award for 2022/23 is announced the Council will review their position if any salaries fall below the November 2021 Real Living Wage amount of £9.90 per hour.

For Soulbury Staff and Youth & Community Workers a pay award of 1.75% has been agreed for the period 1st September, 2021 to 31st August, 2022.

For Chief Officers and Chief Executives, the pay award for the period 1st April, 2021 – 31st March, 2022 is 1.5%.

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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.

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.

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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.

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;

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- 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

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 and works closely with the elected members to deliver the Corporate Plan. 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 2021/2022 from £134,238 - £138,357 per annum, this rate is still applicable as there is no agreement on the National Pay Award for 2022/23.

The Chief Executive for Denbighshire County Council has been in post since 1st August, 2021.

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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.

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. Further details of this process can be found in Appendix E

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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 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

Pay Policy 2022 - 2023

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 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

Pay Policy 2022 - 2023

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.

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, 2022, this was £18,333.** 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.

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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.

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 1:7.4 and; between the lowest paid employee and average Chief Officer as 1:4.9 The multiple between the average full time equivalent earnings for contract staff (excluding teachers) and the Chief Executive is 1:5.5 and; between the average full time equivalent earnings and average Chief Officer is 1:3.7

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

Pay Policy 2022 - 2023

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.

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?

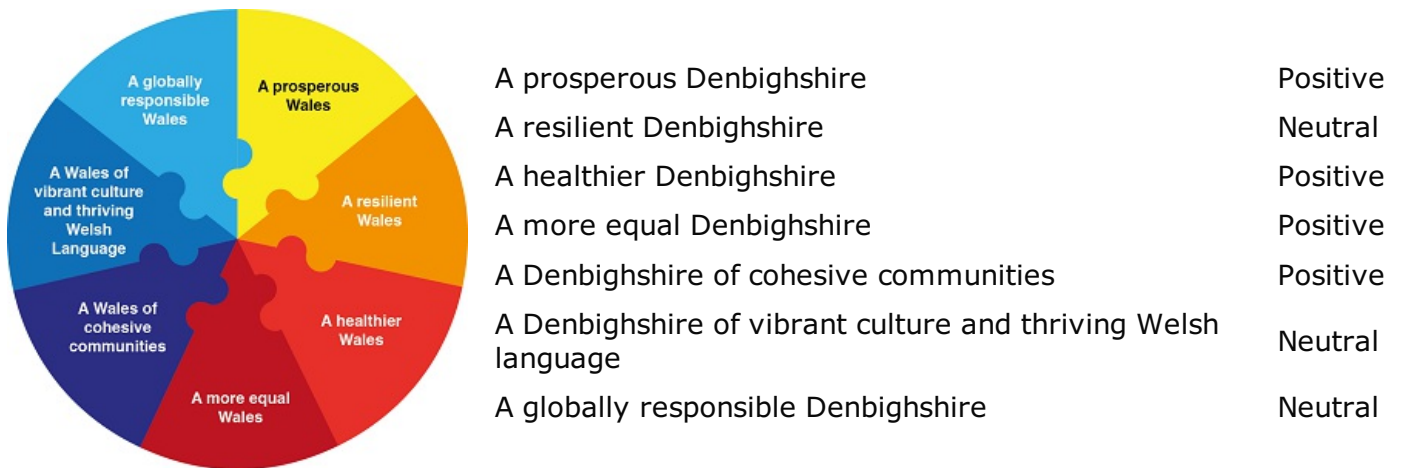


(2 out of 4 stars)

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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NJC Pay Structure 2021

Job Eval Score	Grade		SCP	Salary 2021	Hourly Rate
Up to 217	Grade 1		1	£18,333	£9.50
218 - 249		Grade 2	2	£18,516	£9.60
250 - 289	Grade 3		3	£18,887	£9.79
			4	£19,264	£9.99
290 - 321		Grade 4	5	£19,650	£10.19
			6	£20,043	£10.39
			7	£20,444	£10.60
322 - 360	Grade 5		8	£20,852	£10.81
			10	£21,695	£11.25
			11	£22,129	£11.47
			12	£22,571	£11.70
			13	£23,023	£11.93
361 - 395		Grade 6	14	£23,484	£12.17
			15	£23,953	£12.42
			17	£24,920	£12.92
			18	£25,419	£13.18
396 - 441	Grade 7		19	£25,927	£13.44
			20	£26,446	£13.71
442 - 473		Grade 8	21	£26,975	£13.98
			22	£27,514	£14.26
474 - 514	Grade 9		23	£28,226	£14.63
			24	£29,174	£15.13
515 - 550		Grade 10	25	£30,095	£15.60
			26	£30,984	£16.06
			27	£31,895	£16.53
551 - 573	Grade 11		28	£32,798	£17.00
			29	£33,486	£17.36
574 - 614		Grade 12	30	£34,373	£17.82
			31	£35,336	£18.32
615 - 694	Grade 13		32	£36,371	£18.85
			33	£37,568	£19.47
			34	£38,553	£19.98
695 & over		Grade 14	35	£39,571	£20.51
			36	£40,578	£21.03
			37	£41,591	£21.56
			38	£42,614	£22.09
			39	£43,570	£22.58
			40	£44,624	£23.13
			41	£45,648	£23.66
			42	£46,662	£24.19
			43	£47,665	£24.71
			44	£49,025	£25.41
			45	£50,465	£26.16
			46	£51,902	£26.90
			47	£53,151	£27.55
			48	£54,473	£28.24
			49	£55,811	£28.93
			50	£57,128	£29.61
			51	£58,457	£30.30

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Chief Officer Pay Scale 2021

SLT4 (Chief Executive)	£138,357
	£136,282
	£134,238
SLT3 (Directors)	
	£112,330
	£110,645
SLT2 (Head of Service)	£108,985
	£92,111
SLT1 (Head of Service)	£90,728
	£89,366
SLT1 (Head of Service)	£75,530
	£74,397
	£73,282

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Soulbury Staff Pay Tables 1st September, 2021

Trainee Educational Psychologists	
Spine Point	Salary from 01.09.2021
1	£24,970
2	£26,798
3	£28,623
4	£30,453
5	£32,279
6	£34,107

Assistant Educational Psychologists	
Spine Point	Salary from 01.09.2021
1	£30,694
2	£31,948
3	£33,201
4	£34,448

Educational Psychologists - SCALE A	
Spine Point	Salary from 01.09.2021
1	£38,865
2	£40,838
3	£42,811
4	£44,782
5	£46,755
6	£48,727
7	£50,584
8	£52,440
9	54179*
10	55921*
11	57544*

Senior & Principal Educational Psychologists - SCALE B	
Spine Point	Salary from 01.09.2021
1	£48,727
2	£50,584
3	£52,440
4	£54,179
5	£55,921
6	£57,544
7	£58,210
8	£59,456
9	£60,690
10	£61,945
11	£63,177
12	£64,431
13	£65,707
14	£66,941**
15	£68,235**
16	£69,514**
17	£70,803**
18	£72,090**

* 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 01.09.2021	Spine Point	Salary from 01.09.2021	Spine Point	Salary from 01.09.2021
1	£37,056	18	£59,371	35	£79,291
2	£38,383	19	£60,668	36	£80,560
3	£39,637	20	£61,338***	37	£81,809
4	£40,907	21	£62,626	38	£83,071
5	£42,168	22	£63,749	39	£84,316
6	£43,431	23	£64,985	40	£85,561
7	£44,758	24	£66,093	41	£86,811
8	£46,035*	25	£67,278	42	£88,061
9	£47,522	26	£68,434	43	£89,309
10	£48,849	27	£69,616	44	£90,564
11	£50,158	28	£70,815	45	£91,815
12	£51,425	29	£72,016	46	£93,069
13	£52,860**	30	£73,215	47	£94,327
14	£54,140	31	£74,404	48	£95,574****
15	£55,553	32	£75,611	49	£96,825****
16	£56,831	33	£76,819	50	£98,079****
17	£58,113	34	£78,056		

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 01.09.2021	Spine Point	Salary from 01.09.2021
1	£38,433	13	£53,412
2	£39,691	14	£54,669
3	£40,947	15	£55,928
4	£42,231	16	£57,191
5	£43,535	17	£58,460
6	£44,807	18	£59,722
7	£46,107**	19	£60,976
8	£47,585	20	£62,257***
9	£48,400	21	£63,562***
10	£49,660	22	£64,898***
11	£50,912	23	£66,260***
12	£52,166	24	£67,650***

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
Senior Support Youth Worker SCP 9 – 12		10	£22,104
		11	£23,178
		12	£24,228
Youth Worker in Training SCP 11 – 14		13	£25,313
		14	£26,437
Youth Worker SCP 13 – 16		15	£27,202
		16	£28,001
		17	£28,787
Trainee Youth Coordinator SCP 15 - 18		18	£29,579
		19	£30,364
		20	£31,152
Youth Coordinator SCP 17 - 20		21	£32,036
		22	£33,039
Community Youth Worker in Training SCP 20 - 23		23	£34,015
		24	£34,997
		25	£35,985
Community Youth Worker SCP 22 -25		26	£36,973
		27	£37,961
Principal Youth Worker in Training SCP 25-28		28	£38,961
		29	£39,953
		30	£40,947
Principal Youth Worker SCP 27 - 30		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 regarding the Paid Head of Service, 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.

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LOCAL GOVERNMENT ELECTIONS – SCHEDULE OF CHARGES (NORTH WALES)

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.	170.00	55.00
For each Electoral Division, Community/Town Council, Community/Town Council Ward		
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.	115.00	45.00
For each Electoral Division, Community/Town Council, Community/Town Council Ward		
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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Report to	County Council
Date of meeting	19 July 2022
Report author	Scrutiny Chairs and Vice-Chairs Group/Rhian Evans, Scrutiny Co-ordinator
Presented by	Councillor Hugh Irving (Vice-Chair of the Scrutiny Chairs and Vice-Chairs Group 2021/22)
Title	Annual Report of the Council's Scrutiny Committees 2021/22

1. What is the report about?

The Scrutiny Committees' Annual Report for 2021/22

2. What is the reason for making this report?

- 2.1 To present to Council the Scrutiny Committees' annual report on their activities during 2021/22.
- 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 2021/22, comments accordingly and approves its publication.

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 2021/22 was very much a year of adapting to the 'new normal' following the pandemic. Scrutiny Committee meetings continued to be held virtually, with only the Chairs of committees and a few committee support officers attending County Hall, all other members and officers joined meetings remotely.
- 4.3 The 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 each committee 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.
- 4.4 The report outlines how Scrutiny has supported the Council's work to deliver its corporate priorities and ultimately its Corporate Plan by the end of its term of office in 2022. In fulfilling this work, the committees undertook a mixture 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, community and economic benefit, as well as COVID-19 recovery work.
- 4.5 The report also provides an overview of:
- the work of the Joint Overview and Scrutiny Committee (JOSC) for the Conwy and Denbighshire Public Services Board (PSB)
 - the integral role of the Scrutiny Chairs and Vice-Chairs Group (SCVCG) in securing effective scrutiny; and
 - the process for proposing a topic for Scrutiny's attention and the method used to determine whether a topic is suitable for detailed examination by Scrutiny
- 4.6 The report also summarises:

- the conclusions of the review undertaken following the only call-in of Cabinet decision during the year
- the work undertaken by a number of Scrutiny Task and Finish/Working Groups which reported to Scrutiny, and how Scrutiny then progressed their recommendations; and
- the types of additional work undertaken by Scrutiny members.

4.7 Engaging with the public and encouraging residents to interact with Scrutiny continues to be challenging. Whilst, residents and stakeholders are eager to engage with Scrutiny if a committee is discussing a matter of local concern, or a potentially contentious decision, it is far more difficult to generate public interest in other Scrutiny discussions. Nevertheless, during 2021/22 it was extremely pleasing to have students from Ysgol Dinas Bran approach Scrutiny asking to participate in the discussion on eradicating the use of single use plastics in the School Meals Service. Scrutiny was then able to convey the students' concerns and observations to Cabinet. Similarly having service-users' families contribute to the discussion on potential options for reopening the Meifod work opportunities service for people with learning disabilities following the pandemic was extremely positive. Their contributions highlighted how much service-users and their families valued the experiences and skills gained at Meifod, and their pride in Meifod's reputation, both locally and further afield, for manufacturing garden furniture of the highest quality.

4.8 Members of the public can submit a request for Scrutiny to examine a specific topic or matter of concern. This is done via the submission of a Scrutiny proposal form which can be completed [electronically](#) or through the submission of a paper copy of the form which can be found at the back of the attached Annual Report. With a view to improving greater public engagement and participation in Scrutiny, all county councillors are requested to draw residents' attention to this facility and the method for requesting Scrutiny to examine matters of concern to them.

4.9 Throughout the year Scrutiny continued to engage with both public and private partner organisations with a view to effectively working together to improve services and outcomes for residents. During 2021/22 a number of different public and private organisations attended meetings of either a Scrutiny Committee and/or a Task and Finish Group and contributed towards their work. Amongst these organisations were Betsi Cadwaladr University Health Board (BCUHB), North Wales Economic Ambition

Board (NWEAB), GwE (North Wales Regional School Improvement Consortia), North Wales Social Care and Well-being Services Improvement Collaborative (NWSSIC), Conwy and Denbighshire Public Services Board (PSB), Conwy and Denbighshire Community Safety Partnership, Denbighshire Voluntary Services Council (DVSC), Natural Resources Wales (NRW), Dŵr Cymru Welsh Water (DCWW), Agricultural and landowner organisations Country Landowners Association (CLA), Farmers Union of Wales (FUW) and the National Farmers Union (NFU) as well as a private Flood Risk Consultants and Water Engineering company. As a result of participating in a task and finish group one external organisation's representative commented how much he had enjoyed being part of the group, stating that he looked forward to contributing in future too, as he thought there had been many positive outputs from the Group's efforts.

4.10 As the Council's term of office drew to a close the SCVCG undertook an evaluation exercise of the Scrutiny function's effectiveness. During the next few months the Group will be analysing the results of that exercise with a view to identifying areas that require strengthening and improving during the new Council's term of office.

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 and translation 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.

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**Annual Report of the
Scrutiny Committees
2021 to 2022**

Annual Report of the Scrutiny Committees 2021 to 2022

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Annual Report of the Scrutiny Committees 2021 to 2022

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.

Annual Report of the Scrutiny Committees 2021 to 2022

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. Two of the three parent governor representative posts on Scrutiny are currently vacant. If you are a parent governor at one of the Council's 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). We would love to hear from you.

Annual Report of the Scrutiny Committees 2021 to 2022

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, other public services/organisations 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 2021/22 a total of 19 requests for items to be scrutinised were considered by the Scrutiny Chairs and Vice-Chairs Group. Of these 19 requests:

- 10 were submitted by county councillors
- 8 by officers
- 1 was a request from a neighbouring local authority seeking regional support from Scrutiny to representations it had made to the Welsh Government.

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, training or development opportunities for scrutiny committee members and helping to implement any necessary changes to scrutiny practices.

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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 reasons behind the request.

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 information requested.

If yes:

Step three: assessment and planning (this will be done by the Scrutiny Chairs and Vice-Chairs Group)

- 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 to pursue etc.)
- If task and finish group route chosen, determine the timescale for any inquiry, who will be involved, research requirements, expert advice and witnesses required, reporting arrangements etc.

Annual Report of the Scrutiny Committees 2021 to 2022

Scrutiny's work during 2021/22

While 2020/21 was a year that no one will forget in a hurry, 2021/22 was the year when Scrutiny like everyone else tried to adapt to live with COVID. As a result, quite a significant amount of Scrutiny's work focussed on Council services' recovery from responding to the pandemic and their efforts in transforming service-delivery from reacting to situations caused by the pandemic to proactively factoring-in pandemic mitigation measures into their service delivery plans in order to either return to 'business as usual' or to deliver their services in new ways going forward.

Council committee meetings, including Scrutiny Committee meetings, continued to be held via video conferencing throughout the year. As a result, all Scrutiny Committee meetings are now webcast live on the Council's website, with a recording of the webcast available on the website following each meeting. In future all Scrutiny Committee meetings will be held as 'hybrid meetings', which means committee members will have the option of attending the meeting in person at the designated venue, or to attend the meeting remotely via video conferencing. All meetings will continue to be webcast and therefore available on the Council's website.

During 2021/22 Scrutiny focussed its work on a mix of examining COVID-19 recovery work and continuing its work in supporting the Council to deliver its corporate priorities and ultimately its Corporate Plan by then end of the Council's term of office in May 2022. By examining COVID-19 recovery work, particularly the lessons learnt during the Council's response to the pandemic, Scrutiny was able to identify successful practices and recommend any adaptations required prior to the methods being used for delivering Council services going forward.

Annual Report of the Scrutiny Committees 2021 to 2022

Scrutiny and the Council's Corporate Priorities during 2021/22

The Council's Corporate Plan and its priorities were set and agreed at the start of the Council's term of office in 2017, with the aim of delivering the entire Plan by the time its term came to an end in 2022

The Corporate Priorities for the 2017 to 2022 Council term were:

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 young people will want to live and work and have the skills to do so

Due to the prolonged nature of the pandemic and its impact on all aspects of everyday life Scrutiny in 2020/21 revisited the corporate priorities in order to make sure that they were still relevant in a post-pandemic Denbighshire. It concluded then that the priorities adopted by the Council back in 2017 were more relevant than ever, as the way people lived their lives had changed during the pandemic. The importance of good quality safe housing, connected and resilient communities, an attractive environment and young people and their futures were now more important than ever.

The Council is fortunate in that its thematic scrutiny committee structure provides sufficient flexibility to enable any of the committees to examine various aspects of the Authority's progress in delivering its corporate priorities.

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Pandemic response and recovery work, the Council and other agencies' response to major flooding incidents in Denbighshire, along with local, national and global initiatives to tackle climate change featured in the work programmes of all three scrutiny committees during the course of the year as part of Scrutiny's efforts to support the delivery of the Resilient Communities and Environment corporate priorities.

The remaining corporate priorities relating to Housing, Connected Communities and Young People were not forgotten with scrutiny examining the plans in place to deliver the Council's Housing and Homelessness Strategy, Road Maintenance and Sustainable Travel plans, along with the proposed new 'Curriculum for Wales' and the requirements placed on the Council as part of the 'Additional Learning Needs Transformation'

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Call-in of Cabinet decisions

The Council's Call-In Procedure was only invoked once during 2021/22 when a decision taken by the Council's Cabinet on 15 February 2022 was called in to Scrutiny for review. This decision related to a 'Proposed Scheme of Delegated Decision Making for Land Acquisition (Freehold and Leasehold) for Carbon Sequestration and Ecological Improvement Purposes'.

As this decision did not require to be implemented urgently the decision-maker (Cabinet) and the Chair of Communities Scrutiny Committee agreed to waive the 5-day period set-out in the Council's Call-In Procedure Rules to hear the review. This enabled Communities Scrutiny Committee to consider the basis for the call-in and review the evidence upon which the Cabinet had taken its decision and its next meeting, which was on 10 March 2022.

Having considered the evidence presented to it in relation to the decision taken by Cabinet the Committee agreed to request Cabinet at its next appropriate meeting to reconsider its original decision with a view to expediting the process for purchasing land. The Committee recommended minor amendments to the wording of the Proposed Scheme and requested that Cabinet should work with the Farming Unions and the Federation of Young Farmers Clubs to seek comprehensive responses from those organisations in relation to the Proposed Scheme prior to reconsidering the decision.

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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. Such benefits are generally difficult to evidence, but the overall objective of Scrutiny is to support better decision-making which in turn delivers better services.

During the term of the current Council Scrutiny has been keen to promote the benefits and value of scrutiny to residents and organisations in the county, encouraging them to get involved with the scrutiny process. Whilst this has proved difficult at times it was pleasing during 2021/22 to receive a request from students at Ysgol Dinas Bran to contribute to the discussion on eradicating the use of single use plastics and carbon reduction in the school meals service. Similarly, contributions from service-users' families into the discussion on the future of Meifod Wood Products helped Scrutiny to ensure that its recommendations balanced the wishes of service-users with those of the Council. Scrutiny's recommendations in respect of both these matters were endorsed and approved by Cabinet.

A number of the members of the Flood Risk Management and Riparian Land Ownership Task and Finish Group stated that that they felt that the existence of the Group had helped improve open dialogue between various stakeholders and built a level of mutual trust between them. It was pleasing to receive the following comment from one of the partner organisations

"I've enjoyed being part of this group and I look forward to contributing in the future too. I think there have been many positive outputs from the group's efforts".

Members of the Working Group charged with overseeing the development of the Gypsy and Traveller Accommodation Assessment felt that the establishment of this Group by

Annual Report of the Scrutiny Committees 2021 to 2022

Scrutiny had contributed greatly towards greater stakeholder engagement with the process. As a result, they suggested that a similar approach should be taken in due course when selecting potential sites for consideration for development as residential gypsy and traveller accommodation sites.

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Annual Report of the Scrutiny Committees 2021 to 2022

Communities Scrutiny Committee



Cllr. Huw Williams (**Chair**)



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

This Committee examines 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.

As Denbighshire's communities, like the Council itself, continued to deal with the pandemic and its impact throughout the year the Committee following examination of the work in hand to maintain Council office buildings in preparation for staff to return to work, then focussed its work on the delivery of services for the future.

During the first pandemic lockdown period Denbighshire residents became increasingly aware and appreciative of the area where they lived. Everyone valued the fact that they could go for a walk or exercise and enjoy the beauty of the local natural landscape and environment right on their doorstep. As part of its work to combat the effects of climate change the Council has introduced a number of environmental initiatives. One such initiative is the Wildflower Meadow Project, where designated areas of grassland in urban areas are managed and nurtured to develop into wildflower habitat to support the recovery of bees and other pollinators. The Committee examined the effectiveness of the Council's publicity and engagement with residents in relation to the establishment of these sites and

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recommended measures to strengthen engagement activities as the wildflower meadows are rolled-out across the county.

While the above initiative attempts in part to redress the effects of climate change the county's residents cannot unfortunately escape the forces of nature when they do unleash themselves. When that happens Scrutiny has an important role to play in examining the findings of statutory investigations into such events. During 2021/22 the Committee considered findings of the investigations into the floods caused by both storms Ciara in February 2020 and Christoph in January 2021. Whilst it is important that the Council learns lessons from its response to these events, it is also acknowledged that neither it nor its partner organisations can stop the forces of nature, they just have to learn how best to prepare for them and deal with their consequences.

With a view to mitigating the risks of flooding and their catastrophic consequences on residents and businesses across the county the Committee has been proactive in establishing a Flood Risk and Riparian Landownership Task and Finish Group in a bid to bolster working relationships with all public bodies and individual landowners in reducing the risk of flooding. More detailed information on the work of the Task and Finish Group can be found elsewhere in this report. Towards the end of the Council year the Committee considered the findings of the Task and Finish Group's work and endorsed their recommendations, which will hopefully help residents understand the responsibilities of all householders and land owners whose properties abut any types of watercourses and help signpost them to useful information sources about flood management responsibilities and measures they can take to reduce the risk of flooding.

Flood risk mitigation responsibilities in relation to the Rhyl Cut and Prestatyn Gutter were examined by both the Task and Finish Group and the Committee. In addition to the risk of flooding from these watercourses both towns are also at risk from flooding from the sea. Work is therefore underway in an attempt to mitigate the risk from this type of flooding through the development of coastal defence schemes for both Rhyl and Prestatyn. These

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types of schemes are long-term, complex, expensive projects therefore extensive stakeholder and community engagement is required. The Committee examined the scope and findings of the engagement exercise undertaken and concluded that it was satisfied with the approach taken.

Environmental issues have come to the fore in recent years, with particular focus on the effects of global warming and the human race's seemingly heedless approach towards the world which we share with other species. Denbighshire has been successful over a number of years in achieving high recycling rates for its household waste. However, with national recycling targets being raised in an attempt to reverse the effects of climate change the Council has agreed to change its service model for collecting and dealing with household waste, including recyclable waste. The new waste and recycling service model is in the process of being developed with a view to it being rolled-out across the county by the summer of 2023. Under the new service model residents will be expected to sort their recycling into different containers prior to collection. However, they will also be able to recycle goods and materials which cannot currently be accepted for recycling under the present 'blue bin' recycling service. Consequently, the Committee has been examining the proposed new model and its benefits and providing input into the multi-faceted plan for communicating the changes to residents which will commence in the near future. This work will continue into the new Council's term of office; Scrutiny will continue to monitor its progress in order to ensure a smooth transition into the new service-delivery model.

Concerns have recently mounted with regards to large corporate and commercial entities purchasing prime agricultural land for the purpose of planting trees in a bid to offset their carbon usage. Therefore, when Cabinet took a decision on a 'Proposed Scheme of Delegated Decision Making for Land Acquisition (Freehold and Leasehold) for Carbon Sequestration and Ecological Improvement Purposes' a number of non-Cabinet members raised concerns about the rationale behind this decision and as a result the decision was 'called-in' for scrutiny under the Council's Call-In Procedure. Communities Scrutiny Committee examined the decision and the reasoning behind it in detail. More information

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on the outcome of the scrutiny process can be found in the 'Call-in of Cabinet Decisions' section of this report.

In addition to the county's natural landscape the Council's corporate priority relating to the 'Environment' also covers its built environment and ensuring that any new buildings or modifications to existing ones comply with national planning regulations and local planning policies and conditions. Contraventions of planning regulations can lead to unsightly buildings, not in keeping with their local neighbourhoods, and impact on the health and well-being of those living nearby. With a view to remedying alleged breaches of planning permissions and supporting those affected by such incidents the Council some years ago developed a Planning Compliance Charter to aid residents and businesses alike to understand how the planning compliance function operated and their rights under the process. A revised version of the Charter, which aimed to further increase the efficiency of the planning compliance process, was examined and endorsed by the Committee in early 2022. Whilst structural developments and renovations could potentially damage and change the local environment if not controlled and regulated effectively, inappropriate naming or renaming of properties, developments or streets etc. could also harm the character of the local area if they were given names that did not have regard to area's ethos and its history. In order to allay concerns in relation to this the Committee examined the matter of 'Safeguarding Welsh Place Names in Denbighshire' in order to make sure that the Council was utilising all powers available to it with regards to safeguarding the area's character, culture and history.

Being acutely aware that the regular maintenance programme for the Council's housing stock had been severely impacted by the pandemic the Committee examined the findings of the Council Housing Tenant's Survey, which summarised the tenants' views about their homes and neighbourhoods. Whilst the overall satisfaction rates with the maintenance work had been lower than in previous years, this was understandable as only emergency maintenance work had taken place during the lockdown periods. With an action plan now in place to address any shortcomings, deal with backlogs and arrangements in hand for

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the recommencement of community gatherings and activities following the relaxation of COVID-19 restrictions, the Committee was satisfied that every effort was being made to improve satisfaction levels.

As reported previously unauthorised encampments by members of the gypsy and traveller communities periodically cause tensions and distress to local residents and businesses. Last year it was reported that the Committee had agreed to the establishment of a Task and Finish Group to monitor the development of a new Gypsy and Traveller Accommodation Assessment (GTAA). This Assessment is a requirement of the Local Development Plan (LDP) process which the Council is currently developing. The Task and Finish Group's role was to ensure that the GTAA was developed in line with Welsh Government Methodology, and to support the development of a stakeholder engagement plan for the project. Due to the potential contentious nature of this area of work Scrutiny wanted to be involved with the work from an early stage to ensure engagement took place with all stakeholders when developing a Needs Assessment. During the year the Task and Finish Group reported on its work to the Committee on two occasions. Firstly, to present a progress report on its work and to seek the Committee's endorsement of its proposed Engagement and Communications Plan, and finally to present its conclusions on the process followed for developing the GTAA and in communicating with stakeholders. The Committee was satisfied that the process followed was in line with WG guidance and that the stakeholder engagement aspect had met Scrutiny's expectations. In addition, when recommending that Cabinet approve the draft GTAA for submission to WG, the Committee agreed with the Task and Finish Group that it may be beneficial for the new Council to adopt a similar approach when considering potential locations for any proposed residential sites in future.

As part of its work to support the delivery of the Connected Communities corporate priority the Committee examined the Council's Highways Maintenance Policies for Unclassified Roads. It wanted assurances that roads which fell into the 'unclassified' category, which account for 44% of the county's highways network and which are predominately located in

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rural areas, would receive their fair share of the additional funding allocated to the overall highways maintenance budget. Safe and accessible infrastructure is key to securing the sustainability of the county's rural areas.

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

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Partnerships Scrutiny Committee



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



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

This Committee is responsible for examining the effectiveness of services provided by the Council either in collaboration, or in partnership, with other public sector organisations, and for making sure that those services are meeting the needs of residents. As the Health Board continued to focus its work on responding to Covid-19 the Committee was unable to restart its regular schedule of meetings with Health Board representatives. However, it did meet with Health Board representatives to examine the development of Heart Failure Services and their impact on the county's Social Care Services. There had been some uncertainties surrounding the long-term sustainability of heart failure services in the area due to the temporary nature of the funding streams allocated to support these services. The Committee received reassurances from the Health Board that financial stability had now been provided to secure the delivery of community based heart failure services for the short to medium term.

The importance of effective partnership working on both a local and regional basis came to the fore during the response stage to the Covid-19 pandemic, with various organisations, both public and private along with the voluntary sector working alongside each other to help deliver services to the vulnerable in their hour of need. In line with its remit the Committee, during the course of the year, examined a number of annual reports which focussed on services delivered in partnership. Among the annual reports scrutinised were

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those of the North Wales Regional Partnership Board, the Annual Report on Safeguarding Adults in Denbighshire and the Annual Report of the Conwy and Denbighshire Community Safety Partnership, all of whom have safeguarding responsibilities for people of all ages. The Committee is the Council's designated crime and disorder scrutiny committee and therefore has certain responsibilities in relation to scrutinising the Community Safety Partnership's (CSP's) plans and performance in delivering its priorities to reduce crime and disorder, which include reducing reoffending, tackling domestic abuse and modern day slavery, along with counteracting 'County Lines' activities.

Partnerships is also the designated Committee with responsibility for scrutinising the work of the North Wales Economic Ambition Board (NWEAB), whose objective is to deliver long-lasting investment and change that will facilitate long-term economic growth and sustain well-paid employment and career opportunities across the region. Currently the Board's work is still very much in the business case project planning phase, therefore the Committee was keen to ensure that robust business cases were continually being developed and challenged, despite the delays caused by Covid, to make sure that they will eventually lead to economic growth across the region.

The Committee continued its work in examining the effectiveness of the multi-disciplinary service established to deliver homelessness services across the county. During the initial Covid-19 lockdown period the Welsh Government had set out its vision for delivering homelessness and housing-related support services during the pandemic, and in the post-pandemic era. This had necessitated the Council to review its model for delivering services to these extremely vulnerable residents. In order to make sure that sufficient support and resources are available to deliver these services now and in future the Committee has during the year, and will in future, continue to monitor the service provision and its effectiveness in delivering the desired outcomes.

With a view to making sure that the Council and its partners plan their future services to meet the needs and preferences of residents the Committee had an opportunity to

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examine the latest regional Population Needs Assessment. This Assessment included the specific needs identified for Denbighshire's population going forward. By identifying local needs and priorities the Council and its partners can ensure that their services are planned and co-ordinated to meet those needs. Meeting the needs of an ageing population will place additional pressures on local authorities and their partner organisations, with additional capacity to meet service demands being provided by the voluntary sector. The Committee had an interesting and constructive discussion with the Chief Officer of Denbighshire Voluntary Services Council (DVSC) on his vision for DVSC, the services the organisation facilitated within the community to help support resilience amongst the population and which assisted to reduce dependency on statutory social care services. A further meeting with DVSC will be held during the forthcoming year.

As part of its work focussing on Council services and the wider economy's recovery from the pandemic the Committee examined the effectiveness of National Non-Domestic Rates (NNDR) initiatives and other business support packages to aid the post Covid-19 recovery of town centres. It also conducted a further evaluation of the effectiveness of the Welsh Government funded Covid-19 Active Travel Plan Schemes across the county in order to ensure that the lessons learnt from these particular short-term emergency funded schemes could be applied to similar emergency funding that may become available in future. The Committee also wanted to understand the benefits identified during the Covid-19 Active Travel Schemes which may be adapted and applied to future carbon reduction or ecological work to address the climate change and ecological emergency. Having regard to environmental and ecological concerns the Committee again examined the Council's Highways Grass Verge, Hedge Maintenance and Pesticide Application Policies, to make sure that they conformed with all recognised national guidance, were as eco-friendly as possible, whilst also ensuring the safety of all road users.

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

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Performance Scrutiny Committee



Cllr. Arwel Roberts (**Chair**)



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

Performance Scrutiny Committee plays a crucial role in ensuring that the Council delivers quality services to residents and in supporting the Council to deliver its Corporate Plan by 2022. To fulfil this role, it regularly monitors the delivery of a number of the Council's plans and strategies such as the Housing and Homelessness Strategy, progress made in delivering Corporate Plan priorities, along with the Authority's performance in responding and dealing with enquiries and complaints about Council services. Risks to service delivery are reviewed by the Committee on a six-monthly basis in order to make sure that the Council has identified the right risks and developed appropriate measures to diminish the potential impact of those risks on residents and businesses in Denbighshire.

Historically, this Committee has played a key role in monitoring educational achievement in the county. This was done by scrutinising teacher assessment and external examination results data. As a result of the pandemic benchmarking data that would assist officers and committee members to compare Denbighshire students' educational progress and achievements with those in other local authority areas has not been available. Therefore, the Committee with the assistance of the co-opted education representatives focussed their attention on examining how GwE and the Council's Education Service were preparing and supporting schools to implement the new 'Curriculum for Wales'. They also examined the progress made in implementing the statutory requirements introduced as part of the Additional Learning Needs and

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Educational Tribunal (Wales) Act 2018, highlighting the pressures faced by the Council in implementing these requirements without the provision of additional financial resources.

Consideration of the Director of Social Services' Annual Reports for 2019/20 and 2020/21 highlighted the tremendous efforts, dedication and sacrifices made by frontline staff in order to ensure that Denbighshire's most vulnerable residents received the care and services they required during unprecedented times. Responding to the pandemic had tested services and communities' resilience to the extreme, but both had adapted and responded to the challenge and the lessons learnt along the way would help shape future service delivery. Examination of the Library Service Standards and Performance data for 2020/21 reinforced the adaptability and resilience of Council services to rise up and meet the challenges posed by the pandemic and their willingness to support residents' well-being during a time of crisis. Going forward all these services will have a key role in building community capacity, cohesion and resilience.

As responding to rules and restrictions associated with COVID-19 was being treated as part of the Council's normal day to day business in 2021/22 the Committee examined the long-term effects of the pandemic on staff absences and turnover in the Council itself, particularly given the fact that some frontline staff had faced immense physical and mental strain during the last 2 years and also the reality that new ways of working were being introduced across both the public and private sectors, which meant that some staff could permanently work from home. The Committee wanted assurances that the Council was adapting and evolving at a sufficient pace to enable it to retain skilled staff on all levels whilst also attracting the best talent to shape and deliver services in Denbighshire in future.

The Committee was committed to ensuring that adapting to living with Covid was not confined to supporting the majority of residents to adjust to this 'new normal'. It was also keen for the quality of lives for the county's most vulnerable residents to be improved in a safe environment. To this end it supported a call for the work opportunities services for

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people with learning disabilities at Meifod Wood Products to be re-started as soon as maintenance work on the building and a Covid-safe working environment was put in place. In order to secure this much valued service's future it recommended to Cabinet that it should explore all opportunities available to improve and develop Meifod's long-term future sustainability.

Climate change and carbon reduction was also a feature of the Committee's work during the year with the Committee examining progress made in developing a Sustainable Travel Plan for Denbighshire which would in the long-term link into regional and national travel plans. This work is very much in its infancy and given the high profile given to climate change and carbon reduction work globally, its delivery will focus prominently in the work of the new Council. To secure maximum gain from carbon reduction work efforts need to be co-ordinated on all levels, this means that individuals and organisations have to work together to achieve the ultimate ambition. However, even the smallest contribution will help deliver the final goal. For this reason, the Committee, at the request of the Climate Change and Ecological Emergency Working Group, examined the progress made by the Council's School Meals Service in reducing its use of single-use plastic and non-recyclable goods in the supply, preparation and serving of school meals. Students from Ysgol Dinas Bran, Llangollen joined in the discussion on this topic and constructively contributed to the debate. Whilst the Committee understood that reducing dependency on single-use plastics had not been possible during the pandemic it felt that from now on every effort should be made to use recyclable packaging and re-useable utensils to provide meals to pupils. However, it did acknowledge that the additional costs associated with using recyclable products and non-single use utensils, the need to educate pupils to return or appropriately dispose of them, along with the new requirements to supply a free school meal to all primary school pupils in future, would place additional pressures on the Service's finances. This led to the Committee seeking Cabinet to correspond with the Welsh Government to seek it to provide sufficient funding to local authorities throughout Wales to enable them to deliver a fully nutritional, ecological and financially sustainable School Meals Service. Cabinet agreed with this request to correspond with Welsh Government but it also went a step further and decided to also seek broader support to

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lobby the Government on this point from the wider local government community in Wales, through the Welsh Local Government Association (WLGA).

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

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

The Joint Overview and Scrutiny Committee (JOSC) 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. In 2021/2022 the Chair of the JOSC passed to Denbighshire County Council, when the former Vice-Chair Councillor Graham Timms was elected Chair. In accordance with the Committee's terms of reference a representative from Conwy, Councillor Nigel Smith, was elected Vice-Chair. During 2021/22 the Committee met to examine the Public Services Board's Annual Report for 2020/21 and to consider how the Joint Overview and Scrutiny Committee could continually strive to improve its effectiveness by undertaking regular self-evaluation exercises and involve a wide range of stakeholders in its scrutiny work.

As part of its preparatory work for the term of the new councils the Joint Committee has examined the approach taken in developing the new Well-being Assessment, including the various methods used to engage with stakeholders and the wider population on the areas for inclusion in the draft Well-being Assessment. The Committee also fulfilled its role as a statutory consultee on the draft Well-being Assessment itself by examining it in detail. In its response to the consultation on the draft Assessment it recommended to the Public Services Board and its partners that, when developing and delivering the new Well-Being Plan, every effort should be made to use their procurement powers to source goods and resources as locally as possible in order to support employment, the local economy, residents' well-being and sustain the Welsh language and culture whilst also reducing carbon emissions.

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Cllr. Graham Timms (**Chair**)



Cllr. Nigel Smith (**Vice-Chair**)

Membership

Conwy County Borough Council

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

Denbighshire County Council

- Cllr. Jeanette Chamberlain-Jones
- Cllr. Meirick Lloyd Davies
- Cllr. Rachel Flynn
- Cllr. Hugh Irving
- Cllr. Melvyn Mile
- Cllr. Arwel Roberts
- Cllr. Graham Timms (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 with its use of Task and Finish Groups to undertake detailed policy development work on its behalf during 2021/22. Progress of the work of the task and finish group examining potential future delivery models for **Adult Social Care Services** was severely impacted by the COVID-19 pandemic as a number of the services under review were closed for an extended period of time. As the Authority prepared to re-open some services the Group examined potential options for safely re-opening the work opportunities service delivered at Meifod Wood Products for people with learning disabilities. Whilst acknowledging that maintenance work was required on the premises at which this service was delivered the Group was resolute that Meifod should be re-opened as a Council-run service at the existing building. It also recommended that additional investment should be provided to the business to enable it to invest for the future. As part of any future investment it recommended that all opportunities for new ways of working and developing Meifod should be explored in a bid to secure its long-term sustainability.

As reported in last year's Annual Report climate change and in particular the frequency and severity of flooding incidents across Denbighshire was a growing concern for councillors and their communities. Communities Scrutiny Committee was therefore keen to explore whether working relationships and communication channels between all flood risk agencies, landowners, and tenants of land which have main rivers or watercourses flowing through them needed to be strengthened in order to potentially reduce the damage caused by flood water during periods of severe weather. It established a **Flood Risk Management and Riparian Land Ownership** Task and Finish Group in early 2021, whose membership included representatives from Natural Resources Wales (NRW), Dŵr Cymru Welsh Water, Farming and Landowner representatives, and county councillors representing each of the Council's Member Area Groups (MAGs). The purpose of this Task and Finish Group was to examine potential methods for strengthening communication methods and building effective working relationships between all parties. The Task and Finish Group concluded its work and reported its [findings and recommendations](#) to Communities Scrutiny Committee in March 2022. Communities

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Scrutiny Committee endorsed the Group's recommendations, which included the relaunch of the Council's 'Flood' web information page to include links to NRW and Dŵr Cymru information pages to make it easier for residents to quickly access information, plans for distributing information in relation to riparian landownership responsibilities in the vicinity of the Rhyl Cut and Prestatyn Gutter, and the Group's intention to meet on an annual basis for information sharing and forward planning purposes.

Mention was also made in last year's Annual Report to the Working Group established to assist with the development of a stakeholder engagement plan for the **Gypsy and Traveller Accommodation Assessment (GTAA)** process. This Group provided Communities Scrutiny Committee with an initial report on the progress of its work, and sought approval for its Communication and Engagement Plan, prior to commencing the stakeholder engagement in mid-2021. At the end of the year the Group reported again to the Committee on its work and the conclusions of the stakeholder engagement exercise undertaken to inform the Gypsy and Traveller Accommodation Assessment. The Committee endorsed the approach taken in undertaking the engagement exercise and in developing the assessment and recommended to Cabinet that it approve the Assessment for submission to the Welsh Government. It also agreed with the Working Group that it may be worthwhile for a similar approach to be adopted in due course for the proposed site location selection process for residential pitches.

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.

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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, officers or other organisations 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.

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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.

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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, either in person or via video link, 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, as are the recordings of recent scrutiny committee meetings..

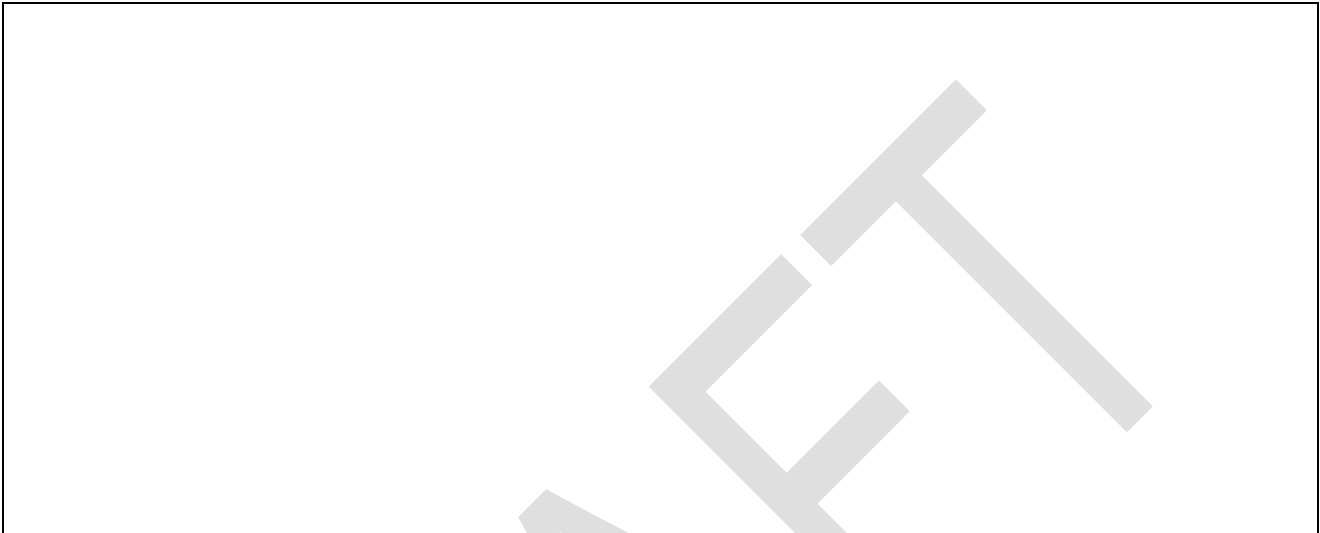
Further advice or information is available by contacting the Scrutiny Co-ordinator, Rhian Evans on rhian.evans@denbighshire.gov.uk (01824 712554), the Democratic Services Officer, Karen Evans, on karen.a.evans@denbighshire.gov.uk (01824 712575) or by sending an e-mail to the following general e-mail address: democratic@denbighshire.gov.uk .

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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

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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	Council
Date of meeting	19 July 2022
Lead Officer	Democratic Services Manager
Report author	Steve Price, Democratic Services Manager and Kath Jones, Senior Committee Administrator
Title	Committee Timetable 2023

1. What is the report about?

- 1.1. This report contains the draft committee timetable for 2023.

2. What is the reason for making this report?

- 2.1. It is necessary for Council to approve a timetable for 2023 to enable meeting arrangements and resources to be confirmed, to publicise the timetable and to populate the members' diaries.

3. What are the Recommendations?

- 3.1 That Council approves the committee timetable for 2023 as attached in appendix 1.

4. Report details

- 4.1. The draft timetable for 2023 is attached as appendix 1 which also contains a committee-by-committee explanation of the factors behind the identification of suitable dates for each meeting.

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

- 5.1. The approval of a committee timetable is central to the functioning of the democratic and committee systems which are essential elements of the Council's governance arrangements and contribute to the Council's corporate priorities

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

- 6.1. The costs of maintaining a committee system are covered within existing budgets but the Council in 2015 made a commitment through its Freedoms and Flexibilities process to reduce the number of committee meetings being held at that time to save the associated costs. Services throughout the Council may contribute to the meetings included in the timetable, usually by contributing information, reports and officer time.

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.
- 7.2. The annual timetable of meetings is an established process and meets the aims of well-being and equality legislation. The principal 'service users' are the members of the committees and supporting officers although the press and public will also be able to attend most meetings or view webcast meetings online. The level of interest or engagement of individuals or groups is likely in large part to depend on the topic under consideration.

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

- 8.1. The 2023 committee timetable is based on the existing Council approved framework for meetings. Officers supporting the work of the different committees and panels have been consulted on the timetable in order to present viable dates for meetings.
- 8.2. An aim of the Local Government (Wales) Measure 2011 is to promote and support membership of local authorities. Under the Measure local authorities should survey their members on their preferred times and locations for meetings at least once in every term, preferably shortly after the new council is elected. The rule of thumb

should be that meetings will be held at times, intervals and locations which are convenient to its members and as far as is practicable have regard to equality and diversity issues. The Measure pre-dated remote attendance (which has a very significant impact on access to meetings) and the legal duty to webcast certain meetings (which together with hybrid meetings is a major factor in determining the location that certain meetings can be held).

- 8.3. A survey of members will be undertaken later this summer and any changes to the times or locations of meetings in the committee timetable for 2023 resulting from the survey will be accommodated.

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 confirm the timetable would be detrimental to the Council's governance arrangements.

11. Power to make the decision

- 11.1. Schedule 12 of the Local Government Act 1972.
- 11.2. Section 6 of the Local Government (Wales) Measure 2011 in respect of surveying members on the timing of Council meetings.

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COMMITTEE TIMETABLE 2023

Appendix 1

Committee	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
COUNTY COUNCIL 10 am	31	28			9 ANNUAL COUNCIL		4	SUMMER RECESS	5		14	
COUNCIL WORKSHOP 2 pm	17	14	14	18	16	13	11		12	10	7	5
CABINET 10 am	24	21	28	25	23	27	18		19	24	21	19
CABINET BRIEFING 1 pm	9	6	6	3	8	5	3		4	2	6	4
PLANNING 9.30 am	11	15	22	19	24	21	19		6	4	8	13
PERFORMANCE SCRUTINY 10 am	26		16	27		8	20		28		30	
COMMUNITIES SCRUTINY 10 am	19		9		4	29			7	19		7
PARTNERSHIPS SCRUTINY 10 am		9	30		18		6		14	26		14
CONWY & DENBIGHSHIRE JOINT PSB SCRUTINY 10 am			10							20		
GOVERNANCE AND AUDIT 9.30 am	25		8	26		14	26		20		22	
LICENSING 9.30 am			20			19			13			6
SACRE 10 am		8				15				17		
STANDARDS 10 am			3			16			15			1

Committee	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
DEMOCRATIC SERVICES 10 am			24						29				
JCC FOR HEALTH & SAFETY & EMPLOYEE RELATIONS 10 am		3			5		14					10	
WELSH LANGUAGE STEERING COMMITTEE 10 am			15				5					15	
ASSET MANAGEMENT GROUP 9.30 am	12		2		11		27			22		23	
AONB JOINT COMMITTEE 10 am			17 (DCC)			23 (WCBC)						17 (FCC)	
CORPORATE PARENTING FORUM 10 am	20			21			7				13		
PUBLIC SERVICES BOARD	25 (2pm) informal meeting		23 (10am)										
SCRUTINY CHAIRS & VICE CHAIRS GROUP 2.00 pm	19		9	27		29				7		30	
STRATEGIC EQUALITY & DIVERSITY GROUP 9.30 am	18			12			12				25		
STRATEGIC GOVERNANCE BOARD - DLL 10 am		22			31					27		29	

Committee	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
MEMBER AREA GROUPS													
DENBIGH TUES 2 pm		7		11		20			26		28		
RHYL MON 2 pm	30		27		22		24			23		18	
PRESTATYN & MELIDEN TUE 6 pm	10		21		30		25			3		12	
ELWY THUR 9.30 am		16		20		22				21		16	
RUTHIN MON 2 pm	23		13		15		17				16		11
DEE VALLEY MON 2 pm		20		24		26				18		20	

OTHER MEETINGS IN 2023

Committee	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
CONWY & DENBIGHSHIRE JOINT ADOPTION PANEL	20	17	17	21	19	16	21	18	15	20	17	8
FOSTERING PANEL	25	22	22	26	24	28	26	23	27	25	29	13
AONB PARTNERSHIP 10 am		17			19					20		

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DRAFT SCHEDULE OF MEETINGS 2023

ALL MEETINGS

KEY

	WEEKEND OR BANK HOLIDAY
	SCHOOL HOLIDAY (DATES TBC)

DUE TO SPACE THE FOLLOWING MEETINGS ARE NOT INCLUDED IN THE SCHEDULE – PSB, MAGS, CHAIRS & VICE CHAIRS GROUP, ADOPTION PANEL, FOSTERING PANEL, AONB JC/PARTNERSHIP

2023	M	T	W	T	F		M	T	W	T	F		M	T	W	T	F		M	T	W				
JAN								9 CABINET BRIEFING	10	11 PLANNING COMMITTEE	12 AMG		13	16	17 COUNCIL WORKSHOP	18 EQUALITY & DIVERSITY	19 COMMUNITIES	20 CORPORATE PARENTING	23	24 CABINET	25 G&AC	26 PERFORMANCE	27	30	31 COUNCIL
FEB			1	2				13	14 COUNCIL WORKSHOP	15 PLANNING COMMITTEE	16		17	20	21 CABINET	22 SGB	23	24	27	28 COUNCIL					
MAR			1	2 AMG				13	14 COUNCIL WORKSHOP	15 WLSC	16		17	20 LICENSING COMMITTEE	21	22 PLANNING COMMITTEE	23	24	27	28 CABINET	29 PARTNERSHIPS	30			
APR								10	11	12 EQUALITY & DIVERSITY	13		14	17	18 COUNCIL WORKSHOP	19 PLANNING COMMITTEE	20	21 CORPORATE PARENTING	24	25 CABINET	26 G & AC	27	28		
MAY	1	2	3	4	5 JCC H&S AND ER			15	16 COUNCIL WORKSHOP	17	18		19	22	23 CABINET	24 PLANNING COMMITTEE	25	26	29	30	31 SGB				
JUNE				1	2			12	13 COUNCIL WORKSHOP	14 G & AC	15		16	19 LICENSING COMMITTEE	20	21 PLANNING COMMITTEE	22	23	26	27 CABINET	28	29	30		

2023	M	T	W	T	F		M	T	W	T	F		M	T	W	T	F		M	T	W	T	F		M	T	W	
JULY							10						17															
AUG		1	2	3	4		7	8	9	10	11		14	15	16	17	18		21	22	23	24	25		28	29	30	31
SEPT					1			4	5	6	7		11	12	13	14	15		18	19	20	21	22		25	26	27	28
OCT							6	3	4	5	6		9	10	11	12	13		16	17	18	19	20		23	24	25	30
NOV			1	2	3			6	7	8	9		13	14	15	16	17		20	21	22	23	24		27	28	29	30
DEC					1			4	5	6	7		11	12	13	14	15		18	19	20	21	22		25	26	27	28

CYCLE OF MEETINGS – 2023

Meetings scheduled so as to avoid school holidays for formal meetings where possible and week of the Royal Welsh Show (24 – 27 July) and Royal Welsh Winter Fair (27 - 28 Nov). No meetings are scheduled during August.

COUNCIL – 6 MEETINGS [meets at 10 am on Tuesdays]

To be scheduled to meet business needs of the Council

31 Jan – needs to meet before end Jan to approve the final budget and Council Tax Reduction Scheme

28 Feb – needs to meet before the end of Feb to approve Council Tax levels

9 May – Annual Council [Election of Chair and Vice Chair]

4 July

5 Sept

14 Nov

COUNCIL WORKSHOP – MONTHLY [meets at 2 pm on Tuesdays]

To be scheduled to meet monthly (4/5 weeks between meetings)

17 Jan, 14 Feb, 14 Mar, 18 Apr, 16 May, 13 June, 11 July, 12 Sept, 10 Oct, 7 Nov,

5 Dec

CABINET – MONTHLY [meets at 10.00 a.m. on Tuesdays]

Where possible to be scheduled near the end of the month with 4/5 weeks between meetings.

24 Jan – to schedule a week later would clash with Council who need to meet before end of Jan to approve the final budget and Council Tax Reduction Scheme

21 Feb – scheduled in half term week but to schedule a week later would clash with Council who need to meet before the end of Feb to approve Council Tax Levels

28 March

25 April

23 May – brought forward a week to avoid half term week (29 May – 2 June)

27 June

18 July – brought forward a week to avoid the Royal Welsh Show (24 – 27) and school holiday period but may cause timetabling difficulties for monthly finance report and leaves only 3 weeks between June and July meetings. To hold a week later would be in August recess and also in school holiday period.

19 Sept – brought forward a week due to length of time since the July meeting (9 weeks)

24 Oct – brought forward a week to avoid half term week (30 Oct – 3 Nov)

21 Nov – brought forward a week to avoid Royal Welsh Winter Fair (27 – 28 Nov)

19 Dec – brought forward a week due to Christmas period

CABINET BRIEFINGS – MONTHLY [meets at 1.00 p.m. on Mondays]

Scheduled between Cabinet meetings to complement the cycle of Cabinet meetings

9 Jan, 6 Feb, 6 Mar, 3 April, 8 May, 5 June, 3 July, 4 Sept, 2 Oct, 6 Nov, 4 Dec

PLANNING COMMITTEE – MONTHLY [meets at 9.30 a.m. on Wednesdays]

11 Jan

15 Feb

22 Mar

19 April

24 May

21 June

19 July – a week later would clash with Governance & Audit Committee who need to meet 26 July to sign off the statement of accounts and also falls in school holidays and Royal Welsh Show week

6 Sept (there are 7 weeks between Planning Committee meetings in July (19 July) and September (6 September) due to the August recess

4 Oct

8 Nov

13 Dec

GOVERNANCE AND AUDIT COMMITTEE – 7 MEETINGS A YEAR [usually meets at 9.30 a.m. on Wednesdays]

The draft statement of accounts need to be prepared by 31 May 2023 and then considered by G&AC. The statement of accounts needs to be signed off by 31 July 2023 and therefore G&AC needs to meet as close as possible to that date.

25 Jan – need to meet late Jan due to Treasury Management report timescale

8 Mar

26 April

14 June (draft accounts have to be prepared by 31 May and then considered by G&AC)

26 July – in school holiday time/Royal Welsh show week but G&AC need to consider the statement of accounts before sign off by 31 July and as close to that date as possible

20 Sept

22 Nov

SCRUTINY COMMITTEES – meets 7 times a year on Thursdays

Performance Scrutiny – needs to consider school exams end of Sept/beginning Oct and end of Jan/beginning of Feb

26 Jan, 16 Mar, 27 April, 8 June, 20 July, 28 Sept, 30 Nov

Communities Scrutiny Committee

19 Jan, 9 Mar, 4 May, 29 June, 7 Sept, 19 Oct, 7 Dec

Partnerships Scrutiny Committee

9 Feb, 30 Mar, 18 May, 6 July, 14 Sept, 26 Oct, 14 Dec

Scrutiny Chairs and Vice Chairs Group – usually meet 6 times a year in the afternoon following a scrutiny committee

19 Jan (after Communities), 9 Mar (after Communities), 27 April (after Performance), 29 June (after Communities), 7 Sep (after Communities), 30 Nov (after Performance)

Conwy and Denbighshire Public Services Board Joint Overview and Scrutiny Committee – currently meet twice a year (March & October on Friday)

Friday 10 March (current earmarked date) and Friday 20 Oct

LICENSING COMMITTEE – meets on a quarterly basis

Received request that March and Sept meetings be held mid/late month

20 Mar 2023 (Mon), 19 June 2023 (Mon), 13 Sept (Wed), 6 Dec (Wed)

STANDARDS – meets quarterly on Fridays

3 Mar, 16 June, 15 Sept, 1 Dec,

DEMOCRATIC SERVICES – meets twice a year on Fridays

24 Mar and 29 Sept

SACRE – meets once in each school term (3 times a year) on different days in the same academic year

8 February (Wed), 15 June (Thur), 17 Oct (Tue)

WELSH LANGUAGE STEERING COMMITTEE – meets 3 times a year

15 Mar (Wed), 5 July (Wed), 15 Nov (Wed)

CORPORATE PARENTING FORUM – meets quarterly

20 Jan, 21 April, 7 July, 13 Oct

JOINT CONSULTATIVE COMMITTEE FOR HEALTH & SAFETY AND EMPLOYEE RELATIONS – meets quarterly on a Friday

3 Feb, 5 May, 14 July, 10 Nov

ASSET MANAGEMENT GROUP

Meets 6 times – tends to meet every other month on a Thursday

12 Jan, 2 Mar, 11 May, 27 July, 22 Sept (Fri – no Thur free in Sept), 23 Nov

CLWYDIAN RANGE AND DEE VALLEY AONB JOINT COMMITTEE – set by the Board with the following dates to be confirmed

Fri 17 Mar (DCC host tbc), Fri 23 June (WCBC host tbc) Fri 17 Nov (FCC host tbc)

CLWYDIAN RANGE AND DEE VALLEY AONB PARTNERSHIP – set by the Partnership with the following dates to be confirmed

Fri 17 Feb, Fri 19 May, Fri 20 Oct

PUBLIC SERVICE BOARD – set by the Board

Wed 25 Jan (workshop/informal meeting for PSB members only), Thurs 23 Mar

CONWY & DENBIGHSHIRE JOINT ADOPTION PANEL – set by the Panel

20 Jan, 17 Feb, 17 Mar, 21 Apr, 19 May, 16 Jun, 21 July, 18 Aug, 15 Sept, 20 Oct, 17 Nov, 8 Dec

FOSTERING PANEL – set by the Panel

25 Jan, 22 Feb, 22 Mar, 26 Apr, 24 May, 28 Jun, 26 July, 23 Aug, 27 Sept, 25 Oct, 29 Nov and 13 Dec

STRATEGIC EQUALITY AND DIVERSITY GROUP – meets quarterly

18 Jan, 12 April, 12 July, 25 Oct

STRATEGIC GOVERNANCE BOARD FOR DENBIGHSHIRE LEISURE LIMITED – meets quarterly

22 Feb, 31 May, 27 Sept, 29 Nov

CLIMATE CHANGE AND ECOLOGICAL EMERGENCY WORKING GROUP

Any future dates to be determined by the new Council.

MEMBER AREA GROUPS (MAG) –

Meet every other month (leaving two months over the August recess so MAGs meeting in June will next meet in Sept and MAGs meeting July will next meet in Oct).

DEE VALLEY MAG

Meet on a Monday at 2.00 p.m. every other month

2023 – 20 Feb, 24 April, 26 June, 18 Sept, 20 Nov

DENBIGH MAG

Meet any day between Tue – Fri at 2.00 p.m. (usually Tue) every other month

2023 – 7 Feb, 11 April, 20 June, 26 Sept, 28 Nov

ELWY MAG

Meet on Thurs at 9.30 a.m. every other month

2023 – 16 Feb, 20 April, 22 June, 21 Sept, 16 Nov

PRESTATYN

Meet on Tue at 6.00 p.m. every other month

2023 – 10 Jan, 21 Mar, 30 May, 25 July, 3 Oct, 12 Dec

RHYL

Meet on Mon at 2.00 pm every other month

2023 – 30 Jan, 27 Mar, 22 May, 24 July, 23 Oct, 18 Dec

RUTHIN

Meet on Mon at 2.00 pm every other month

2023 – 23 Jan, 13 Mar, 15 May, 17 July, 16 Oct, 11 Dec

04/07/22

Report to	Council
Date of meeting	19 July 2022
Lead Officer	Democratic Services Manager
Report author	Steve Price
Title	Appointment of Chair and Members to the Democratic Services Committee

1. What is the report about?

- 1.1. This report is about Council appointing elected members to a statutory committee and appointing the committee's chair.

2. What is the reason for making this report?

- 2.1. Council considered the membership requirements of this statutory committee during its Annual Meeting in May. At that time the political membership details were not complete and therefore it was agreed to return to Council at a later date to confirm the appointments to the Democratic Services Committee.

3. What are the Recommendations?

- 3.1. That Council appoints the chair and membership of the Democratic Services Committee for the 2022 / 2023 municipal year.

4. Report details

Democratic Services Committee

- 4.1. Section 11 of the Local Government (Wales) Measure 2011 requires the Council to appoint a Democratic Services 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.

- 4.2. 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.
- 4.3. 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 Independent, Conservative or Green Party groups.
- 4.4. Of the 11 seats on the committee there are currently (at the time of writing this report) 5 vacant seats. Of these, the Labour Group is entitled to appoint 4 members and the Plaid Cymru Group 1 member. The members nominated by their groups currently are councillors Karen Edwards (Independent); Chris Evans (Independent); Hugh Evans (Independent); Justine Evans (Conservative); Martyn Hogg (Green Party) and Delyth Jones (Plaid Cymru).
- 4.5. The committee is next scheduled to meet on the 30 September 2022.

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

- 5.1. Adhering to statutory duties is an essential element of the Council's corporate governance arrangements.

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

- 6.1 There are no implications on cost or for other services from the contents of this report.

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. The statutory requirements for appointing the Democratic Services Committee were considered by Council in a separate report on the 24 May 2022.

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. No risks have been identified arising from the contents of this report.

11. Power to make the decision

11.1 Local Government (Wales) Measure 2011

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Report to	Council
Date of meeting	19 July 2022
Lead Officer	Democratic Services Manager
Report author	Steve Price
Title	Appointment of a Member to the North Wales Police and Crime Panel

1. What is the report about?

1.1. This report requests the confirmation of the appointment of an elected member to the North Wales Police and Crime Panel.

2. What is the reason for making this report?

2.1. The appointment of a representative to the Police and Crime Panel is a Council function.

3. What are the Recommendations?

3.1 That Council appoints Councillor **[INSERT NAME]** to the North Wales Police and Crime Panel for the term of this Council or until a new appointment is made.

4. Report details

4.1. Each of the six local authorities in North Wales is able to nominate a member or members to sit on the Panel. The allocation of seats to each authority is based on the political balance and population distributions across North Wales as a whole with the d'hondt methodology used to identify the number of seats each local authority is allocated and to which political group or groups they apply.

4.2. Based on population, Conwy, Flintshire, Gwynedd and Wrexham appoint 2 members each whilst Denbighshire and Anglesey appoint 1 member each. The

size of the main political groupings across the councils in North Wales determines how many seats each group or grouping is entitled to take.

4.3. The results of the local government elections in May lead to Denbighshire's seat being allocated to the Labour Group, who have nominated Councillor [INSERT NAME], and full Council is requested to confirm this appointment.

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

5.1. The appointment does not directly contribute to the Council's corporate priorities.

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

6.1. Costs and expenses from membership of the Police and Crime Panel are borne by the Panel. There are no obvious costs to the Council from this appointment.

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. Members of the Council's Labour Group are eligible to be appointed and have been consulted for expressions of interest in serving on the North Wales Police and Crime Panel.

9. Chief Finance Officer Statement

9.1. [INSERT STATEMENT HERE]

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

10.1. Failure to appoint a member to the Panel would be detrimental to the governance arrangements of the North Wales Police and Crime Panel.

11. Power to make the decision

11.1. The terms of reference of the North Wales Police and Crime Panel in accordance with the Police Reform and Social Responsibility Act 2011

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Report to	Council
Date of meeting	19 th July 2022
Lead Member / Officer	Cllr Jason McLellan, Leader
Report author	Gary Williams, Head of Legal, HR and Democratic Services
Title	Denbighshire Leisure Limited – Appointment of Directors

1. What is the report about?

- 1.1. The report is about the composition of the Board of Directors (the Board) of Denbighshire Leisure Limited (DLL) and the appointment of directors by Council.

2. What is the reason for making this report?

- 2.1. To brief members as to the composition of the Board and to ask Council to appoint new directors following the local government elections.

3. What are the Recommendations?

- 3.1. That Council appoint Cllr Gill German, Lead Member for Education, Children and Families, and Cllr Rhys Thomas, Lead Member for Housing and Communities to be Directors of DLL
- 3.2. That Council confirms the appointment of a non-Cabinet Member as a Director of DLL.

4. Report details

- 4.1. On 30th May 2019 Council approved the creation of a not for profit Local Authority Trading Company Limited by Guarantee as an alternative delivery model for the

provision of leisure services on behalf of the Council. This company is called Denbighshire Leisure Limited (DLL).

- 4.2. The Council is the sole owner and member of DLL. This relationship is set out in a Member Agreement made between the Council and DLL. It sets out the nature of the relationship between DLL and the Council, as owner of the company, and includes provisions relating to the matters in respect of which DLL requires the Council's consent before it can act.
- 4.3. The Board is responsible for the running of the company. The composition of the Board is currently as follows
 - Managing Director – Jamie Groves,
 - Lead Member for Well-Being and Independence (vacant),
 - Lead Member for Education, Children's Services and Public Engagement (vacant),
 - Independent Director x 2 (Paul McGrady and Sian Rodgers),
 - A Non-Cabinet elected member (Peter Prendergast),
 - Member of SLT, (Nicola Stubbins)
- 4.4. The two positions on the Board to be filled by Lead Members are vacant as their directorship ceased when they ceased to hold those roles following the election. The Lead Member roles set out above reflected the fact that the relevant Lead members held the Leisure portfolio and the Education portfolio.
- 4.5. The Articles of association of DLL provide that only Council can appoint or remove directors, however, Cabinet's views were sought as to the composition of the Board, in particular, the directorships to be filled by Cabinet members. Cabinet have indicated that they would prefer the lead members holding the education and leisure portfolios should fill these positions and be appointed to the Board, and this is reflected in the recommendations in section 3 of this report.
- 4.6. There is one other position to be filled on the Board by an elected member who is not a member of the Cabinet. This position is currently filled by Cllr Peter Prendergast. Council is asked to confirm the appointment of a non-Cabinet member to this position.

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

5.1. This report has no direct impact upon corporate priorities.

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

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

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

7.1. An assessment is not required for this report.

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

8.1. There were extensive consultations with a variety of stakeholders prior to the creation of DLL. The Managing Director of DLL has been consulted as to the vacancies that currently exist on the Board.

9. Chief Finance Officer Statement

9.1. Although there are no direct financial implications of this report, it is important that strong governance arrangements are maintained to help reduce risks going forward. The report is fully supported.

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

10.1 There is a risk that carrying vacancies on the Board will not provide sufficient oversight and support to DLL

11. Power to make the decision

11.1 s111 Local Government Act 1972

11.2 Article 13 Articles of Association of Denbighshire Leisure Limited.

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Report to	Council
Date of meeting	19 th July 2022
Lead Member / Officer	Gary Williams, Monitoring Officer
Report author	Gary Williams, Monitoring Officer
Title	Appointment of Town, City and Community Council Representative to Standards Committee

1. What is the report about?

1.1. The appointment of a Town, City and Community Council representative to Standards Committee.

2. What is the reason for making this report?

2.1. To appoint a Town, City and Community Council representative to Standards Committee.

3. What are the Recommendations?

3.1. That the Council appoints Cllr Gordon Hughes of Corwen Town Council to be the Town, City and Community Council representative on Standards Committee for a second and final term.

4. Report details

4.1. On 24th May 2022 Council agreed that officers should consult Town, City and Community Councils on the re-appointment of Cllr Gordon Hughes to serve as a Town, City and Community Council representative on the Council's Standards Committee for a second term.

4.2. Town, City and Community Councils were contacted and asked for their view regarding the re-appointment of Cllr Hughes. All of the responses received were supportive of Cllr Hughes' re-appointment.

4.3. Council is therefore asked to confirm Cllr Hughes' re-appointment.

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

5.1. A fully functioning and legally composite Standards' Committee will provide the Council with the required oversight and enforcement of the ethical framework within its area; upholding the high standards expected of members underpins the Council's democratic functions and a well governed Council supports the achievement of corporate priorities.

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

6.1. The Independent Remuneration Panel for Wales sets the daily rate for independent members. It is a legal requirement that this rate is offered to independent members. This daily rate for 2022-23 is as follows:

If a member works for less than 4 hours per day the rate is £105 to £134, depending on their role.

If a member works for more than 4 hours per day the rate is £210 to £268 depending on their role.

The cost will be met from existing allocations for this Committee as there are no substantial changes to the membership requirements.

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. City, Town and Community Councils have been consulted.

9. Chief Finance Officer Statement

9.1. As stated in section 6 the cost will be met from existing budget allocations as there are no substantial changes to the membership requirements. There are therefore no direct financial implications.

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

10.1. There are no direct risks associated with this report.

11. Power to make the decision

11.1. Local Government Act 2000

11.2. Standards Committees (Wales) Regulations 2001

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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 September 2022	1.	Petition Scheme	To approve a Petition Scheme for the Council	Yes	Cllr Julie Matthews / Gary Williams
	2.	Appointment of Member Champions	To appoint members to the various roles of Member Champion	Yes	Cllr Julie Matthews / Gary Williams
11 October 2022	1	Corporate Plan 2022 to 2027	To approve the Corporate Plan	Yes	Cllr Julie Matthews / Nicola Kneale / Iolo McGregor
6 December 2022	1	Central Rhyl and Prestatyn Coastal Defence Schemes		Yes	Councillor Barry Mellor Tony Ward and Wayne Hope

FUTURE ITEMS

February 2023	Public Services Board Well-being Plan 2023 to 2028	Cllr Julie Matthews / Nicola Kneale / Iolo McGregor
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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>
19.07.2022	05.07.2022				
06.09.2022	23.08.2022	11.10.2022	27.09.2022	06.12.2022	22.11.2022

Updated 11/07/2022 SLW

Council Workshop Forward Work Programme

Meeting	Item (Description / Title)		Purpose of Report	Lead member and Contact Officer
29 July 2022 (Fri 10am)	1	All Member Budget Workshop	To brief members on the budget and budget setting process	Councillor Gwyneth Ellis Steve Gadd
28 September 2022 (Wed 2pm)				
24 October 2022 (Mon 2pm)				
7 November 2022 (Mon 2pm)	1	Inclusion Service & Pupil Referral Unit	To brief members of the roles the Inclusion Service and PRU undertake on behalf of the Council and wider partners.	Councillor Gill German Geraint Davies / Nicola Roberts
16 Dec 2022 (Fri 10am)				

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