

To: Members of the Performance
Scrutiny Committee

Date: 31 May 2023

Direct Dial: 01824 712554

e-mail: democratic@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **10.00 am** on **THURSDAY, 8 JUNE 2023** in **COUNCIL CHAMBER, COUNTY HALL, RUTHIN AND BY VIDEO CONFERENCE.**

Yours sincerely

G. Williams
Monitoring Officer

AGENDA

1 APOLOGIES

2 DECLARATION OF INTERESTS (Pages 5 - 6)

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

10.05 – 10.10 a.m.

3 APPOINTMENT OF VICE CHAIR (Pages 7 - 8)

To appoint a Vice-Chair for Performance Scrutiny Committee for the municipal year 2023/24 (copy of Role Description for Scrutiny Member, Chair/Vice-Chair enclosed).

10.10 – 10.20 a.m.

4 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.

5 MINUTES OF THE LAST MEETING (Pages 9 - 16)

To receive the minutes of the Performance Scrutiny Committee meeting held on 27 April 2023 (copy attached).

10.20 – 10.30 a.m.

6 POOR INTERNET CONNECTIVITY IN DENBIGHSHIRE (Pages 17 - 26)

To consider a report (copy attached) by the Digital Officer which advises members on internet and telephony connectivity matters in Denbighshire and seeks the Committee's views on them.

10.30 – 11.10 a.m.

7 COUNCIL PERFORMANCE SELF-ASSESSMENT 2022 TO 2023 (Pages 27 - 146)

To consider a report (copy attached) by the Planning and Performance Officer which seeks the Committee to feedback on the contents of the report and appendices prior to the final report being presented to County Council in July 2023.

11.10 – 11.50 a.m.

BREAK 11.50 - 12 Noon

8 REVIEW AND REFRESH OF DENBIGHSHIRE COUNTY COUNCIL'S CLIMATE AND ECOLOGICAL CHANGE STRATEGY (2021/22-2029/30) (Pages 147 - 152)

To consider a report (copy attached) by the Climate Change Programme Manager, to advise the Committee on the review and refresh of the Council's Climate and Ecological Change Strategy taking place during 2023/24 and seek members' support for the approach to be taken.

12.00 – 12.40 p.m.

9 SCRUTINY WORK PROGRAMME (Pages 153 - 180)

To consider a report by the Scrutiny Coordinator (copy enclosed) seeking a review of the committee's forward work programme and updating members on relevant issues.

12.40 – 12.55 p.m.

10 FEEDBACK FROM COMMITTEE REPRESENTATIVES

To receive any updates from Committee representatives on various Council Boards and Groups.

12.55 – 13.00 p.m.

MEMBERSHIP

Councillors

Councillor Hugh Irving (Chair)

Ellie Chard
Chris Evans
Jon Harland
Carol Holliday
Alan Hughes

Paul Keddie
Diane King
Terry Mendies
Gareth Sandilands
Andrea Tomlin

COPIES TO:

All Councillors for information
Press and Libraries
Town and Community Councils

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LOCAL GOVERNMENT ACT 2000

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, (<i>name</i>)	<input type="text"/>
a *member/co-opted member of <i>(*please delete as appropriate)</i>	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:- <i>(*please delete as appropriate)</i>	
Date of Disclosure:	<input type="text"/>
Committee (<i>please specify</i>):	<input type="text"/>
Agenda Item No.	<input type="text"/>
Subject Matter:	<input type="text"/>
Nature of Interest: <i>(See the note below)*</i>	<input type="text"/>
Signed	<input type="text"/>
Date	<input type="text"/>

*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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Role Description for the **Chair/Vice-Chair of Scrutiny and Scrutiny member** (as detailed in the Council's Constitution)

Role: Scrutiny Member/Chair

Salary: Band 3 (Chair only)

Please note: items highlighted are specific to the role of Chair (and in their absence the Vice-Chair)

1. PRINCIPAL ACCOUNTABILITIES

- To Full Council

2. PURPOSE OF ROLE

- **Providing leadership and direction**
- To participate fully in the activities of the Scrutiny Committee, the development and delivery of its work programme and any associated task and finish groups.
- To assist in the development and monitor impact of Council policy
- To hold the executive to account, monitoring performance and service delivery and challenge decisions through the call in arrangements where appropriate.
- To develop a forward work programme of the committee.
- To report on progress against the work programme to Council, and others as appropriate
- **To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making ensuring that meeting objectives are met, and the code of conduct, standing orders and other constitutional requirements are adhered to.**
- **To act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function.**
- **To encourage effective contributions from all committee members in both committee and task and finish groups**
- **To assess individual and collective performance within the committee and liaise with the relevant Group Leader to progress training and development opportunities.**
- Fulfil the accountabilities of the elected member role.

3. VALUES and EXPECTATIONS

- To be committed to the values of Denbighshire County Council and the following values in public office:
 - Pride
 - Integrity
 - Respect
 - Unity
 - Attend all relevant meetings

- Carry out business electronically i.e. meetings and communication, wherever possible
- To attend mandatory training as specified in the code of conduct and the constitution.
- To participate in an annual development review to continually improve the performance of the member and the Council.
- To explain and account for personal performance as a County Councillor on a regular basis, particularly through the publication of an Annual Report on the Council's web site.

PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Council Chamber, County Hall, Ruthin and by video conference on Thursday, 27 April 2023 at 10.00 am.

PRESENT

Councillors Ellie Chard, Jon Harland, Carol Holliday, Alan Hughes, Hugh Irving (Chair), Terry Mendies, Gareth Sandilands (Vice-Chair) and Andrea Tomlin

Lead Member in attendance at the Committee's invitation: Councillor Julie Matthews, Lead Member for Corporate Strategy, Policy and Equalities

ALSO PRESENT

Corporate Director: Governance and Business (Monitoring Officer) (GW); Interim Head of Corporate Support Service: Performance, Digital and Assets (NK); Strategic Planning and Performance Officer (EH); Scrutiny Co-ordinators (RhE & KE); Zoom Hosts (SJ & Rh T-J).

POINT OF NOTICE - WEBCAST

Due to technical issues the Council was unable to broadcast live or record the early part of the meeting. However, those issues were resolved and the Committee's business and discussions from the commencement of business item 5 onwards were available on the Council's website.

1 APOLOGIES

Apologies for absence were received from Councillors Chris Evans and Diane King.

2 DECLARATION OF INTERESTS

No interests of a personal or prejudicial nature were declared.

3 URGENT MATTERS AS AGREED BY THE CHAIR

No matters of an urgent nature had been raised with the Chair or the Scrutiny Co-ordinator prior to the commencement of the meeting.

4 MINUTES OF THE LAST MEETING

The minutes of the Performance Scrutiny Committee meeting held on 16 March 2023 were submitted. It was:

Resolved: that the minutes of the meeting held on 16 March 2023 be received and approved as a true and correct record of the proceedings.

In response to an enquiry arising from the minutes on whether representatives had been appointed to serve on all Service Challenge Groups the Scrutiny Co-ordinator drew members' attention to business item 6 on the current meeting's agenda, the Scrutiny Work Programme report. This report included a request for the Committee to appoint to all vacant positions on the Service Challenge Groups.

5 CORPORATE RISK REGISTER REVIEW- FEBRUARY 2023

The Lead Member for Corporate Strategy, Policy and Equalities introduced the report and appendices (previously circulated) which presented the Committee with the revised Council Corporate Risk Register following the six-monthly review undertaken in February 2023.

During her introduction the Lead Member informed the Committee that whilst a number of amendments had been made to the register in relation to risk owners, titles, description and actions, there had been no changes to risk scores as a result of the latest review. By the next scheduled review of the Risk Register, in September 2023, the recruitment exercises for the vacant Heads of Service posts should have been concluded. This would most likely result in changes to 'risk owner' names again, once the new Heads of Service assumed their roles.

The Interim Head of Corporate Support Service: Performance, Digital and Assets along with the Strategic Planning and Performance Officer guided members through the report, highlighting the changes made to the report's format as a result of feedback made by the Committee and by the Governance and Audit Committee. They advised that, during the last 12 months, whilst the severity of a number of the risks had escalated the amendments made during the current review related to named 'risk owners', this was to reflect the Council's new managerial structure. It was emphasised that whilst the risk scores had not changed following this review and the risk register seemed a little more settled that did not mean that the risks themselves were not as severe or serious. The objective of the colour chart at the beginning of Register itself (Appendix 1) was to clearly illustrate to the reader the severity of each risk before and after the implementation of mitigation measures. It also illustrated each risk's 'trend' since the previous review, and indicated whether as a result of the application mitigation measures the risk was now within the Council's 'risk appetite' threshold. Despite the fact that a number of mitigation measures had been implemented with a view to managing the risks the 'trend' for a number of them remained the same as under the previous review. In the case of over half the corporate risks the 'risk appetite' was greater than the Council's tolerance level, this was due to the complexities involved with individual risks. However, the Council's aim was to continually drive down the risks.

The Strategic Planning and Performance Officer provided the Committee with an overview of the most significant changes detailed in the report. These included:

Risk 01 – Safeguarding: the governance relating to this risk was now extremely tight with regular reports being provided to the Corporate Executive Team (CET) and to Cabinet Briefing. As well as Scrutiny the Governance and Audit Committee had also highlighted its concerns regarding this risk, particularly with regards to staff recruitment and retention pressures in social care. As a result, the Council's

Internal Audit department were undertaking a review of recruitment and retention matters.

Risk 21 – the development of effective partnerships and interfaces between Betsi Cadwaladr University Health Board (BCUHB) and the Council: the current review of the Risk Register had been undertaken prior to the Health Board being placed back in special measures. Nevertheless, following the Welsh Government's (WG) decision to place BCUHB back in special measures officers discussed the situation with the 'risk owner'. As a result of those discussions it was decided not to revise the risk score at present, but that CET would closely monitor developments at the Health Board having particular regard to their potential impact on this risk.

Risk 36 – the risk associated with the economic and financial environment worsening beyond current expectations and having a detrimental impact on local businesses: this risk has been slightly modified to focus more specifically on businesses rather than on communities, with Risk 37 focussing on economic hardship for local communities, including inequalities and deprivation.

Risk 50 – the terminology in the title of this risk had changed from 'Looked After Children' to 'Children Looked After'.

Concluding her presentation, the Strategic Planning and Performance Officer advised that the Council was currently carrying 20 corporate risks in the Risk Register of which 11 or 55% were outside of the Authority's 'risk appetite'. However, the owners of these 11 risks were comfortable that every possible mitigation measure was being taken with a view to managing these risks. It was emphasised that as the Corporate Risk Register was the place where all the greatest risks to the Council and its communities were recorded and managed, there would always be a number of risks outside of the Council's risk appetite. By having them included on the Register the Council was acknowledging their existence, the potential severity of their impact and was attempting to do everything within its powers to manage and mitigate their impact.

Members were advised by the Interim Head of Service that the Council's management team viewed the Corporate Risk Register very seriously and consequently a session would be held imminently during which the Authority's Senior Leadership Team (SLT) would be discussing the risks collectively with a view to ensuring that everyone and very Service was doing all within their means to manage and mitigate the impact of the risks, particularly those which were outside of the Council's risk appetite.

Responding to members' questions the Lead Member and officers:

- explained the differences and the relationships between the Corporate Risk Register, Service Risk Registers and Project Risk Registers. The Risk Registers Guidance identified trigger points when risks may require to be escalated from one register to another and vice-versa. Officers could at any time contact the Corporate Support Service: Performance, Digital and Assets to seek advice on whether it would be beneficial to escalate a risk to the Corporate Risk Register. Whilst at first it may seem unusual that large

high financial risk projects, such as the Queen's Market and the new Waste Depot, did not appear on the Corporate Risk Register but appeared on Service or Project Risk Registers, they did actually feature on the Corporate Risk Register collectively under 'risk 18 relating to programme and project benefits not being fully realised.'

- advised that Service Risk Registers were reviewed on a quarterly basis. During that review process consideration would be given to whether any Service level risks should be escalated to the Corporate Risk Register.
- Escalation and de-escalation of risks between the Corporate and Service Registers occurred on a regular basis. Services were encouraged to ensure that any activities required by their particular service to help mitigate the impact of corporate risks featured within their Service Business Plan.
- advised that the current socio-economic environment was contributing towards the 'trend' in relation to a number of risks remaining static. Although the situation was continually changing and the Council needed to respond to the changes, it would take some time for this to reflect in the 'trend' status for the risks.
- advised that the Corporate Risk Register should give elected members' some assurance that the Council was continually identifying and monitoring risks and responding to those risks by putting mitigating measures in place. Ideally the Council's goal would be to carry a level of risk that was consistent with its 'risk appetite'. If then after achieving that goal the trend remained static that would be an acceptable position to be in.
- advised that the actions in place to respond to Risk 01 relating to Safeguarding reflected the seriousness with which the Council viewed the potential implications of this risk. However, the Council was of the view that having a standalone process, outside of the Risk Register process, to address this risk would not be beneficial.
- confirmed that Risk 50 relating to the WG's commitment to eliminate profit from the care of Children Looked After resulting in an unstable or unsuitable supply of placements did not relate to the Council providing the service in-house. It was essentially about eliminating profit from service provision and related to the business model for these types of services. Councillor Alan Hughes registered his concerns that if WG did proceed with this approach it would pose a huge risk for the Council going forward and therefore required close monitoring. It was confirmed that the Bwthyn y Ddôl Integrated Children's Assessment Centre project in Colwyn Bay was progressing despite some initial setbacks. Officers agreed to make enquiries on the current status of the project with Councillor Bobby Feeley, who represented Denbighshire's Scrutiny Committees on the Project Board, and the Corporate Director: Social Services and Education.
- drew members' attention to the section titled 'anticipated direction of travel' which could be found in the narrative for each risk in the Register. The information contained in this paragraph could help provide reassurance to members about what officers anticipated to happen going forward. This section may also raise further concerns which members may wish to examine in detail at Scrutiny.
- confirmed that the ICT Service did take the threat of a cyber-attack extremely seriously. Some work was currently being undertaken on a UK-wide basis under the auspices of Operation Palisade, part of the counter terrorism work,

in relation to cyber security. The Council also undertook its own cyber security work as well as participating in national cyber security events and work. It employed a dedicated Cyber Security Officer, all services had business continuity plans to ensure services continued to be delivered in the event of a cyber-attack, and a simulation exercise had been conducted to test the Authority's response in the event of a cyber-attack. Mitigation against cyber-attacks and proposed actions in response to such attacks were regularly reviewed and updated. The Governance and Audit Committee had recently considered an Audit Wales (AW) report on cyber security. This report was discussed under Part II business, but was available for all councillors to read. The Committee, if it wished, could request to examine the Council's cyber security arrangements.

- offered to provide assistance to individual members who wished to access and navigate the corporate reporting system for data gathering purposes.
- advised that as a result of the complexities involved with the risks listed in the Corporate Risk Register, particularly those that were above the Council's 'risk appetite' level, it would be extremely difficult to identify specific 'target dates' for reducing the residual risk score. Target dates may also prove unhelpful as they could take the focus away from the important elements related to the risks. The narrative under the 'anticipated direction of travel' was a far better guide to follow in relation to reducing residual risk scores. As the Risk Register document required by law to be accessible to all users and able to be read by a 'screen reader' officers agreed to make enquiries on whether an appropriate indicator could be included under the 'anticipated direction of travel' illustrating the current direction of travel.
- illustrated the complexities entailed with Risk 33: the cost of care outstripping demand, which comprised of a number of elements including increase in the cost of living, introduction of the real living wage, demand and supply and demographic changes. This risk had featured on the Risk Register for a long time and was expected to remain on the Register for the foreseeable future. The issue of monitoring that the Real Living Wage when implemented reached the pockets of care workers was a concern. Officers agreed to make enquiries on the matter and feedback to the Committee on how this could be monitored.
- advised that looking ahead the majority of the main risks facing the Council were currently listed on the Corporate Risk Register. When reviewing risk registers with Directors and Lead Members the guide question which was usually asked was "is there anything that keeps you awake at night?" Anticipating the future was generally built into the risk register review process. One potential new risk which was currently coming to the fore, and may well feature on the Corporate Risk Register in future, was a risk relating to the conduct and management of elections. This potential risk stemmed from the introduction of new rules and regulations relating to the holding of elections. The increasing divergence in election conduct and management practices between elections governed under UK election regulations and those governed in Wales under Senedd regulations had been identified as a potential risk going forward. Officers would be shadowing English authorities during the forthcoming local elections in May with a view to gaining a better understanding of the new requirements in order to build in risk mitigation measures for the holding of elections in Denbighshire in due course.

- confirmed it was key that officers were aware of the challenges facing their services and that they ensured that they were listed on their Service's Risk Register. If then, in their opinion, those risks were becoming too great for them to manage them at a service level they could request that they be escalated to the Corporate Risk Register. If services were effectively managed nothing on the Corporate Risk Register should therefore come as a surprise.
- emphasised that having risks, such as health and safety for instance, listed on the Corporate Risk Register was not a bad thing. It was actually good practice and reflected well on the Authority, as it was acknowledging publicly that these risks existed and demonstrating to residents that it was proactively taking steps to mitigate against the potential adverse impact of the risks occurring. Having both the Governance and Audit Committee and Performance Scrutiny Committee regularly reviewing the Risk Register also provided added assurances that all risks were being given detailed consideration.
- Members were invited to bring any issues of concern to them to the attention of officers ahead of the next review of the Register in September 2023.

Members requested that their concerns on the adverse effect that Risk 48: recruitment and retention of staff also had on the health and well-being of staff members expected to cover additional work due to the Council carrying a high number of vacant posts, be noted. Concerns were also raised in relation to the lack of information and consultation to date with local businesses on the proposed new Economic Strategy for the county, which Scrutiny was due to examine in November 2023. Officers agreed to raise these concerns with the relevant services.

At the conclusion of the discussion members thanked the Lead Member and officers for attending and for being open and willing to answer all questions raised and for encouraging all elected members to participate in the review and provide feedback.

The Committee:

Resolved: subject to the above observations made in relation to the Corporate Risk Register Review of February 2023 to –

- (i) accept the amendments made to the Register as outlined in the report and detailed in Appendix 2;***
- (ii) acknowledge the rationale used to determine the status of each risk against the Council's Risk Appetite Statement (Appendix 3); and***
- (iii) endorse the colour and trend status summary document for members and officers use at Appendix 1.***

6 SCRUTINY WORK PROGRAMME

The Scrutiny Co-ordinator introduced the report and appendices (previously circulated) the purpose of which was to seek the Committee to review its programme of future work.

Members were guided through the draft forward work programme in Appendix 1. They were advised that the draft programme of work for their next meeting on 8 June included a fairly substantial report on 'Recruitment, Retention and Workforce Planning, along with the Quarter 4 report on the Council Performance Self-Assessment. Enquiries recently made in respect of provisionally listed item on the 'Learner Travel Measure (Wales)' had revealed that this report would not be available until the autumn at the earliest, as the Welsh Government (WG) had recently indicated that it would be seeking further information from authorities regarding school transport prior to reporting the conclusions of its review. However, the Committee was informed that the Scrutiny Chairs and Vice-Chairs Group (SCVCG), at its meeting later that day, was likely to seek the Committee to consider a report on the forthcoming 'Review of the Climate and Ecological Strategy' at its June meeting.

Committee members were also advised that the SCVCG would also be considering a number of requests for education related topics to be scrutinised within the next municipal year. If these request were approved for scrutiny they would most likely feature on the Committee's forward work programme in the near future.

Committee members were encouraged to complete a scrutiny proposal form (Appendix 2) in respect of any topic which in their view merited detailed examination by Scrutiny.

Prior to seeking nominations for Committee members to serve on the remaining vacant Service Challenge Groups the Scrutiny Co-ordinator outlined the contents of Appendices 3 and 4 to the report.

In seeking nominations to serve on the vacant Service Challenge Groups the Committee was requested to consider appointing members who had not already been appointed to serve on any of the other Service Challenge Groups. Adopting such an approach would ensure that every Committee member had an opportunity to serve on at least one Group and would therefore share the workload fairly between all members.

Councillor Andrea Tomlin registered her interest in becoming the Committee's representative on the Housing and Communities Service Challenge Group, with Councillor Jon Harland indicating his interest in being appointed as the representative on the Corporate Support Service: People Service Challenge Group. As a number of Committee members were absent and no expressions of interest were forthcoming for the remaining Service Challenge Group – Corporate Support Service: Performance, Digital and Assets, it was:

Resolved:

- (i) subject to the amendments and potential inclusions outlined above, to confirm the Committee's Forward Work programme as set out in Appendix 1; and***
- (ii) to appoint the following members to serve as the Committee's representatives on the named Service Challenge Groups:***

***Housing and Communities - Councillor Andrea Tomlin
Corporate Support Service: People – Councillor Jon Harland
Corporate Support Service: Performance, Digital and Assets – to be
appointed at the next meeting.***

7 FEEDBACK FROM COMMITTEE REPRESENTATIVES

Councillor Gareth Sandilands, the Committee's representative on the newly formed Capital Scrutiny Group (CSG), provided a brief overview of the proceedings at the Group's inaugural meeting. During the meeting the CSG had approved its terms of reference and discussed capital bid applications from the Housing Service and the Heritage Service.

Councillor Hugh Irving, in his capacity as Scrutiny's representative on the Queen's Building Project Board, advised that at a recent meeting of the Board discussions had taken place on the process for appointing an operator for the facility. The Project was currently on target to be delivered on time and within budget.

Meeting concluded at 11.10am

Report to	Performance Scrutiny Committee
Date of meeting	8th June 2023
Lead Member / Officer	Cllr. Emrys Wynne, Lead Member for Broadband and Digital Strategy
	Liz Grieve, Head of Housing and Communities Service
Report author	Philip Burrows, Digital Officer
Title	Poor Internet Connectivity in Denbighshire

1. What is the report about?

1.1. The connectivity status of properties in Denbighshire.

2. What is the reason for making this report?

2.1. To advise the members about the internet and telephony status in Denbighshire.

3. What are the Recommendations?

That the Committee:

3.1. reviews and understands the information provided regarding the current situation of internet and telephony connectivity in Denbighshire; and

3.2. determines whether further scrutiny of specific connectivity issues is required.

4. Report details

4.1. Out of the total 50,290 premises in Denbighshire 3,362 premises receive internet speeds of 30Mbps or less and 1,485 premises receive internet speeds of 10Mbps or less. (See Appendix A for more detail.)

4.2. 'Helping residents to understand options and solutions for improved internet connectivity' is an aim within our Corporate Plan and DCC have invested in a Digital Officer post (from February 2020 to May 2025) to advise individuals, businesses, and communities on this.

4.3. The Digital Officer works closely with Members and City, Town and Community Councils when advising communities.

4.4. This is important because the connectivity landscape and options for improvement are complex to navigate, owing to the following factors:

- i) There is no legal obligation on Openreach to connect every property with fibre.
- ii) Denbighshire County Council, the Welsh Government and UK Government, have no power to influence how a private company (Openreach) runs its business. We can only encourage them to install more fibre into our county by supporting residents to access UK Government 'Gigabit Voucher' grants.
- iii) The 'Gigabit Voucher' grants can only be accessed if numerous eligibility criteria are met, and often requires residents to work as a collective to pool their vouchers together for the value to cover the cost of install through the formation of a 'Fibre Community Partnership'. However, this is a time-consuming process and sometimes still is not enough to meet the cost.
- iv) Access to the 'Gigabit Voucher' scheme is impacted upon by other projects aiming to roll out fibre. For example, the UK Government 'Gigabit Project'.
- v) Alternative technologies such as wireless connections, satellite and 4G are available but are not always the best solution for residents.

(See Appendix B for more detail.)

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

5.1. This work relates to the 'A Better Connected Denbighshire' priority, specifically the aim about 'Helping residents to understand options and solutions for improved internet connectivity, including through Fibre Community Partnerships.'

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

6.1. There are no costs associated with the production of this report.

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

7.1. Not required for this report.

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

8.1. A workshop was held for the Performance Scrutiny Members on 27th April 2023 on this subject.

9. Chief Finance Officer Statement

9.1. Not required.

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

10.1. Unless a community's collective Gigabit Voucher value equates to 130% of the Openreach quote, the collective requires a legal entity such as a Community Interest Company (CIC). This can be daunting and undesirable to residents and so the Digital Officer partners with Denbighshire Voluntary Services Council (DVSC) to provide community members with appropriate support through this process.

10.2. It was hoped that windfarm grant provision in Denbighshire could help bridge any funding gaps between the Gigabit Voucher scheme and fibre install costs. However, there is some trepidation from the fund managers around the likely future extent of demand, affordability for the grant funds and the value for money in such investment. Therefore, the Digital Officer will focus on Fibre Community Partnership Schemes that are most likely to be affordable with Gigabit Vouchers alone.

10.3. The Openreach Public Switched Telephone Network (PSTN) also known as the copper-based exchanges, will be turned off by December 2025. Premises using the fibre-based VoIP system should know they will lose emergency landline phone use in the event of a power cut. If their modem and phone do not have electricity, they cannot make a phone call. On the old copper-line based system, the small amount of electricity carried over copper-lines powered the phone. This is more problematic in areas with no 4g signal. The Digital Officer will work

to inform communities of this risk and seek to find other solutions where possible.

11. Power to make the decision

11.1. Section 21 of the Local Government Act 2000

11.2. Section 7.2.3 stipulates that Scrutiny can consider any matter which affects the Council's area or its inhabitants

Appendices:

Appendix A: Current internet connectivity position in Denbighshire

Based on Ofcom figures (which are appropriate to use for planning purposes on this topic), Denbighshire has the following numbers of premises (where a premise equates to an address, i.e. could be a business address, or where one building might contain multiple flats, each of which is a premise).

Total number of premises	50,290
Number of Premises with less than 30mbs	3,362
Number of Premises with less than 10mbs	1,485
Number of premises with less than 5mbs	841
Number of premises with less than 2mbs	328

Appendix B: Further Detail Regarding the Options and Complexities around Improving Connectivity in Denbighshire

1. DCC's Limited Ability to Influence Openreach Work

1.1. The UK Government classes telephony as an Open Market. This means it is not Openreach's sole responsibility to connect every premise. There are dozens of telephony/internet providers in the UK, whom, have the same opportunity to connect Denbighshire's premises. They choose not to do so, because of the expense.

2. Gigabit Voucher Grant

2.1. The UK Government provides a grant called 'Gigabit Vouchers', which offers funding for fibre-based internet installations. This grant gives eligible premises up to £4,500 towards the cost of having fibre installed.

2.2. By forming groups of eligible properties and pooling said money, it is sometimes possible to cover the quote provided by Openreach to install fibre via their Fibre Communities Programme.

2.3. This process takes approximately two years; Six months to form the group, gather data and apply, Openreach then quotes an 18-month lead time for completion after signing the contract.

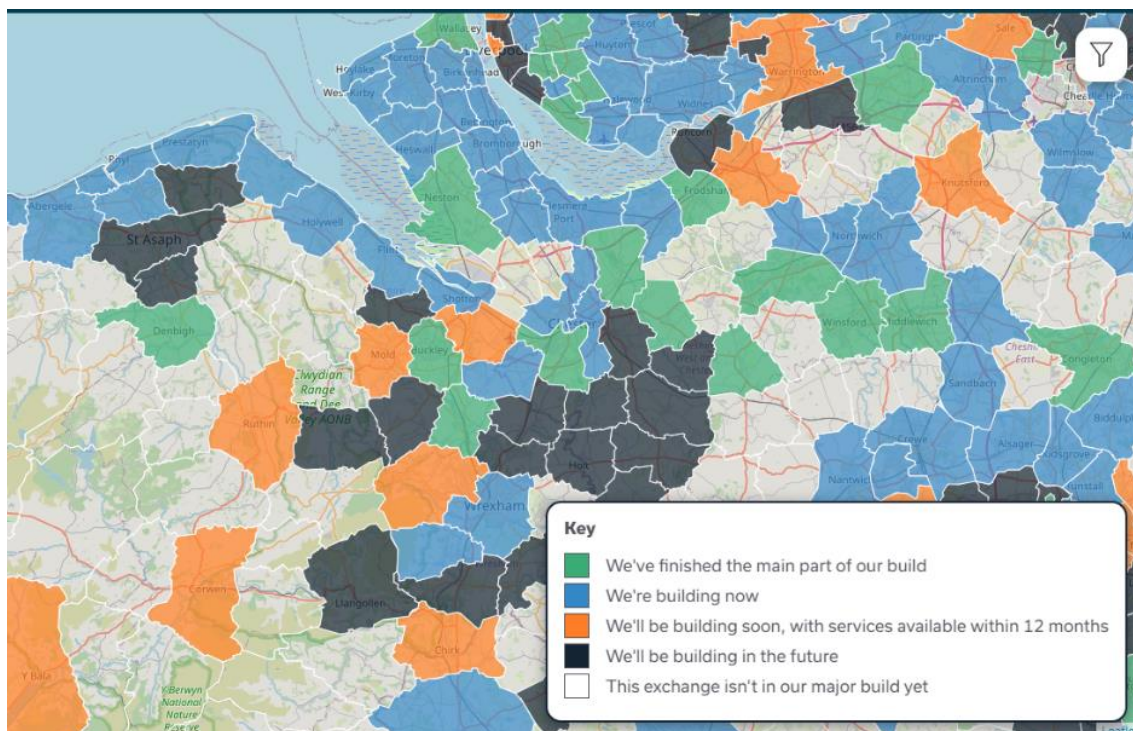
2.4. Properties eligible for the Gigabit Vouchers are ones that receive less than 100mbps and are not in a current upgrade scheme or have not been classed as 'under-review' for an upgraded by Openreach.

2.5. UK Government has paused the 'Gigabit Voucher' scheme in Wales, until it finalises the 'Gigabit Project' roll-out plan.

2.6. The Welsh Government no longer contributes towards the Gigabit Vouchers.

3. Planned Upgrades in Denbighshire

3.1. Openreach have released a map showing which exchanges are they are working on between now and December 2026. Openreach promise to upgrade a minimum of 75% of the premises in each exchange upgrade area. Openreach will not allow us to form Fibre Community Partnerships in these areas.



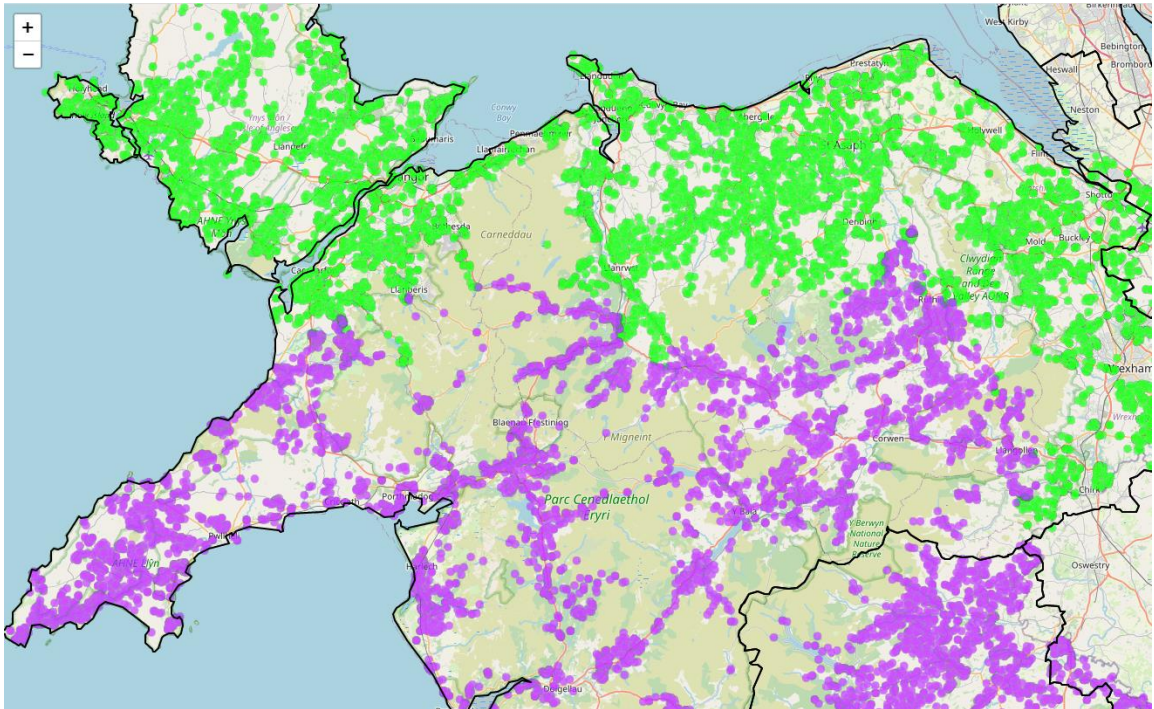
<https://www.openreach.com/fibre-broadband/where-when-building-ultrafast-full-fibre-broadband>

3.1 The UK Government submitted 5000 Denbighshire properties for tender to have fibre installed under their scheme 'Project Gigabit'. However, none are guaranteed to be installed.

3.2 The submitted addresses under 'Project Gigabit' do not consider Openreach's current upgrade plans, have not targeted those properties that receive less than 30mbps, and contains around 500 caravans.

3.3 Project Gigabit has divided Wales into four lots. Lot 3 (purple) and Lot 4 (green) encompass Denbighshire. We know two or more providers have

submitted quotes for parts of Lot 4. It is unknown for how many or which premises.



3.4 The North Wales Economic Ambition Board has £4 million in funding to provide better internet connections under the banner of 'The Last few %'. It is unknown at this stage how many properties in the six member counties this project will encompass or which properties they will target. The member counties are: Conwy, Denbighshire, Flintshire, Gwynedd, Isle of Anglesey and Wrexham.

4 Alternative Technologies

4.1 As an interim solution for poorly connected areas, there is grant funding for the purchase and installation of 4g routers with external antennas.

4.2 Fixed Wireless Broadband and Starlink: These technologies offer reasonable connectivity for most of Denbighshire but should not be considered as a long-term solution. The Welsh Government grant 'Access Broadband Cymru' offers funding to purchase the equipment and cover the cost of installation. Starlink is prohibitively expensive costing £75 per month.

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Report to	Performance Scrutiny Committee
Date of meeting	8 June 2023
Lead Member / Officer	Councillor Gwyneth Ellis, Lead Member for Finance, Performance and Strategic Assets
Head of Service	Nicola Kneale, Interim Head of Service Corporate Support Service: Performance, Digital and Assets
Report author	Emma Horan, Planning and Performance Officer
Title	Council Performance Self-Assessment 2022 to 2023

1. What is the report about?

1.1. This report accompanies the Council's Performance Self-Assessment for 2022 to 2023, providing our end of year analysis of progress and challenges with our key performance objectives (i.e. our Corporate Plan themes), and for the first time presents data against the new Corporate Plan's performance management framework.

2. What is the reason for making this report?

2.1 Regular reporting is an essential monitoring requirement of the Council's performance management framework and our statutory duties in relation to the Local Government and Elections (Wales) Act 2021, the Equality Act 2010 and Wales Measure 2011, and our contributions to the Well-being of Future Generations (Wales) Act 2015.

2.2 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 Feedback is sought on the content of the draft reports, attached at appendix I and II, before we take the reports through committees and seek approval of the final documents by Council in July.

3. What are the Recommendations?

- 3.1. That Performance Scrutiny Committee considers the reports, and agrees any further actions required to respond to any performance related issues highlighted within them.

4. Report details

- 4.1 With this report, we present two documents. Appendix I presents our Executive Summary, which seeks to draw out the highlights of our performance against our objectives (i.e. our Corporate Plan themes that are also our Well-being and Equality Objectives) and the seven governance areas prescribed in the Local Government and Elections (Wales) Act 2021. 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. We have introduced a new section within this report called 'Overall, how well are we doing?'. This section highlights areas we should focus on to ensure performance can be sustained and where needed, improved.
- 4.2 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 January to March 2023, and is the first performance report for our new Corporate Plan performance management framework. The new Corporate Plan and associated performance management framework is significantly larger than our last, but we have managed to keep the report to the same size as our previous reports. Services and the Strategic Planning Team have done a great deal of work to collate the data that we have available, but we acknowledge that there are some gaps to further investigate and areas for development. These areas are highlighted and discussed within the reports. Our next performance report for April to June, is likely to present

a more complete picture of performance. This Performance Update Report for January to March, when combined with the Executive Summary and the three preceding Update Reports, makes up our Self-Assessment for 2022 to 2023. 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.

- 4.3 From our October to December report to these present reports, we included Well-being and Equality sections that capture our contributions to the Well-being of Future Generations (Wales) Act 2015; the Equality Act 2010, and subsequent Wales Regulations 2011 and 2021 (which includes the socio-economic duty). We also include an update on Equality and Diversity, which captures corporate initiatives in support of this agenda.

5. How does the decision contribute to the Corporate Plan 2022 to 2027: The Denbighshire We Want?

- 5.1 The Performance Self-Assessment includes an evaluation of the Council's success in delivering against its Corporate Plan themes.

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 2022. New projects / programmes of work within the Corporate Plan will be individually assessed, as any new actions will be going forward.

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

- 8.1. The reports have 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 and Cabinet at Cabinet Briefing. Further consultation will take place with Cabinet and Governance and Audit; prior to being submitted to County Council for approval on July 4, 2023.

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.

10.2 The risk of poor performance being reported out of context, impacting on our reputation. On this basis, we have already shared the draft report with the Communications Team.

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); and The Equality Act (Authorities subject to the Socio-economic Inequality Duty) (Wales) Regulations 2021.

11.4 Section 21 of the Local Government Act, 2000 and Section 7 of the Council's Constitution outline Scrutiny's powers and duties with respect of scrutinising the authority's performance.

Appendix I

Executive Summary: Self-Assessment of Performance, 2022 to 2023

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 Plan themes), 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](#).

Mae'r ddogfen hon ar gael yn Gymraeg. This document is available in Welsh.

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Contact details and more information

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By telephone: 01824 706291

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

By post:

Strategic Planning and Performance Team
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.

To keep up-to-date:

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Our Approach to Self-Assessment

Our approach to Self-Assessment follows the same one undertaken for the first year that one was legally required, in 2020 to 2021. We have continued to use a new style of Performance Self-Assessment Update report, one that responds to the performance requirements of the Local Government and Elections (Wales) Act 2021 and reflects on the Corporate Health of the organisation. Our reports, produced quarterly and published [online](#), involve an analysis of the seven governance areas recommended by the Act's statutory guidance, as well as continuing 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. This Executive Summary brings the volume of the quarterly reports together alongside a critical overview of our performance, the extent to which our performance is driving positive outcomes and how well our governance is supporting continuous improvement. This summary also looks ahead to key opportunities and challenges.

We have a great body of quality evidence around how we are performing as a council, which has been comprehensively catalogued in our quarterly Self-Assessment Performance Update reports. These make up our ongoing self-assessment. However, the extent of the evidence available has not been helped by the size of our new Corporate Plan Performance Management Framework. It is difficult to make such a large document accessible, but this emphasises the importance of our continuing to produce this short executive summary, providing only very high-level summary statements that assess our performance (taking into account the wealth of quality information available in our quarterly reports). We have also in our latest report reintroduced a colour and trend status summary that provides a more visual overview of performance, whilst still meeting accessibility standards.

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 identified improvement actions during their production. The council's Service Performance Challenge programme, which normally generates improvement actions, was suspended this year to reflect ongoing changes to Council's membership and our senior leadership

restructure. However, these will recommence during 2023 to 2024 and feed into our quarterly Self-Assessment Update reports.

During 2022 and 2023 the council launched its 'Stakeholder Survey' for the second time, to ask specific questions now required under the Act. An analysis of the most recent results is provided in our accompanying Self-Assessment Performance Update report for the period January to March 2023. The council will now look forward to running similar engagement exercises annually as part of its approach to Self-Assessment.

Equality and Diversity

The new Corporate Plan encompasses our equality and well-being objectives, and these are reported through our quarterly reports. The Interim Strategic Equality Plan we were required to create for 2021 to 2022 is now complete and has been closed. Any indicators, measures, activities and projects which are still relevant / live, have been, where appropriate, transferred to the new Corporate Plan. Although our engagement work on the development of the Corporate Plan themes was 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.

Our [report for the period October to December 2022](#), highlighted our commitment to equality and diversity and we considered how each new Corporate Plan theme applies the sustainable development principle and five ways of working (collaboration, involvement, long-term, integration, prevention) and delivers the seven well-being goals (Well-being of Future Generations (Wales) Act 2015).

In October 2022, we established a Strategic Equality and Diversity Group, comprising Lead Members, the Corporate Director for Governance and Business, Heads of Service and Diversity Champions from each of the five political parties in the county. The group is chaired by Cllr Julie Matthews, Lead Member for Corporate Strategy, Policy and Equalities. The role of the Group includes taking responsibility for ensuring that the council demonstrates fairness in its delivery of services and its employment practices; to ensure a culture in which all individuals are treated with dignity and respect, and offensive and discriminatory behaviour and harassment are not tolerated; and to monitor the quality of key well-being impact assessments and consider how those assessments are used in

our decision-making. The Group is not a decision-making body but can refer issues to relevant committees and groups when decisions are required.

The Group met twice in the period being reported to discuss equality and the new Corporate Plan (including our Strategic Equality Objectives), Well-being Impact Assessment, Diversity in Democracy, and the Anti-Racism Wales Action Plan. Going forward, the Group will critique Well-being Impact Assessments (focussing on equality and diversity), review the statutory reports for the Public Sector Equality Duty and Gender Pay Gap, and will ensure robust arrangements are in place meet the council's general and specific duties under the Equality Act 2010. The Group will also monitor our commitment to the Zero Racism Pledge.

Overall, how well are we doing?

This Self-Assessment demonstrates that during the year we have used our resources economically, efficiently, and effectively; that our governance is functioning and effective; and that our focus is on securing the best possible outcomes for our environment and communities in Denbighshire. This section summarises our performance and governance across the year into some general observations about our strengths and weaknesses, opportunities and challenges.

- We have strong member engagement, and our governance is well-functioning and responsive. This is demonstrated by management of the escalated risk about safeguarding at senior leadership level, operational management and through to Scrutiny, Cabinet and Governance and Audit. We need to ensure we continually test consensus around how long we are prepared to tolerate the highest level of risk in our Corporate Risks, especially given the present challenges to community well-being and the potentially negative impact on staff well-being.
- Our senior leadership team is keen to ensure engagement with members and communities is proactive and meaningful. Members have been fully engaged in the development of our new Corporate Plan (a plan that compliments wider public sector plans). A challenge will be to ensure backbenchers continue to feel a part of the development and delivery of the Corporate Plan over the next few years.
- Members are likely to be asked to make ever more challenging decisions over finances and service delivery. This could jeopardise what is a very ambitious and wide-ranging Corporate Plan and impact community and environmental well-being.

- The legacy of the pandemic and the change to a new, hybrid working pattern has resulted in a new settled way of working for council employees and services continue to be delivered to a high standard. Policies to support hybrid working have taken longer than expected and a challenge for the future will be to ensure innovation and productivity is sustained.
- The rationale for the restructure of our senior leadership team reflected an understanding of how we are operating now, and how we needed to adapt - in a sustainable way - to the likely demands we will face in the future. There are though Corporate Plan pledges for which we have no agreed way forward; and are cited here as gaps. We have faced continuing barriers with the connected theme in terms of sustainable travel (this is a perennial issue, a legacy of our [previous Corporate Plan](#)). There is sometimes a lack of pace and Corporate Plan governance structures, once confirmed, must be more agile in recognising and resolving barriers to progress.
- A lack of pace is also the result of continuing pressures recruiting staff (and has been the driver of escalations in several of our corporate risks). Key areas of work, such as in procurement or strategic asset management, and staff well-being has been impacted by staff shortages. In social care, we have worked tirelessly to ensure delivery is safe despite severe issues with recruitment and retention, as discussed in the [Director of Social Services annual report](#) (the 2023 to 2024 report is due imminently). These are national challenges and are resulting in risks to outcomes for our communities. We will need to be ever more creative in recruiting and retaining staff.
- Service Performance Challenges were suspended this year and will resume from April 2023. These are instrumental in identifying potentially transformative actions to address deficiencies in services, to better align services with strategic and collaborative objectives, and to support services to maximise opportunities to achieve better value for money or service outcomes. Actions arising from these challenges will be reported as Improvement Actions through our quarterly self-assessment reports.

Performance Objectives – Corporate Plan 2022 to 2027

Given the accompanying Performance Self-Assessment Update report is our first opportunity to comment on performance, we are using the sections below in this Executive Summary to largely outline weaknesses or threats in relation to securing the change we

have committed to in our Corporate Plan. Future reports will contain more analysis about the effectiveness of our actions on outcomes for people, places, and communities. Where things are not working out as hoped, we will explain why and what we are doing about it.

The fact many of our Corporate Plan themes build on the work started in our last Corporate Plan demonstrates our commitment to using evidence and stakeholder aspirations to plan for the long term to prevent problems from deteriorating or developing in the first place. In short, we are committed to embedding the sustainable development principle and five ways of working. Given most activity has yet to start in earnest, we feel this summary adequately represents our current position and the main areas of challenge we are facing in the early stages in delivering our new Corporate Plan.

A Denbighshire of quality housing that meets people's needs

Measures: Priority for Improvement

Projects: On Target

This theme is well-established, and the council has a strong track record of collaborative working across services as well as with external partners to achieve goals set out in the [Housing and Homelessness Strategy Action Plan](#). However, performing well against this theme will be a challenge as factors outside the council's control, such as the economic climate, continue to create pressure and threaten success. The council has pledged to signpost residents to opportunities to improve the efficiency of their homes and this is an area for development with many new measures and activities in the pipeline from April 2023. The interconnected nature of this with fuel poverty will need to be considered going forward. Improving the energy efficiency of Council Housing stock is also a challenge for us and will likely require significant resource for us to meet the Welsh Housing Quality Standard that is expected to be upgraded in the near future. Tackling Denbighshire's levels of homelessness has been and will continue to be a significant area of work for the council and its partners. Much work is being targeted towards early intervention and prevention as well as the use of our Welsh Government approved Rapid Rehousing Plan to reduce the number of households experiencing homelessness, ensuring that where homelessness cannot be prevented, instances of it are rare and brief. Bringing the Single Access Routes to Housing (SARTH) system in-house from April 2023 will provide an opportunity to better understand local housing need and keep residents informed of available housing options.

A prosperous Denbighshire

Measures: Priority for Improvement

Projects: On Target

Establishing a performance framework encompassing economic growth and business and community enterprise development has largely been achieved. There is an opportunity to develop this further as the council's new economic strategy takes shape in 2023. This will be a significant and key piece of work with many interdependencies to manage and opportunities for collaboration and involvement with services across the council as well as external partners. To maximise the benefit for our residents, we will need to address current gaps in measuring the growth of our green and rural economies and our support of local social and community enterprises. Development of the economic strategy for Denbighshire will be an important milestone and will need to be in place early on in this Corporate Plan for us to be able to start to implement and measure change. Residents' incomes are lower by national comparison, with average annual pay figures for Denbighshire ranking lowest of all local authorities in Wales for 2022 to 2023. Poverty negatively affects well-being and is a driver of inequality (as evidenced in the Conwy and Denbighshire Well-being Assessment). Improving outcomes for our residents in this regard is a significant focus for this new Corporate Plan, but, as above, aspects of economic prosperity are beyond our control as a council. There is a need to play to our strengths and build on the recent success of schemes such as March for Business and Working Denbighshire, and to continue the good work done to secure external funding for large- and small-scale projects.

A healthier and happier, caring Denbighshire

Measures: Good

Projects: At Risk

It is worth noting that of all the Wales Index of Multiple Deprivation (WIMD) domains, the highest number of areas in Rhyl in the 10% most deprived areas was in this domain; clearly demonstrating the relationship between socio-economic disadvantage and health and well-being. Thresholds will need to be set for as many measures as possible to help us judge our performance in this theme. The UK Government has announced that the implementation of the Liberty Protection Safeguards (LPS) is being delayed beyond this current parliament. The Council will continue with current arrangements for protection

safeguards, so no gaps in service provision is envisaged, and will look to implement and embed the LPS when possible. The Alzheimer's Society will no longer be offering the Dementia Friendly organisation status and will end the initiative in December 2023. We have decided we will, for the remainder of the year, stop our work to pursue this status, which means we will not complete the 2023 assessment. The Ageing Well in Denbighshire Group and the Dementia Friendly Council Group have merged, and work will continue to enhance provision for people living with dementia and those caring for them under the World Health Organisation eight domains of an Age Friendly Community.

A learning and growing Denbighshire

Measures: Acceptable

Projects: On Target

The council's performance framework around its Learning and Growing theme is comprehensive and will provide a more detailed picture going forward on the work that it delivers in support of young people, specifically including more detail around early years' child development, and support for skills and employability. In the case of early years' support in particular, there is a great deal of valuable work taking place across numerous teams that previously was not publicly reported upon, and may also benefit from greater oversight and integration. A significant area of work for us is delivery against the Welsh Government's Sustainable Communities for Learning Programme, but the council has a strong track record of excellent delivery in this area; investing some £100m in over 7 years in schools and education facilities across the county. Community Focussed Schools is also a new challenge for us that needs to be fully scoped and better understood, and will likely require significant resource for us to meet our aspirations. There also remains nationally an issue with how local authorities can report on attainment data, but we rely on close working with GwE, our School Improvement Consortia, to understand exactly what support our schools need to deliver high standards of teaching and learning.

A better connected Denbighshire

Measures: Acceptable

Projects: Experiencing Obstacles

The project to develop a Sustainable Transport Plan (STP), which includes active travel, featured in our last Corporate Plan. It is not without its challenges, and whilst there are

measures around reducing carbon emissions and increasing public EV charging points, at present it is unclear how other priority areas in the STP will be measured. These are:

- Increasing the use of passenger transport for everyday journeys.
- Increasing travel choices for our residents, businesses and visitors.
- Facilitating development that has good transport links and encourages journeys by sustainable transport modes.
- Increasing the use of active travel for everyday journeys.

A greener Denbighshire

Measures: Acceptable

Projects: At Risk

Following positive feedback from Audit Wales on our programme management and organisational ambition on this agenda we are reassured that we have a well-scoped action plan in place. However, ensuring that we meet our net carbon zero commitment as an organisation by 2030 continues to be a challenge and will not be easily achieved. We have good governance in place though to ensure continual monitoring and challenge takes place. A national report about the public sector's response more generally, to becoming carbon neutral by 2030, broadly says organisations need to be bold and take risks if they are to stand a chance of meeting this ambitious target. We will be reviewing our Climate and Ecological Change Strategy 2030, its scope and targets during 2023 to 2024. At that point it is likely that we will need to increase momentum, make bolder decisions, and be prepared to tolerate greater risks to become net carbon zero.

A fairer, safe, and more equal Denbighshire

Measures: Acceptable

Projects: At Risk

We are not confident that we have sufficient measures or activities in place to monitor our pledge within this theme to ensure that the experiences of people from diverse backgrounds, seldom heard groups, and those at a socio-economic disadvantage are heard and inform decision making. The Strategic Equality and Diversity Group (SEDG) will work with partners to ensure we have external contact details for seldom heard groups and community cohesion groups which will help to address this perceived gap. Positively though, the Council was commended during the year by the Older People's Commissioner

for Wales for its [good practice in the work which has been done on raising awareness of pension credit](#) for the county's communities.

A Denbighshire of vibrant culture and thriving Welsh language

Measures: Acceptable

Projects: At Risk

Welsh language performance measures for council services and customer services are to be determined once the Welsh Language Strategy and Policy have been agreed in June 2023. It is difficult to measure the culture change that the Corporate Plan calls for in terms of the use of the Welsh language internally, in the community, and our commitment to supporting the celebration of Welsh culture more broadly. We will have to develop more qualitative means of assessing our success in this area. There is a gap in terms of our desired cultural strategy for Denbighshire. There is no clear sense of how this will be achieved at present. Positively though, our new Cabinet includes a [Lead Member for Welsh Language, Culture and Heritage](#).

A well-run, high performing council

Measures: Priority for Improvement

Projects: At Risk

This theme incorporates our values and principles as an organisation and statutory performance reporting obligations (predominantly under the Local Government and Elections (Wales) Act 2021). Embedding and measuring a new customer service framework will be a significant and key piece of work with many interdependencies across themes, such as Welsh language and culture. This work will require an integrated approach including officers from across services, stakeholders and elected members. How this will be taken forward has not yet been agreed. Ensuring that value for money is embedded within our organisational culture, and that decisions are balanced by considering service quality and social value, has been cited as a suggested piece of activity with a suggested possible measure. This work needs to be scoped. Staff have worked with the Chief Executive to develop actions to embed [our five principles, which this theme has been structured around](#). We will incorporate these actions once they are agreed.

Governance Functions – The Council’s Corporate Health

Denbighshire’s [annual governance statement](#) highlights specific strengths and areas for improvement. Our statement for 2021 to 2022 is published online. The 2021 to 2022 statement set out improvement actions that link to our governance functions, such as workforce capacity and resilience, code of conduct ([well-run high performing council](#)), procurement and contract management, funding and whistleblowing. Our statement for the financial year 2022 to 2023 will be presented to Governance and Audit Committee in July 2023.

Corporate Planning

In this last year, the council has continued to deliver on key strategic strands of work to meet its legislative requirements under the Local Government and Elections (Wales) Act 2021, the Well-being of Future Generations (Wales) Act 2015, and the Equality Act (Wales) Regulations 2011. Significantly, its new Corporate Plan for 2022 to 2027 was approved by [County Council in October, 2022](#). Our corporate plan was developed using the body of evidence developed by the Public Service Board. Discussion at that level - and across Boards such as the Regional Leadership Board, North Wales Economic Ambition Board - has informed the development of our Plan. However, we have seen less informal qualitative participation from partners, for example in our focus groups, than has previously been the case. We have also continued with implementing arrangements for two European Union replacement funds (the community Renewal Fund that ended in December 2022; and the Shared Prosperity Fund, for which applications for projects were sought), and the Levelling-Up Fund. Cabinet also endorsed the Regional Economic Framework for North Wales. These things have been achieved whilst simultaneously welcoming a new Council and Cabinet from May 2022, inducting, training and appointing new councillors to new responsibilities and committees; and working to restructure our Corporate Executive and Senior Leadership Teams (having appointed two new directors to key roles, and agreeing a new structure for services from April 2023). Key challenges ahead will include implementing new governance arrangements for the Corporate Plan; recruiting to four vacant Head of Service posts from April 2023; and moving our New Ways of Working project to the next phase to look at office assets. Improvement actions identified over the last year have therefore, on the whole, progressed very well. However, like most other councils in Wales, we know that we still need to consider arrangements to put a Peer Assessment Panel in place in the term of the current council, responding to the

Local Government and Elections (Wales) Act, 2021. Although slightly improved, we also acknowledge that overall customer satisfaction with the council and its long-term plans is not where we would like it to be. Our new Corporate Plan has a clear focus on how the council works, including customer service, engagement, and our performance. It is important that we demonstrate improvement in these areas and respond to the expectations of our customers.

Financial Planning

The council's financial planning arrangements have proven robust, and the council holds a reasonably stable reserve and has strong monitoring and planning mechanisms in place to actively manage pressures, such as the Medium Term Financial Plan, Treasury Management, the Budget Setting process, and a [Capital Budget setting Process](#) which is in the process of being developed. 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 reported to Audit Wales that our policies and procedures for [countering fraud and corruption](#) are in place and well-managed. Audit Wales has given assurance that the council has adequate arrangements in place for the [certification of grants and returns](#) (for 2020 to 2021). The continuing delays to the approval of the [Statement of Accounts for 2021 to 2022](#) remains a challenge due to the timescales affecting other areas of work for the Finance Team, and therefore impacting service delivery going forward. The most significant issues facing councils in recent times have been brought about by global economic uncertainty, inflation, and demographic pressures. There is a risk that the current level of services may be unsustainable over the coming years.

Performance Management

The council has undertaken significant work in this year to develop its new Corporate Plan Performance Management Framework, with excellent engagement and input at all levels of the organisation. Significantly, the new framework will address concerns around a lack of benchmarking within the council's corporate performance reporting and elevate a significant amount of service level performance data to its public reports. The size of the framework will, however, present a challenge to manage, and considerable work is still required to embed the new framework within our reporting structures and to develop identified gaps. Following agreement of governance arrangements for the new Corporate Plan, it would also be timely for the council to update its [Performance Management Guide](#). The council has in this last year [published](#) and built upon its approach to self-assessment

through its comprehensive quarterly performance reports, satisfying requirements under the Local Government and Elections (Wales) Act, 2021; and has delivered the second year of its annual stakeholder engagement, seeing an increase in participant numbers from the previous years. We continue to develop Verto, our performance management system, to make improvements where we can and update our guides and training materials, though these improvements have been secondary to those being made to the project management side of the system. Since their appointment, the council's scrutiny committees have considered a wide variety of reports touching on the council's performance in numerous functions, but no significant issues relating to corporate performance management have been raised this year. Following approval of the new Senior Leadership Team structure, arrangements for the council's Service Performance Challenge programme have also been agreed and will commence from May 2023. These are important meetings for considering the performance and improvement of our services. Finally, the council has struggled this year to maintain the capacity of its Internal Audit Team, but is proactively addressing this and has seen some improvement in its staffing levels there more recently.

Risk Management

Training was offered to all councillors on the council's risk management methodology (which includes risk appetite), ahead of the first [Performance Scrutiny](#) meeting of the new Council in June 2022. The report included, for the first time, a summary to help communicate the growing number of risks that the council faces in the current global climate. The council's [risk appetite statement](#) was reviewed and updated. The council's previously 'minimalist' risk appetite in relation to Workforce: Terms and Conditions was relaxed very slightly to a 'cautious' risk appetite, to reflect the way we are 'flexing' recruitment processes – in a safe way – to alleviate challenges in filling roles. All other aspects of our risk appetite statement have remained the same. This year we have seen a growing interdependency between risks (in terms of existing risks growing in likelihood or impact), and national and global issues that are beyond our control, such as the deterioration in the economy and continuing pressures in relation to recruitment and retention. We apply a "three lines of defence model" whereby for our most serious corporate risks, we use performance data, identify key and ancillary controls, and identify external and internal assurance that is in place or is planned. For example, the risk of "a serious safeguarding or practice error, where the council has responsibility, resulting in serious harm or death" was escalated during the year. Despite concerted efforts, the risk

score was increased, and remains at an increased level, based on our assessment that the chance of this occurring is higher than it was previously and whilst we do not regard the likelihood as “almost certain to occur in most circumstances” (which is the definition of Risk Likelihood A in our risk methodology), the risk had to be escalated to the highest level. Our governance has responded to this with increasing oversight by Cabinet, Performance Scrutiny and Governance and Audit; whereby the relationship between risk management, corporate planning and workforce planning have been highly connected, and will be subject to further interrogation by Internal Audit in the new financial year. Performance Scrutiny and Governance and Audit Committees have been satisfied with our application of risk management, but have asked to see more movement in risk scores where possible. Overall, we have a total of 20 risks on our corporate risk register; 11 of which are inconsistent with our risk appetite (55%).

Workforce Planning

Workforce planning has continued to grow in significance as the consequences of the pandemic and changes in work patterns and opportunities have heightened challenges in relation to recruitment and retention across the council and presented greater risks to outcomes for services and vulnerable people in particular (see [risk management](#) above). In October 2022, [Governance and Audit Committee](#) considered a report outlining the findings of the ‘follow up’ inspection of the Intake and Intervention Service, Education and Children’s Services. The review identified positive findings and areas for improvement, and an action plan was created to improve on those areas of concern. The follow up inspection highlighted some areas of improvement, but recognised the impact of a high number of vacancies across the service that impacted the improvement journey. Again, staff retention and recruitment were recognised as of national concern. A detailed report about recruitment, retention and workforce planning across the council was presented to [Governance and Audit Committee](#) in January 2023, following earlier reports received in [November 2022](#), about the September 2022 risk review and recruitment and retention issues in social services. The Committee was reassured that officers were aware of and responding adequately to challenges in relation to recruitment and retention. An Internal Audit review into these matters will take place during 2023 to 2034. This review will be critical in ensuring our responses to recruitment and retention are correct and effective. In response to the continuation of hybrid virtual and in person committee meetings, a Senior Committee Administrator was appointed early in the year to support democratic governance activities. Our senior leadership restructure was consulted on and

implemented at Director-level from summer 2022, with the complete senior leadership structure being implemented from April 2023. This has taken longer than expected but will result in a transformational redesign of services, whereby the council is on the 'front foot' in relation to influencing and preventing demand; better positioned to maximise opportunities; and has clearer leadership on important matters like climate change and Welsh language. We have improved the data that we hold about our own workforce for equality purposes, and after putting in place temporary additional resources to address the back-log caused by the pandemic of Disclosure and Barring Service (DBS) checks, compliance stood at 92% by the end of March 2023 compared to 85% in September 2022. We have completed a review of our flexible working policy and guidance subject to approval from Cabinet, these will be implemented from June 2023 together with support for staff and managers with the new ways of working. A fresh workforce planning process will commence once the new senior leadership structure is in place later in the year. This will need to align more closely to our strategic asset management (a weakness identified by Audit Wales in its [local study of Denbighshire's asset management and workforce planning](#)).

Assets

As we stated last year, the council faces significant challenges with regards to its assets. We have a perennially deteriorating and very large network of roads and bridges, requiring a continued financial budget commitment in order to address this decline, combined with meeting the challenge of progressing significant projects such as the replacement of the Llanerch Bridge; a large portfolio of buildings to align with our Net Carbon Zero ambition; a growing need to support and facilitate decarbonisation in procurements; and growing pressures on our ICT infrastructure. However, we have made improvements. We secured Welsh Government funding for optimised retrofit works for energy saving in our council housing. We have invested in our capability to generate the council's own electric from installed renewable energy generation; more than tripling the installed capacity through schemes such as roof mounted solar photovoltaic (PV) panels. Simple carbon mitigations are now included in our contracts and it is now standard practice for major projects (above £1 million in value) to use a connection to the national grid for electricity, where available. We have made significant investments in green public transport, though the Ruthin electric bus (the country's first-ever zero emission 100 per cent battery-operated 16-seat minibus) and through electric vehicle charging, with points being installed across the county and through a multi electric vehicle charging hub, the largest charging hub in Wales, which went live in Rhyl. The council has drafted a revised Information Risk Policy, which it will

shortly seek approval for. The requirement for services to consider Information Risk as part of their Service Planning for 2023 to 2024 and services are also encouraged to continually review their Service Risk Registers, which should capture any information risks that services are carrying. We have good health and safety and fire safety procedures in place. Community Focussed Schools and how those are maximised as assets will be a focus for the year ahead, as described under our [learning and growing theme](#). We have been unable to progress a Service Challenge Action (Improvement Action), to establish Remote Meeting Hubs in areas where broadband connection is poor. Development of a new asset management strategy has been delayed because of staff capacity. Once the strategy is in place, we will develop and deliver portfolio plans to determine the shape, size and future use of assets for each of the council's asset management portfolios. As stated above, the strategy and portfolio plans will need to closely align to workforce planning to ensure our assets are managed for the longer term in a way that supports and integrates with our workforce plan.

Procurement

The council spends around £130million every year buying third party goods or services, and Denbighshire has continued to prioritise securing local community benefits through our procurements. During the year the Community Benefits Hub Manager became a permanent role and we have taken a leading role as Chair of the Welsh Government Social Value Working Group. We are delivering better outcomes for our communities through our procurements. For example, through initiatives such as tree planting, which includes the 'right tree in the right place' principle, or through a new standard practice for major projects (above £1 million in value) to use a connection to the national grid for electricity for their power supply (instead of local diesel generators), where available. One contractor, Balfour Beatty - on the Rhyl East Coastal Defence project - achieved an independently verified 82% reduction in energy use by the Site Office complex as a result. Going forward, the Community Benefits Hub will promote use of a 'green tariff' for electricity grid connection. In terms of outcomes for people, a solar panel project for council homes in Rhyl involved a proactive contractor drawing in tenants and other local people to upskill and some participants have gained full time jobs as a result (the number will be confirmed in the next reporting period). Other benefits remain challenging to measure and report (such as reduction in miles travelled on contract delivery). Contract Procedure Rules are compliant with the Socio-Economic Duty but need to be updated again to reflect new UK Public Procurement legislation due in 2023 to 2024.

Notwithstanding delivery of many of our improvement actions and achievements for our communities, progress across a range of actions to improve and decarbonise procurement have continued to be slow as we were unable to appoint into procurement manager and specialist decarbonisation roles. For example, we had hoped to develop and adopt a new Procurement Strategy by the end of the summer 2022. Given the capacity issues we have faced and the national developments in relation to new legislation, a delayed start is probably correct given this is such an important area of work for us to get right and will require culture change across the organisation and the local supply chain. Fortunately, in February 2023, our Community Benefits Hub Manager was successfully appointed to a Collaborative Procurement and North Wales Construction Framework Manager post. We are confident that following this appointment we are now well-placed to respond to the two new procurement Bills from Welsh and UK Governments and have a solid foundation for building on the relationships with the local supply chain, national companies and local community and voluntary groups. Our new Corporate Plan is in alignment with the growing mandate from Welsh Government to refocus procurement on community impact (Well-being of Future Generations (Wales) Act and the Social Partnership and Public Procurement (Wales) Bill) as part of our assessment of value for money.

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Appendix II

Corporate Plan Performance Update: January to March 2023

This document presents the council's performance against its Corporate Plan themes and governance areas between January to March 2023, including our application of the Sustainable Development principle, the Public Sector Equality Duty, and Socio-Economic Duty.

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Contact details and more information

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By telephone: 01824 706291

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

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Denbighshire County Council
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LL15 9AZ

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

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Summary position

Strategic Planning and Performance Officers continued to hold discussions with Cabinet members, Corporate Directors, the Senior Leadership team, managers and staff at all levels, to determine the right strategic set of measures and activity to monitor through these performance reports. This exercise also involved service planning for the year ahead, to ensure our services all work coherently as 'one council' and identify their contribution to the nine Corporate Plan themes. We have also incorporated our Strategic Equality Objectives into this work, and identified national indicators to support benchmarking. In our previous report, we considered our application of the [sustainable development principle](#). The basis of the framework was agreed by Cabinet and our Senior Leadership Team in March 2023, and it forms the basis of this report for January to March 2023. The chapters below provide a summary of activity that has taken place during the last period beneath our Corporate Plan themes, with a round-up of contributing news and committee items. There will be aspects still in need of development and some gaps to fill; some of these will be confirmed in time for our next report, others are more complex and will require further scoping. These will be considered as we confirm existing or establish new governance arrangements for the Corporate Plan.

Overall, we can see through this report that our [Housing](#) theme is already established following on from our previous Corporate Plan. We are aware and already responding to address weaknesses in our performance, especially in relation to homelessness where outcomes for our communities are not as positive as we want and aspire them to be. [Economic growth](#) is concerning, and we would like to see incomes and pay increase. Poverty negatively affects well-being and is a driver of inequality (as evidenced in the Conwy and Denbighshire Well-being Assessment). Improving outcomes for our residents in this regard is a significant focus for this new Corporate Plan. Development of an economic strategy for Denbighshire will be an important milestone and will need to be in place early on in this Corporate Plan for us to be able to start to implement and measure change. In terms of a [healthier, happier and caring Denbighshire](#), thresholds will need to be set for as many measures as possible to help us judge our performance in this theme. It is worth noting that of all the Wales Index of Multiple Deprivation (WIMD) domains, the highest number of areas in Rhyl in the 10% most deprived areas was in this domain; clearly demonstrating the relationship between socio-economic disadvantage and health and well-being. There are some concerning issues that our [Learning and Growing](#) theme aims to tackle, such as our placement within the Education and Employment domains

within the Wales Index of Multiple Deprivation, attendance at school and the number of Year 11 Leavers known Not to be in Education, Employment or Training (NEET). However, we have effective and robust arrangements in place to work collaboratively to address these challenges and there is exceptionally good preventative work taking place in support of Early Years development. [Connectivity](#) and access to services continues to be problematic for us and is a theme that continues from our previous Corporate Plan. We will be in a better position to analyse our performance once road condition data becomes available. Ensuring that we meet our [net carbon zero commitment](#) as an organisation by 2030 continues to be a challenge and will not be easily achieved. We have robust governance in place to test our progress and the plans we have in place. While we have made a judgement overall about our measures and projects for a [fairer, safe and more equal Denbighshire](#), we will be better placed to judge our performance and identify obstacles or challenges from our next report. Our [vibrant culture and thriving Welsh language](#) theme, together with our final [well-run, high performing council](#), will need to seek out imaginative and qualitative ways to judge the extent to which the culture change we want to see is achieved. In relation to our final theme, we are pleased to have our Corporate Plan so closely aligned to our organisational values and principles. The fact many of our Corporate Plan themes build on the work started in our last Corporate Plan demonstrates our commitment to using evidence and stakeholder aspirations to plan for the long term to prevent problems from deteriorating or developing in the first place. Given most activity has yet to start in earnest, we feel this summary adequately represents our current position and the main areas of challenge we are facing in the early stages in delivering our new Corporate Plan.

Corporate Plan theme summary

The measures evaluation for each theme below 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.

A Denbighshire of quality housing that meets people's needs

Measures: Priority for Improvement

Projects: On Target

A prosperous Denbighshire

Measures: Priority for Improvement

Projects: On Target

A healthier and happier, caring Denbighshire

Measures: Good

Projects: At Risk

A learning and growing Denbighshire

Measures: Acceptable

Projects: On Target

A better connected Denbighshire

Measures: Acceptable

Projects: Experiencing Obstacles

A greener Denbighshire

Measures: Acceptable

Projects: At Risk

A fairer, safe, and more equal Denbighshire

Measures: Acceptable

Projects: At Risk

A Denbighshire of vibrant culture and thriving Welsh language

Measures: Acceptable

Projects: At Risk

A well-run, high performing council

Measures: Priority for Improvement

Projects: At Risk

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.

Our data tables use this same language, except for 'Priority for Improvement', which is truncated to 'Priority to Improve'. Our data tables also show information about trend. Trend is identified as 'Better', 'Worse', or 'Same' and is based on a comparison with the previous period for which we have data. Where possible, we also show trend for projects and activities, which is determined by comparing the overall status of the project or activity with its status in the previous period. Project and activity statuses are identified as 'On Target', 'Experiencing Obstacles', 'At Risk' or 'Compromised'.

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

A Denbighshire of quality housing that meets people's needs

Measures: Priority for Improvement

Projects: On Target

Corporate Plan Performance Framework: Measures Update

Some measures under this theme are new to 2023 to 2024 and no data is available yet. Looking at the data we do have, we exceeded our targets in some respects, securing housing for 16 people on the Complex Disabilities Housing Register. However, a 'Priority for Improvement' are the rates of housing deprivation, which increased between 2014 and 2019, as shown by the Wales Index of Multiple Deprivation (WIMD) data. We do not know what the situation is post-pandemic as the most recent WIMD data is for 2019. Addressing the issue of homelessness in Denbighshire has been challenging, and this is reflected in the three indicators categorised as a 'Priority for Improvement'. These are benchmarked nationally and show that Denbighshire has the third lowest rate of prevention of all Wales's local authorities and the lowest rate of positive discharge from homelessness for the year 2021 to 2022. Data for 2022 to 2023 shows that for homelessness prevention and relief, Denbighshire's performance is worse than the previous year and for rates of positive discharge, performance is better. Comparative data with other authorities for this recent year is unavailable at this time. Much work is being done to tackle this issue, however, as part the Housing and Homelessness Strategy Action Plan. For example, early intervention and prevention work is in progress with performance data for My Home Denbighshire (MHD) starting to be collected in this period, and there are promising signs from the homelessness prevention figure of 89%.

Council housing stock compliance with the Welsh Housing Quality Standard (WHQS) has remained at 100%, though we must recognise the rate of full compliance (without acceptable fails) is much lower at 58%. Despite rising costs impacting the volume of efficiency improvement work that is achievable, we have seen an improvement in the percentage of Council Housing stock achieving an energy rating of C or above from 35% to an 'Acceptable' 42%. Overall tenant satisfaction levels are lower than we would like, however, and we continue to drive forward tenant involvement schemes (see [projects update](#)) and hope to build on this in the coming year.

The number of dwellings improved with a disabled facilities grant fell from 106 in the previous year to 66 in 2022 to 2023 and is a 'Priority for Improvement'.

A new focus for 2023 is signposting all residents to opportunities to improve the efficiency of their homes, giving us an opportunity to increase engagement with people through digital as well as more traditional means. As we monitor progress going forward, we will assess the need for support and make links to tackling fuel poverty.

Denbighshire was the highest performing local authority in terms of its supply of affordable housing in 2021 to 2022. The additional supply of Council Houses was at an ‘Acceptable’ The number of 15 for 2022 to 2023. However, there are completion dates in sight for Council Housing developments in the Spring of 2023 (see [projects update](#)). The Single Access Route to Housing (SARTH) waiting list numbers reduced during this period, and with the assessment system being brought in house in April 2023, an opportunity to review and improve systems has been created with activity to this effect commencing from April. Also from April, we will monitor our engagement with people whose housing security may be ‘At Risk’ through partnership working between Citizen’s Advice Denbighshire (CAD) and the Homelessness Prevention Team (HPT) as well as through the My Home Denbighshire early intervention service.

For further measures and activity related to the support offered to those experiencing homelessness please see our [learning and growing theme](#) and for connections between energy efficiency and fuel poverty, please see our theme for a [fairer, safe and more equal Denbighshire](#).

Wales Index of Multiple Deprivation Measures

Wales Index of Multiple Deprivation (WIMD) data is published every four to five years.

Title	2014	2019
The percentage of Lower Super Output Areas (LSOAs) in Denbighshire in the 10% most deprived in Wales in terms of Housing (Wales Index of Multiple Deprivation - WIMD) – Benchmarked Nationally	14% Priority to Improve Better	16% Priority to Improve Worse

Annual or Biennial Measures

Title	2021 to 2022	2022 to 2023
The number of dwellings improved with a disabled facilities grant - Benchmarked Nationally	106 Priority to Improve	66 Priority to Improve

Title	2021 to 2022	2022 to 2023
	Better	Worse
The number of people who were on the Complex Disabilities Specialist Housing Needs Register for whom supported housing has been secured - Benchmarked Locally	13 Excellent Better	16 Excellent Better
The percentage of stakeholders who agree that there is sufficient, good quality housing in Denbighshire, which meets people's needs - Benchmarked Locally	No data	31.19% Priority to Improve
The percentage of households successfully prevented from homelessness (section 66) - Benchmarked Nationally	41.97% Priority to Improve Worse	38.35% Priority to Improve Worse
The percentage of households successfully relieved from homelessness (section 73) - Benchmarked Nationally	21.55% Priority to Improve Worse	15.96% Priority to Improve Worse
The percentage of households positively discharged from homelessness (section 75) - Benchmarked Nationally	44.75% Priority to Improve Worse	50.22% Priority to Improve Better
The total number of care leavers who experience homelessness during the year (As defined by the Housing (Wales) Act 2014) within 12 months of leaving care - Benchmarked Locally	9 Good Better	3 Excellent Better
The percentage of council properties compliant with the Welsh Housing Quality Standard - Benchmarked Nationally	100% Excellent Same	100% Excellent Same
The percentage of Council House tenants that were satisfied with the quality of their home - Benchmarked Locally	84% Priority to Improve Better	Data pending. Expected later in 2023
The percentage of tenants that were satisfied with the way Denbighshire Housing deals with repairs and maintenance - Benchmarked Locally	77% Priority to Improve Worse	Data pending. Expected later in 2023
The percentage of existing and acquired Council housing stock achieving an EPC (Energy) rating of C or above - Benchmarked Locally	35.44% Priority to Improve Better	41.89% Acceptable Better

Title	2021 to 2022	2022 to 2023
The additional supply of affordable housing, including social housing, provided during the year - Benchmarked Locally	222 Excellent Better	Data pending. Available June 2023
The additional supply of Council Houses provided - Benchmarked Locally	13 Acceptable Better	15 Acceptable Better
The percentage of empty private properties brought back into use through direct action by the local authority - Benchmarked Locally	No data	22% Excellent

Quarterly or Biannual Measures

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
The percentage of emergency housing repairs completed within target time - Benchmarked Locally	93.48% Priority to Improve Better	92.51 Priority to Improve Worse	95.85 Acceptable Better	94.72 Priority to Improve Worse	97.22 Acceptable Better
The number of disabled adaptations carried out for council house tenants	51 Count only	59 Count only	66 Count only	64 Count only	56 Count only
The number of households helped through the ECO4 scheme	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The number of page views of the energy efficiency page on our website	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The number of people on the SARTH waiting list - Benchmarked Locally	2050 Priority to Improve Better	2075 Priority to Improve Worse	2190 Priority to Improve Worse	2235 Priority to Improve Worse	2,093 Priority to Improve Better

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
The number of referrals received into Early Intervention and Prevention (My Home Denbighshire)	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	80 Count only
The percentage of referrals Early Intervention and Prevention (My Home Denbighshire) that have been prevented from presenting to homelessness prevention service - Benchmarked Locally	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	89.36% Excellent
The percentage of referrals Early Intervention and Prevention (My Home Denbighshire) that are for people in employment	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	22.5% Count only
The percentage of referrals Early Intervention and Prevention (My Home Denbighshire) that are a) Privately Rented	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	63.75% Count only
The percentage of referrals Early Intervention and Prevention (My Home Denbighshire) that are b) Local Authority	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	11.25% Count only
The percentage of referrals Early Intervention and Prevention (My Home Denbighshire) that are c) Housing Association	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	2.5% Count only

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
The percentage of referrals Early Intervention and Prevention (My Home Denbighshire) that are d) Owner occupied	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	5% Count only
The percentage of referrals Early Intervention and Prevention (My Home Denbighshire) that are e) Unknown	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	17.5% Count only
The number of people at risk of homelessness supported by the CAD-HPT (Citizens Advice Denbighshire-Homelessness Prevention Team) link officer	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024
Of those people at risk of homelessness supported by the CAD-HPT (Citizens Advice Denbighshire-Homelessness Prevention Team) link officer, the % that are in employment	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024

Corporate Plan Performance Framework: Project Update

There are 17 projects listed within this theme in the Corporate Plan. Five are running 'On Target', four are 'Experiencing Obstacles', one is at business case stage, and two are complete. Four projects are new for 2023 to 2024, due to begin April. There is one project 'At Risk' (Improving Energy Efficiency in Council Houses). The expected policy change to the Welsh Housing Quality Standard is an area of concern for energy efficiency targets in Council Houses, with cost increases impacting the volume of work that is achievable in order to meet the new targets. However, as outlined in the measures summary, there is a positive trend in the Energy Performance Certificate ratings data. Overall, the most

significant project within this theme is to deliver the [Housing and Homelessness Strategy Action Plan](#). This is an overarching project encompassing many if not all aspects of this theme. It is encouraging to see that this is 'Experiencing Obstacles' and is not considered to be 'At Risk', though it is important to recognise that homelessness measures are a 'Priority for Improvement'.

One complete project to 'Develop and implement Best Use of Stock plan to make best use of housing stock to meet changing need' has been incorporated into the usual business activity of the service and there is work now being done to target the issue of under occupation in Council Housing. One other project is complete: 'Implement a programme of Tenancy Visits to support tenants and gather accurate data on households to inform service provision'. This work is now business as usual, though will be combined with work to engage tenants who are most likely to experience social inequality to access services and take an active role in their community.

Projects or Activities

Title	Status	Exception
Deliver and monitor the Housing and Homelessness Strategy Action Plan	Experiencing Obstacles Same	
Develop and implement Best Use of Stock plan to make best use of housing stock to meet changing need	Complete	This is business as usual as there will be regular ongoing projects to support this. We are currently working on targeting under occupiers to link to new developments in Prestatyn for example.
Project: Improving Energy Efficiency in Council Houses	At Risk Same	Good progress has been made to increase the number of properties surpassing the council's energy target. However, we await the new WHQS policy which we believe will heavily impact our targets going forward.
Work collaboratively with Flintshire County Council providing contact information and	Not started	Work to commence from April 2023

Title	Status	Exception
signposting on our website regarding homes' energy efficiency		
Promote Energy Efficiency page on our website through our social media channels	Not started	Work to commence from April 2023
Signpost to Welsh Government's NEST scheme through the post	On Target	
Project: Gypsy and Traveller Accommodation Assessment	Experiencing Obstacles Same	
Project: Denbighshire replacement Local Development Plan	Not started	At business case stage
Project: Ruthin Extra Care Housing (Phase 2)	Experiencing Obstacles Same	
Explore how we can protect housing through new Welsh Government legislation to regulate the impact of second homes	Not started	Work to commence from April 2023
Project: Edward Henry Street	On Target Same	
Project: Additional Council Housing Developments	On Target Same	
Work with Rhyl Regeneration Programme Board to contribute to progressing Rhyl Residential Strategy	Experiencing Obstacles Same	
Develop performance and reporting systems following the implementation of SARTH and current SPoA triage service to further understand citizens accessing housing information / SARTH	Not started	Work to commence from April 2023
Develop a tenant involvement framework for Denbighshire Housing	On Target Same	
Implement a programme of Tenancy Visits to support tenants and gather accurate data on households to inform service provision	Complete	This is Business as Usual and will be combined with work to engage tenants who are most likely to experience social inequality to access

Title	Status	Exception
		services and take an active role in their community
Project: SARTH: Bring in-house	On Target	

A round up of news

The following news and committee items took place in this last period in support of this theme:

In January, Cabinet approved the temporary extension of contracts and the process for retendering of contracts in relation to [Denbighshire Learning Disability Supported Living Schemes](#). Approval was obtained from Cabinet in March, for the provision of [a Dynamic Procurement System for delivery of Disabled Grant Facilities](#), which will be delivered in partnership with Flintshire County Council.

At the same meeting, Cabinet approved the [renewal of the housing maintenance voids contractor framework](#) to undertake refurbishment work to empty domestic properties owned by the council (known as voids).

Cabinet support was also given for the [Replacement Local Development Plan Preferred Strategy](#). Key changes to the Preferred Strategy included making additional references to climate change mitigation, carbon reduction and active travel.

Performance Scrutiny Committee examined the progress made to date in delivering the [Housing and Homelessness Strategy](#). The report outlined key areas of progress such as affordable housing.

Performance Scrutiny Committee, on considering a report outlining feedback to Welsh Government on [mould and condensation in Denbighshire's Council housing stock](#), concluded that it was satisfied with the systems and processes in place to address such issues.

The council awarded The Salvation Army with a contract to run the [Temporary Emergency Accommodation Support Project in Rhyl](#), which aims to support people in Denbighshire currently housed in emergency accommodation. The project will create twenty new jobs.

A prosperous Denbighshire

Measures: Priority for Improvement

Projects: On Target

Corporate Plan Performance Framework: Measures Update

Within this theme there are a number of nationally benchmarked measures that give an indication of performance compared to other local authorities in Wales. However, there are some gaps as we await the publication of new national data. There are also gaps in the data where new measures will be taken forward by the council from April 2023. A key aspect of this theme is delivering initiatives to stimulate economic growth and the measures below suggest that this is an area for concern. Rates of average annual pay are a 'Priority for Improvement', and though they have increased, they are the worst in Wales. The Wales Index of Multiple Deprivation (WIMD) data for income is also a 'Priority for Improvement', as is the claimant percentage for Universal Credit in Denbighshire. However, we have several activities designed to boost the local economy and we will measure the external funding secured by the council for economic development going forward in 2023, from April.

Recognising the local and global economic challenges it faces, the council will be developing an economic strategy from April 2023 to include green, rural, and urban economic growth plans as well as enhancing tourism. We do have STEAM data available for 2021 to 2022, which suggests that the economic impact of tourism figure is improving, though this is still a 'Priority for Improvement', and we await the release (in summer) of more up to date data for 2022 to 2023. The council also recognises its role in supporting business growth, local enterprise, and community benefit. The Working Denbighshire scheme has made good progress by supporting 15 people to gain work experience placements during this period. However, the most recent national data available shows that the rate of businesses closing (business deaths) exceeded the rate of new businesses being created (business births) and the business death rate in Denbighshire during that time was the third highest in Wales and a 'Priority for Improvement'. Good progress was seen in the business birth rate, however, which had a positive trend, and 390 businesses were supported through 23 training and networking events held between 2022 to 2023.

For further measures and activity in support of skills, training and employment please see our [learning and growing theme](#); for community development and benefits, see our theme

for a [better connected Denbighshire](#). Finally, for further themes connected to the local economy, see [A Denbighshire of vibrant culture and thriving Welsh language](#) and [A well-run, high performing council](#).

Wales Index of Multiple Deprivation Measures

Wales Index of Multiple Deprivation (WIMD) data is published every four to five years.

Title	2014	2019
The percentage of Lower Super Output Areas (LSOAs) in Denbighshire in the 10% most deprived in Wales in terms of Income (Wales Index of Multiple Deprivation - WIMD) – Benchmarked Nationally	14% Priority to Improve Same	12% Priority to Improve Better

Annual or Biennial Measures

Title	2021 to 2022	2022 to 2023
Average gross annual pay for people who live in the area and work full time (£) - Benchmarked Nationally	26780 Priority to Improve Better	27121 Priority to Improve Better
The percentage of stakeholders who agree that Denbighshire has a prosperous economy that provides access to the right skills, jobs, and income – Benchmarked Locally	No data	31.89% Priority to Improve
External funding (in pounds) secured for economic development	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The percentage of available funding awarded by Economic Business Development (EBD) for commercial property grants - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024
STEAM - Total Economic Impact of Tourism (£ million) - Benchmarked Locally	432 Priority to Improve Better	Data pending. Available in summer
The number of businesses taking part in training events - Benchmarked Locally	No data. Suspended due to the pandemic	390 Excellent Better

Title	2021 to 2022	2022 to 2023
Births of businesses per 10,000 of the population aged 16 to 64 - Benchmarked Nationally	78 Good Better	Data pending
Deaths of businesses per 10,000 of the population aged 16 to 64 - Benchmarked Nationally	89 Priority to Improve Worse	Data pending

Quarterly or Biannual Measures

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
The percentage of working age people who are claiming Jobseeker's Allowance or Universal Credit - Benchmarked Nationally	3.7% Priority to Improve Better	3.5% Priority to Improve Better	3.5% Priority to Improve Same	3.7% Priority to Improve Worse	3.8% Priority to Improve Worse
The number of paid and unpaid work experience placements offered through Working Denbighshire - Benchmarked Locally	No data	No data	No data	No data	15 Good
The percentage of spend with suppliers based within Denbighshire – Benchmarked Locally	36% Good Worse	39% Good Better	35% Good Worse	35% Good Same	35% Good Same
The cumulative percentage of Denbighshire contracts over £25k and under £1m containing community benefits – Benchmarked Locally	88% Excellent Worse	100% Excellent Better	64% Excellent Worse	64% Excellent Same	66 % Excellent Better

Corporate Plan Performance Framework: Project Update

There are 21 projects listed within this theme in the Corporate Plan. Seven are running 'On Target', four are 'Experiencing Obstacles', one is at business case stage and one is at project brief stage. Six projects are new for the 2023 to 2024 financial year, due to begin in April. There are two projects 'At Risk', and these are the Queen's Buildings Rhyl and the Former North Wales Hospital. The delivery confidence status for the former is 'At Risk' due to the struggle to appoint an operator and the effects of this on the completion date.

Delays are also expected at the Former North Wales Hospital due to the need to meet planning conditions and legal terms. The project has made excellent progress, however, in terms of securing additional Ambition North Wales Growth Deal funding to plug the viability funding gap.

It is worth noting that the success of these projects overall is not reflected in the measures which are, in the main, a 'Priority for Improvement'. A significant activity for the future within this theme will be to develop the council's new Economic Strategy, with work on this commencing from April 2023.

Other developments in the last period

Brief for all councillors on the North Wales Growth Deal

The work of the North Wales Economic Ambition Board, including the North Wales Growth Deal is listed as an item on the Council Workshops forward work plan reserve list for consideration beyond 2023. Any review of the reserve list should consider the inclusion of this item so that councillors may be updated on this work.

Projects or Activities

Title	Status	Exception
Enabling and supporting NW Growth Deal projects in partnership with Ambition North Wales	On Target	
Coordinating WG Transforming Towns funding programme streams	Not started	Work to commence from April 2023
Project: Corwen High Street (CS LUF)	On Target Same	

Title	Status	Exception
Develop funding bids for future rounds Levelling Up and Growth Deal funding	Not started	Work to commence from April 2023
Project: Queen's Buildings Rhyl	At Risk Same	At risk of not being completed for peak summer season. Intention to appoint operator by June.
Project: Former North Wales Hospital	At Risk Same	Viability funding secured. Development of the site is unlikely to commence for some time. Intention to take planning conditions, listed buildings, and legal agreement reports to Planning Committee by May.
Project: Victorian Post Office (Rhyl)	On Target Same	
Develop the council's new Economic Strategy	Not started	Work to commence from April 2023
Develop Town Centre Place Making Plans	On Target Same	
Develop the AONB Sustainable Tourism Plan and integrate into Local Tourism Plans	Experiencing Obstacles Same	
Deliver the Denbighshire Tourism Strategy and Action Plan 2022 – 2027	On Target Same	
Evaluate the impact of the Tourism Levy	Not started	The Tourism Levy is not actually active. We've had the consultation which ended in December 2022. It's now going through a process that will mean scrutiny at various levels in the Senedd and may then come into law before the current political term ends.
Project: Co-Relocation of Rhyl Tourist Information Centre and Rhyl Museum	Not started	Business case stage

Title	Status	Exception
Project: Seeking to improve the appearance of poorly maintained Rhyl Town Centre properties	Experiencing Obstacles Same	
Project: Reconnect the top of Rhyl High Street with the beach (Rhyl promenade)	Experiencing Obstacles Worse	
Project: Work with Rhyl Regeneration Programme Board to contribute to progressing Rhyl Public Realm Strategy	Experiencing Obstacles Same	
Project: Rhyl Gateway	Not started	Project brief stage
Work with employers to identify hard to recruit jobs and develop sector routeways to fill the gaps	Not started	Work to commence from April 2023
Co-ordinate a range of training and networking opportunities for businesses, signposting to digital courses and webinar	On Target Same	
Complete feasibility report for move-on accommodation at St Asaph Business Park	Not started	Work to commence from April 2023
Develop a Community Benefits Framework to align with the Social Partnership and Procurement (Wales) Bill	On Target	

A round up of news

The following news and committee items took place in this last period in support of this theme:

In January, Cabinet approved [year 1 applications to the Shared Prosperity Fund](#) and noted the process and timescales for future application rounds. At February's meeting, Cabinet agreed to [commission Cadwyn Clwyd and DVSC to deliver a programme](#) (including a grant regime or 'Key Fund') in the area of Business Support and Community Capacity Building under certain Shared Prosperity Fund interventions.

Mixed successes were reported in January, with the [Levelling Up Fund Announcement](#) that the Vale of Clwyd bid had been unsuccessful but that the bid for Clwyd West projects had been secured.

[Let's show our love for local businesses this Saint Dwynwen's Day](#) was Theme on January 25, as the council reminded residents to support our local towns when thinking of gifts and treats for loved ones.

[Working Denbighshire job fairs were held in Rhyl](#) in January and in [Llangollen Town Hall in March](#). The events aimed to support Denbighshire citizens to gain education, training, and employment.

[March For Business](#), the council's annual campaign for businesses across Denbighshire, returned with free workshops, networking events and advice sessions. [Pop-up events to support businesses with a range of topics](#), including starting a business, finance, and growth were held in Denbigh and Ruthin. The [North Wales March for Business Dinner attracted record attendance](#) enabling over 100 people to network and share insights on coping with the rising cost of doing business. [Denbighshire Tourism Forum](#) provided a great opportunity for delegates to hear about the latest tourism news and meet other like-minded businesses. Run by the council's Tourism Team, the next forum is planned for Autumn 2023.

A drop-in session about the [Four Great Highways drop was held at Llangollen Town Hall](#) in March, and gave residents, businesses and visitors an opportunity to view the concept design options that have been developed, further to the recent consultation that was undertaken.

The [Fifth Wheel Company](#) and [Bio-Check](#) are both St Asaph-based companies set to benefit from research and development collaborations designed to boost digital support and smart technologies. Funded by the UK Government through the UK Community Renewal Fund, all businesses taking part receive expert support on three-month intervention projects from a digital specialist.

Organised by Denbighshire County Council in partnership with Wrexham and Flintshire, over 60 businesses and 170 people participated in [familiarisation trips](#) throughout March, which are designed to share knowledge of North East Wales's attractions as part of the Denbighshire Tourism Ambassador Scheme to promote tourism.

Enhancements to green spaces and play equipment commenced in March at [Llangollen Riverside Park](#), made possible through the Brilliant Basics fund to improve tourism infrastructure across Wales.

The council and the Clwydian Range and Dee Valley AONB advised people to plan ahead when it came to [countryside visits over the Easter](#). The council highlighted new traffic measures and urged visitors to respect the countryside and park responsibly.

A healthier and happier, caring Denbighshire

Measures: Good

Projects: At Risk

Corporate Plan Performance Framework: Measures Update

In terms of the measures for this theme, the majority of these are new for the Corporate Plan, and to the 2023 to 2024 financial year. Looking at the data we do have, performance is, in the main, considered to be 'Excellent'; well above the thresholds set for them. It should be noted that many other measures do not currently have thresholds set, which means we have not set our level of ambition or intervention point.

However, 17% of Lower Super Output Areas (LSOAs) in Denbighshire remained in the 10% most deprived in Wales in terms of health (Wales Index of Multiple Deprivation) in 2019; this has increased from 10% in 2014 and is a 'Priority for Improvement'.

Our annual stakeholder survey asked stakeholders to say whether they agree that they can live safely, happily and independently in the county and also receive good support when needed. 47.44% agreed and this is a 'Priority for Improvement'.

There is excellent work being undertaken for retaining a high percentage of safeguarding enquiries from adults completed within 7 working days from the receipt of the reported alleged abuse. We can also note the number of contacts by adult carers received by statutory Social Services during the year where advice or assistance was provided continues to increase, with an excellent response.

For further measures and activity in support of housing and homelessness, please see our [Housing](#) and [Prosperous](#) themes respectively. For information about equality and deprivation, and safe environments, see our theme a [Fairer, safe and more equal Denbighshire](#). Finally, for further detail around our work to support education and well-being, see our [Learning and Growing](#) theme.

Wales Index of Multiple Deprivation Measures

Wales Index of Multiple Deprivation (WIMD) data is published every four to five years.

Title	2014	2019
The percentage of Lower Super Output Areas (LSOAs) in Denbighshire in the 10% most deprived in Wales in terms of Health (Wales Index of Multiple Deprivation - WIMD) - Benchmarked Nationally	10% Priority to Improve	17% Priority to Improve Worse

Annual or Biennial Measures

Title	2021 to 2022	2022 to 2023
The percentage of new assessments completed for children during the year that were completed within statutory timescales	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The percentage of children looked after at 31 March who have experienced three or more placements during the year. - Benchmarked Nationally	19 Count only	18 Count only
The percentage of child protection conferences held within statutory timescales - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The percentage of schools that have achieved Trauma Informed School status by 2027 - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The number of children looked after at 31 March per 10,000 population aged under 18 by local authority and year - Benchmarked Nationally	No data. New to 2022 to 2023	96
The number of young people referred to the Youth Justice Service during the year from Denbighshire - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The number of contacts by adult carers received by statutory Social Services during the year where advice or assistance was provided - Benchmarked Locally	1,037 Excellent	1,159 Excellent Better
The total number of carers needs assessments for adults undertaken during the year - Benchmarked Locally	No data. New to 2022 to 2023	401
The total number of carers needs assessments for young carers undertaken during the year - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024

Title	2021 to 2022	2022 to 2023
The number of care and support packages that have been right sized to single handed care with specialist equipment - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The percentage of schools in the county embedding the Whole School Approach to mental health and well-being (include regional involvement) - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The number of young people (per 100 of residents 10 – 18 year olds) who receive counselling in Denbighshire and have a positive outcome - Benchmarked Locally	No data. New to 2022 to 2023	3.3 Acceptable
The average improvement in young people's core score for children and young people who received counselling in Denbighshire.	No data. New to 2022 to 2023	8.5 Excellent
The percentage of stakeholders who agreed that they can live safely, happily, and independently, in Denbighshire and also receive good support when needed to promote resilience and well-being - Benchmarked Locally	No data. New to 2022 to 2023	47.44% Priority to Improve
The percentage of young people offered the active option of advocacy from Education and Children's Services - Benchmarked Locally	No data. New to 2022 to 2023	Data pending
The percentage of adults where independent professional advocacy was provided after assessment of need - Benchmarked Locally	No data. New to 2022 to 2023	72.5%
The number of projects supported by the Community Development Team, and funded, offering a positive impact upon loneliness and isolation - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The percentage of young people (aged 11-25) participating in youth activity opportunities delivered and supported by the Youth Service - Benchmarked Locally	No data	26%
The number of County Community Groups using in scope facilities Denbighshire Leisure Limited - Benchmarked Locally	137 On Target	134 On Target Worse
The number of alternative (out of scope) facilities/venues used for the delivery of	107 On Target	96 On Target

Title	2021 to 2022	2022 to 2023
services to DCC residents - Benchmarked Locally		Worse
The number of sport and recreation related projects / groups supported by the Community Resilience Team - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The number of potential entrepreneurs provided assistance to be business ready for citizen care and support needs - Benchmarked Locally	No Data	29

Quarterly or Biannual Measures

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
The percentage of safeguarding enquiries from adults completed within 7 working days from the receipt of the reported alleged abuse - Benchmarked Nationally	No data	98.7% Excellent	98.85% Excellent Better	98.84% Excellent Worse	98.8% Excellent Worse
The number of overall referrals via SPoA to receive information, advice and assistance - Benchmarked Nationally	No data	No data	No data	No data	5,126
The number of referrals / enquiries recorded on Children and Family Support Gateway - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The cumulative number of new micro-provider businesses created for citizen care and support needs - Benchmarked Locally	No data	No data	No data	No data	20

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
The number of care and support packages that have been right sized to single handed care with specialist equipment - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The number of Talking Point contacts for information, advice and assistance (libraries, One Stop Shops and hosted by Community Navigators etc) - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The percentage of citizens receiving information, advice and assistance from Talking Points who did not need to be referred into Adult Social Care - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024

Corporate Plan Performance Framework: Project Update

There are 26 projects listed within this theme in the Corporate Plan. Eight are running 'On Target', one is 'Experiencing Obstacles', and one is shown as complete; this is 'Design and deliver a sport programme to improve the health and wellbeing of young people'. There will be further work on sports programmes for young people and these will be considered business as usual.

One project is 'At Risk' relating to our work to maintain our status as a Dementia Friendly organisation with the Alzheimer's Society via an annual assessment. The Alzheimer's Society has confirmed they will no longer be offering this status (from the end 2023) and therefore we will no longer be providing annual assessments under this initiative. The Ageing Well in Denbighshire Group and the Dementia Friendly Council Group have merged and work will continue to enhance provision for people living with Dementia and

those caring for them. Furthermore, this group will work towards becoming an age friendly county with the World Health Organisation, using their eight domains of assessment, which includes social participation and respect and social inclusion, both areas covering good health and well-being for people of all backgrounds.

15 projects are new to the 2023 to 2024 financial year, and are due to begin April. One of these is at Project Brief stage, and one project, 'Implementation of the Liberty Protection Safeguards', will be delayed by the UK Government. Adult Social Care and Homelessness and Education and Children's Services have all safeguarding procedures in place, so there is no definitive gap in service provision. However, they will await further instruction from the UK Government, which is likely to be 2024 onwards.

Projects or Activities

Title	Status	Exception
Implement the Liberty Protection Safeguards and ensure effective preparation of all staff across Adults and Children's Services for this implementation.	Not started	It is understood that the UK Government has delayed implementation until the term of the next parliament.
Embed the All Wales Safeguarding Procedures in to all aspects of Children's and Services	On Target	
Work with partners to deliver the annual joint strategic plan for the North Wales Safeguarding Children's Board	On Target	
Monitor and implement requirements of Foster Wales and monitor effectiveness of national approach.	On Target Same	
Embed the work of the Independent Living Team to support individuals through direct payments or Pre-Paid Cards, to increase efficiency	Not started	This activity will commence 1 April 2023
Implement Post 16 of ALN work	Not started	This activity will commence from August 2024
Develop an in-county residential short breaks and emergency care provision for children with complex needs and disabilities within Denbighshire	On Target	

Title	Status	Exception
County Residential Break Review.	Not started	Once the project has passed the Project Brief and Business Case stages we will start to report upon this project.
Implement and embed the Autism Code of Practice in partnership with the Regional Strategic Group for North Wales across Adults and Children's services.	Experiencing Obstacles	
Implement the Out of Court Disposal Parenting Support Intervention to comply with the Children (Abolition of Defence of Reasonable Punishment) (Wales) Act 2020 (by 2025) – move to corporate parenting area.	On Target	
Work with local unpaid carers to identify the respite opportunities they need, and how barriers are overcome to enable this.	Not started	This activity will commence 1 April 2023
Bwthyn y Ddol Phase 2 (Activity) Develop and implement, including staffing, a new Children's Assessment Centre jointly with Conwy County Borough Council and Betsi Cadwaladr University Health Board	On Target	This activity will continue to run during 2023 to 2024.
Ysgol Tir Morfa - Hydrotherapy pool	On Target	
Enhance the intervention work at Plas Brondyffryn and Tir Morfa in terms of play opportunities from Play Rangers.	Not started	This activity will commence 1 April 2023
Increase the opportunities for unpaid young carers to take part in three year national Short Breaks fun package (via Carers Trust Wales).	Not started	This activity will commence 1 April 2023
Work to maintain status as a Dementia Friendly organisation with the Alzheimer's Society (annual assessment).	At Risk	The Alzheimer's Society has confirmed they will no longer be offering this status (end 2023) and therefore we will no longer be providing annual assessments under this initiative. The Ageing Well in Denbighshire Group and the Dementia Friendly Council Group have merged and work will

Title	Status	Exception
		continue to enhance provision for people living with Dementia and those caring for them.
Work in partnership regionally to embed the All Wales Dementia Pathway of Standards.	Not started	This activity will commence 1 April 2023
Work to enhance and extend the Access to Play project throughout the County.	Not started	This activity will commence 1 April 2023
Expand the Play Rangers offer Let's Play Out Programme throughout the county	Not started	This activity will commence 1 April 2023
Work to reduce the Youth Services waiting list for support in Denbighshire.	Not started	This activity will commence 1 April 2023
Enhance the Story Pals Project and Arts programme to deliver intergenerational activities (delivered through the Denbighshire Arts Strategy).	Not started	This activity will commence 1 April 2023
Undertake a review of independent professional advocacy for all service provision.	Not started	This activity will commence 1 April 2023
Work towards becoming an age-friendly Denbighshire, with World Health Organisation, in partnership with Ageing Well in Denbighshire multi-agency group.	Not started	This activity will commence 1 April 2023
Deliver a programme of activities and events to encourage children and adults to re-engage with their local library, to support engagement and wellbeing and to combat social isolation and loneliness.	On Target	
Design and deliver a sport programme to improve the health and wellbeing of young people.	Complete	This activity is complete, and future work for sports activities will be business as usual.
Enhance the Nature for Health Programme within Denbighshire which offers multiple benefit – reducing isolation, improve health, rural skills, health and nature walks, arts and crafts)	Not started	This activity will commence 1 April 2023

A round up of news

The following news and committee items took place in this last period in support of this theme:

The beginning of 2023 saw the council's Trading Standards Team increase their [campaign to take action against shops found to be supplying illegal tobacco](#). Work, supported by North Wales Police, was undertaken for Operation CeCe - a joint initiative between National Trading Standards and HM Revenue and Customs to tackle the illegal tobacco trades - and significant quantity of illegal tobacco was seized in Rhyl, and other towns in North Wales. [Denbighshire Trading Standards](#) also urged businesses to make necessary checks on their stock of disposable e-cigarettes, liquids and vaping devices and ensure that they meet UK legal requirements. An increasing amount of non-compliant disposable vaping products have been found for sale within Denbighshire. The majority of products found are non-compliant due to having over-sized tanks, incorrect labelling and being unregistered - meaning that they are not notified products with the Medicines and Healthcare Regulatory Agency (MHRA).

Denbighshire County Council's Scrutiny Committee considered a review under the Council's Scrutiny 'call-in' procedure of a decision taken by Cabinet, on December 13, 2022, on the '[Recommendation of the Regional Fee Setting Group](#)'. The "call in" is a normal part of the democratic process, and allows the Scrutiny Committee to exercise its statutory powers to review or scrutinise executive decisions.

In February, the [Partnership Scrutiny Committee](#) accepted a report on the North Denbighshire Community Hospital Project. The project was to develop the Royal Alexandra Hospital site in Rhyl; a vital development for Denbighshire and partner Betsi Cadwaladr University Health Board related the pressures facing Ysbyty Glan Clwyd.

The [Partnership Scrutiny Committee](#), at that same meeting, undertook discussions with representatives from the Council's Social Services, Betsi Cadwaladr University Health Board and North Wales Police on their partnership working arrangements in relation to mental health.

The council's [Edge of Care team launched a new project](#) in January, seeking volunteers to support a project aiming to improve the mental health and well-being of individuals living in the area. In response to the pandemic and the need to support people in their own homes, Denbighshire Community Support Services has also put in place

arrangements for [a dog, Maisie, to accompany her volunteer, Jackie, on home visits](#). The aim of the project is to put people at ease and help relieve stress. More work within our care homes, saw residents and their families at [Cysgod y Gaer Care Home in Corwen](#) enjoy a chance to meet a The number of animals, including rabbits, guinea pigs, a tortoise, corn snakes, a python, a little Shetland pony and lizards. February 2023 saw the start of a [new music therapy pilot project at Dolwen Care Home in Denbigh](#). Music therapy can support people with all kinds of conditions: from autism to dementia, learning difficulties to brain injuries, life-limiting illnesses to mental health issues, grief, and trauma.

The council confirmed it will continue to offer a [free development programme](#) which supports residents to set up their own micro-provider service in their local communities, following the success of the project over the past year. 'Micro-providers' offer care and support to older and disabled people in their own homes, helping them live their lives their way. So far, there are over 20 micro-providers operating in Denbighshire, who support around 140 residents.

Denbighshire County Council Chairman, Councillor Arwel Roberts, presented the [winners of his schools art competition](#) - which was launched in partnership with one of his nominated charities, NSPCC Cymru/Wales, North Wales Hub, Prestatyn – with certificates, medals and prizes for their outstanding efforts. Children were asked to draw what made them feel happy. The overall winner from Ysgol Y Parc was invited to attend a small presentation at Council in February.

A learning and growing Denbighshire

Measures: Acceptable

Projects: On Target

Corporate Plan Performance Framework: Measures Update

The performance framework here is broadly divided across three areas of focus for this theme in the Corporate Plan – namely support for Early Years Development; Engagement and Achievement at School; and Employability Support. In this first report there are still some measures in need of development and gaps to fill, largely to do with our quarterly performance measures. Otherwise, the tables below provide a snapshot of key performance as at the end of the year, and areas to focus on improvement going forward.

There are three, what we could consider to be, overarching indicators within the set; two of which are for the Education and Employment domains within Wales Index of Multiple Deprivation (WIMD). For both measures our performance remains unchanged since the previous WIMD report in 2014 (9% and 12% respectively in the top 10% most deprived), though our placement has improved to 'Acceptable' for the Education domain because performance has worsened nationally. Our third 'overarching' measure considers the percentage of stakeholders who agree that good quality learning and training is available in Denbighshire, where 48% agree.

There is exceptionally good work taking place in support of Early Years development. In September 2022, 82% of all children entering nursery had individualised profiles, called 'Me in a Nutshell', created for them to support their effective transition. These are developed with the support of the Family Link Team. Meanwhile, 99% of parents report the positive impact of attending Bookstart / Rhyme-time through our Library Services.

Primary and Secondary school attendance following the wake of the pandemic remains a concern, with secondary attendance dropping significantly to 84% (93% in 2019). The Education Social Work Team continue to monitor and work closely with schools to ensure effective attendance procedures are in place; however, it is unavoidable that Covid-19 has continued to have an impact during 2022 to 2023.

Recently published data for the percentage of Year 11 Leavers known Not to be in Education, Employment or Training (NEET) shows Denbighshire's position to have declined from 1.7% to 2.3% during 2022 to 2023. This represents 26 young people. Our

new measure for the percentage of Year 11 pupils with an identified Post-16 pathway also reveals that 4% do not have a plan in place.

The completion of Care Leaver Pathway Plans within statutory timescales also continues to be a 'Priority for Improvement' at 71% during 2022 to 2023, though this is a marked improvement on performance for the previous year (20%).

For further measures and activity in support of well-being please see our [Healthier, Happier and Caring theme](#); for equity in education, including free school meal support, see our theme for a [fairer, safe and more equal Denbighshire](#). Finally, for further detail around our work to support volunteering and employment, see [Connected](#) and [Prosperous](#) themes respectively.

Wales Index of Multiple Deprivation Measures

Wales Index of Multiple Deprivation (WIMD) data is published every four to five years.

Title	2014	2019
The percentage of Lower Super Output Areas (LSOAs) in Denbighshire in the 10% most deprived in Wales in terms of Education (Wales Index of Multiple Deprivation - WIMD) – Benchmarked Nationally	9% Priority to Improve Better	9% Acceptable Same
The percentage of Lower Super Output Areas (LSOAs) in Denbighshire in the 10% most deprived in Wales in terms of Employment (Wales Index of Multiple Deprivation - WIMD) – Benchmarked Nationally	12% Priority to Improve Worse	12% Priority to Improve Same

Annual or Biennial Measures

Title	2021 to 2022	2022 to 2023
The percentage of stakeholders who agree that good quality learning and training is available in Denbighshire, allowing people of all ages to reach their personal and professional potential – Benchmarked Locally	No data. New to 2022 to 2023	47.79% Priority to Improve
The percentage of children entering nursery that have been provided with a 'Me in a Nutshell' profile by Family Link Workers, supporting their effective transition – Benchmarked Locally	81% Excellent	82% Excellent Better

Title	2021 to 2022	2022 to 2023
The percentage of parents that have reported a positive impact through attending Bookstart / Rhyme-time – Benchmarked Locally	No data. New to 2022 to 2023	99% Excellent
The percentage of parents that travel a positive distance by attending structured learning events through Families First and Flying Start	53% Acceptable	58% Good Better
<i>Attainment measure(s) to be determined</i>	No data	No data
The percentage of pupil attendance in primary schools	90.8% Priority to Improve Worse (than 2019)	90.8% Priority to Improve Worse
The percentage of pupil attendance in secondary schools	86% Priority to Improve Worse (than 2019)	84.3% Priority to Improve Worse
The percentage of pupils engaged through Llwybrau that achieve a positive outcome, including level 1 or 2 qualifications.	No data. New to 2022 to 2023	88% Acceptable
The number of schools providing education through suitability and condition categories C and D	27 Excellent Same	27 Excellent Same
The percentage of schools able to host community focussed activities	No data. New to 2022 to 2023	Data pending. Available in summer
The percentage of Year 11 Leavers from schools know Not to be in Education, Employment or Training (NEET), at the preceding 31 August in Denbighshire	1.7% Priority to Improve Same	2.3% Priority to Improve Worse
The percentage of Year 11 pupils that do not have an identified Post-16 pathway in place	4.14% Priority to Improve	Data pending. Available in November
The percentage of children or young people who are looked after that have a Personal Education Plan in place	100% Excellent	96% Good Worse
The percentage of initial Care Leaver Pathway Plans completed during the year that were within the statutory timescales, where the young person has care leaver status	20% Priority to Improve	71% Priority to Improve Better

Title	2021 to 2022	2022 to 2023
The total number of care leavers in categories 2, 3 and 4 who have completed at least 3 consecutive months of employment, education or training in the 13 -24 months since leaving care	5 Count only	7 Count only

Quarterly or Biannual Measures

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
The number of children taking part in the childcare offer	635 Good	732 Excellent Better	477 Acceptable Worse	521 Acceptable Better	570 Excellent Better
The percentage of parents supported through the work of the Family Link Service that report a positive difference	No data. New to quarter 4 2022 to 2023	No data. New to quarter 4 2022 to 2023	No data. New to quarter 4 2022 to 2023	No data. New to quarter 4 2022 to 2023	95% Excellent
The number of schools in either Estyn Review, Significant Improvement or Special Measures	1 Good Same	2 Good Worse	2 Good Same	3 Acceptable Worse	3 Acceptable Same
The percentage of pupils (using Pupil Attitudes to Self and School - PASS) who respond positively against pupils' feelings about school	87.2% Good Better	No data. No Survey	No data. No Survey	81.8% Good Worse	No data. No Survey
The number of voluntary / work experience placements offered through Llwybrau	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The number of volunteering opportunities offered by the council through its corporate website	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
The percentage of young people in Denbighshire reached by Youth Services	No data. New to quarter 3 2022 to 2023	No data. New to quarter 3 2022 to 2023	No data. New to quarter 3 2022 to 2023	23.6%	Data pending
The number of people with learning disabilities that have achieved a positive outcome as a result of support provided through the council's Work Opportunities services (Y Bont, Popty, Meifod, Garden Control, and Golden Group)	No data. New to quarter 4 2022 to 2023	No data. New to quarter 4 2022 to 2023	No data. New to quarter 4 2022 to 2023	No data. New to quarter 4 2022 to 2023	34
The number of people with learning disabilities in paid sustainable employment as a result of the council's Work Opportunities Job Finding Service	No data. New to quarter 4 2022 to 2023	No data. New to quarter 4 2022 to 2023	No data. New to quarter 4 2022 to 2023	No data. New to quarter 4 2022 to 2023	3
The percentage of businesses contracted over £1m that have committed to work with Careers Wales to the benefit of our local schools and colleges (through our Community Benefits Policy)	No data. New to quarter 4 2022 to 2023	No data. New to quarter 4 2022 to 2023	No data. New to quarter 4 2022 to 2023	No data. New to quarter 4 2022 to 2023	100% Excellent
The number of employment opportunities secured / jobs protected through our Community Benefits Policy on projects over £1m	No data. New 2023 to 2024	No data. New 2023 to 2024	No data. New 2023 to 2024	No data. New 2023 to 2024	No data. New 2023 to 2024

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
The percentage of people that, through Working Denbighshire, have travelled a positive distance on their journey towards or into employment	74%	88% Excellent Better	81% Good Worse	82% Good Better	82% Good Same

Corporate Plan Performance Framework: Project Update

Broadly the council is making good progress with the first year projects and activities identified in support of this theme, ten being noted as ‘On Target’. Three projects are ‘Experiencing Obstacles’, largely due to staff capacity, but this does not represent a significant risk to the successful completion of these tasks. One area currently reporting as ‘At Risk’ is our Modernising Education Programme (WG’s Sustainable Communities for Learning Programme). All four projects within Band B are currently experiencing delays for a number of reasons (detailed below), and progress with the delivery of new childcare facilities has also stalled.

One remaining activity in this framework, concerning the implementation of the Temporary Emergency Accommodation Support Contract – which will include various life, recreational and employability skills and benefits relevant to this theme – will commence reporting during 2023 to 2024.

Projects or Activities

Title	Status	Exception
Implementation of the Childcare Offer for Wales Digital Platform	On Target Same	
Flying Start Expansion	Experiencing Obstacles	
Recommissioning of Families First	Experiencing Obstacles	
Support the regional project on Emotional Health, Well-being and Resilience	Experiencing Obstacles	

Title	Status	Exception
Framework, which will provide resources for parents.		
Review Early Years provision in the context of WG Early Years Transformation funding and the Early Childhood Education and Care (ECEC) agenda.	On Target Same	
Embed new posts in the Flying Start Childcare and Early Language Development Teams from January 2023 to support the Flying Start Childcare Expansion	On Target	
In partnership with GwE, Support schools and non-maintained settings to deliver the new curriculum for Wales to ensure our learners become capable, ambitious, enterprising, ethical, healthy and confident adults.	On Target Same	
Implement requirements of the of ALN Reform Act within Education and Children's Services to ensure compliance	On Target Same	
Implement School Improvement Guidance: Framework for evaluation, improvement and accountability	On Target	
Support schools in developing digital competency through educational leadership of the EdTech project	On Target	
Modernising Education Programme	At Risk Worse	<p>Suitability of Plas Brondyffryn and Pendref sites under consideration (Denbigh High paused due to the former). Proposals for Ysgol Bryn Collen / Gwernant submitted, awaiting Welsh Government (WG) response.</p> <p>Progress slow with works to Oaktree Centre following the contractor going into administration in February. Revised tender for Twm o'r Nant again over the forecast, with virement submitted to WG</p>

Title	Status	Exception
		in November (decision pending). Ysgol Dewi Sant stalled due to drainage issues, but project has been resubmitted for the next funding round.
Community Focussed Schools: Prestatyn High Pilot	On Target	
Engage with the North Wales Ambition Board and the Regional Skills Partnership to ensure that skills and training secured through our Community Benefits Policy is fit for the future and / or transferrable	On Target	
Through our Community Benefits Policy, secure business led strategy workshops for the benefit of residents seeking to upskill	On Target	
Develop performance and monitoring systems for the Temporary Emergency Accommodation support contract as it develops, which will include various life, recreational and employability skills and benefits	Not started	Work to commence during 2023 to 2024.

A round up of news

The following news and committee items took place in this last period in support of this theme:

Supporting early years' child development, in January, Libraries launched a new book, [Baby Talk: Black and White](#), through a Bookstart Rhymetime event in St Asaph, looking to give babies the best start in life by developing physical and cognitive skills.

Work continues on the [Childcare extension of Ysgol Penmorfa](#), funded by the Welsh Government's Flying Start Capital Grant. Work began in September 2022, and the project will increase the capacity of childcare provision in Prestatyn.

The council has invested £600k in [refurbishment works at Prestatyn High School](#) to improve the learning environment for pupils. Work on updated science facilities is near

completion, and in the next phase the school will receive roof and further classroom refurbishments.

At its [meeting in February](#), Cabinet reviewed objections to its Statutory Notice to increase the capacity of Ysgol Plas Brondyffryn from 116 to 220 pupils under Band B of the Welsh Government's Sustainable Communities for Learning Programme. Two objections were received, focussing on the location of the build (rather than the capacity), which has not yet been agreed or committed to by Cabinet or Council. Recognising the demand for specialist permission, Cabinet approved the proposal set out in the Statutory Notice, allowing the project to progress to the next stage.

In March, the council collaborated with Conwy County Borough Council to deliver '[Future Booster' events](#) aimed at 18-25 year olds, to help them take control of their future, including finances, housing, jobs, skills and training, well-being, and healthy living. Following these opening events, more events are also being planned to take place during the summer months.

In March, the council was delighted to officially open its [new Youth Centre in Rhyl](#). Located at the town's former East Parade Café (which had been vacant since 2015), work on the site began in June 2022. Following an investment of £217k by the council and the UK Shared Prosperity Fund, the Centre has been designed in consultation with young people, and will be an invaluable resource to enable the council and its partners to engage and support young people in an area of social deprivation and exclusion.

A better connected Denbighshire

Measures: Acceptable

Projects: Experiencing Obstacles

Corporate Plan Performance Framework: Measures Update

Within this theme there are several nationally benchmarked measures that give an indication of performance compared to other local authorities in Wales. However, there are some gaps as we await the publication of new national data; namely those that we use to judge our road conditions.

From April 2023, we will commence our annual resurfacing programme on roads across the county where the life has expired. We will also commence our surface dressing programme on high priority roads where surface dressing represents the most cost-effective method of prolonging the lifespan of the road. The project to Develop a Sustainable Transport Plan (STP) (to include Active Travel) featured in our last Corporate Plan. It is not without its challenges, and whilst there are measures around reducing carbon emissions and increasing public electric vehicle charging points in support of our [Greener theme](#), we are currently developing measures on the other priority areas in the STP, which will be added to this theme's performance management framework in due course.

14 of Lower Super Output Areas (LSOAs) in Denbighshire remained in the 10% most deprived in Wales in terms of Access to Services (Wales Index of Multiple Deprivation) in 2019, with no change from 2014, a 'Priority for Improvement'.

This theme also includes measures in relation to personal and community well-being. Our Community Development Team has seen the number of projects or groups supported steadily rise from 27 for the same period last year to 61. Work is also ongoing to involve more of our tenants in community projects. "The number of volunteer hours supporting community resilience and development activity" is provided, for the time being, as an estimate whilst we develop a more reliable means for measuring volunteer hours. New measures of our work to support communities to develop their digital skills and confidence will be included from April 2023.

Our stakeholder survey asks stakeholders to say whether they agree with three statements for this theme. 55.7% agreed in 2022 to 2023 that Denbighshire had the social

infrastructure needed to support personal and community well-being, which is considered to be 'Acceptable'. 48.96% agreed that Denbighshire had the digital infrastructure (such as good broadband connectivity, good mobile internet or mobile phone signal) to support thriving, cohesive, and well-connected communities and 29.46% agreed that Denbighshire had the transport and road infrastructure to support thriving, cohesive, and well-connected communities. Both measures are a 'Priority for Improvement'.

For further measures and activity in support of well-being please see our [Healthier, Happier and Caring theme](#); for community focussed school activity and developing digital competency please see our [Learning and Growing theme](#).

Wales Index of Multiple Deprivation Measures

Wales Index of Multiple Deprivation (WIMD) data is published every four to five years.

Title	2014	2019
The 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) – Benchmarked Nationally	14% Priority to Improve Same	14% Priority to Improve Same

Annual or Biennial Measures

Title	2021 to 2022	2022 to 2023
The percentage of stakeholders who agree that Denbighshire has the transport and road infrastructure to support thriving, cohesive, and well connected communities – Benchmarked Locally	No data. New to 2022 to 2023	29.46% Priority to Improve
The percentage of stakeholders who agree that Denbighshire has the digital infrastructure (such as good broadband connectivity, good mobile internet or mobile phone signal) to support thriving, cohesive, and well connected communities – Benchmarked Locally	No data. New to 2022 to 2023	48.96% Priority to Improve
The percentage of stakeholders who agree that Denbighshire has the social infrastructure needed to support personal and community well-being – Benchmarked Locally	No data. New to 2022 to 2023	55.70% Acceptable

Title	2021 to 2022	2022 to 2023
<i>Measures to be developed around the Sustainable Transport Plan</i>	<i>No data</i>	<i>No data</i>
The percentage of principle A roads that are in overall poor condition – Benchmarked Nationally	2.6% Excellent Better	Data pending
The percentage of non-principal/classified B roads that are in overall poor condition – Benchmarked Nationally	4.03% Excellent Better	Data pending
The percentage of non-principal/classified C roads that are in overall poor condition – Benchmarked Nationally	7.97% Excellent Better	Data pending
The percentage of damaged roads and pavements made safe within target time (CAT1 - Category 1 defects dealt within timescale) Benchmarked Locally	No data	Data pending
The percentage of premises that receive less than 30Mbps - Benchmarked Locally	No data.	4.57%
The percentage of premises that receive less than 10Mbps - Benchmarked Locally	No data	2.88%
The percentage of library users who say that using the library has had a positive impact on their digital skills and confidence. Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The percentage of people who borrowed a digital device from a library who said it had made a positive impact on their digital skills and confidence - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024
<i>Measure to be developed around digital Telecare</i>	<i>No data</i>	<i>No data</i>
The number of community projects co-produced with the community and third sector - Benchmarked Locally	No data	7
The number of volunteer hours supporting community resilience and development activity - Benchmarked Locally	No data	700 (estimate)

Title	2021 to 2022	2022 to 2023
The number of contacts provided through the council's Edge of Care volunteer service - Benchmarked Locally	No data. New to 2022 to 2023	795

Quarterly or Biannual Measures

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
The number of projects or groups supported by the Community Development Team - Benchmarked Locally	27	33	55	53	61 Excellent Better
The number of tenants involved in community projects - Benchmarked Locally	No data	0	6	6	6

Corporate Plan Performance Framework: Project Update

Projects or Activities

This theme contains 17 projects and activities. 12 projects are at various stages, those that are live are either 'Experiencing Obstacles' or 'On Target', and there are no exceptions to report. There are five new activities due to commence from April 2023.

The project to "Develop a Sustainable Transport Plan (to include Active Travel)" does not currently have a status, reflecting its status as a business case. This work will need careful management to ensure it is delivered with pace.

Title	Status	Exception
We will work towards achieving a quality road network by implementing an annual resurfacing programme on a The number of roads across the county where the life has expired.	Not started	Work to commence from April 2023
We will implement an annual Surface Dressing programme on a The number of	Not started	Work to commence from April 2023

Title	Status	Exception
high priority roads where this represents the most cost-effective method of prolonging the life-span of the road.		
We will aim to deliver the most viable option to replace the Llanerch Bridge.	On Target Same	
Contribute to the development of the new Regional Transport Plan	Experiencing Obstacles Same	
Review, develop and modernise rural, urban and inter-urban transport services, where appropriate, working with partners within the Metro project and alongside the emerging bus reform	On Target Same	
Develop a Sustainable Transport Plan (to include Active Travel)	Not started	At business case stage
EV Charging Hub Rhyl	On Target Same	
Four Great Highways (CS LUF)	Not started	This will be a live project from April 2023
Wenffrwd - CS LUF	Not started	At business case stage
Corwen to Cynwyd Active Travel Route. Phase 1 (CS LUF)	Not started	At project brief stage
Green Lane Car Park Corwen (CS LUF)	On Target Same	
Traffic modelling and design traffic improvement works (Rhyl Programme Board)	Experiencing Obstacles Same	
Electric Vehicle Infrastructure - Public Charging Points	Experiencing Obstacles Same	
Delivery of the replacement LDP, which takes forward local priorities for land use planning within the national policy framework. The replacement LDP will ensure emerging local priorities around climate change and biodiversity are	On Target	

Title	Status	Exception
reflected in local planning policy and decision making.		
Progress towards digitalisation of telecare services before the 2025 deadline for ceasing of analogue telephone services.	Not started	Work to commence from April 2023
Develop a community resilience action plan	Not started	Work to commence from April 2023
Replace our current backup infrastructure to remove the reliance on legacy technologies and improve resilience.	Not started	Work to commence from April 2023

A round up of news

The following news and committee items took place in this last period in support of this theme:

On January 13, 2023 we issued a [weather warning](#) as we prepared to undertake winter maintenance gritting action due to the risk of ice, sleet and snow showers. We also placed additional resources on standby to respond to any flooding-related incidents.

Essential [resurfacing work of the took A548 Rhyl Coast Road](#) and [resurfacing works to Bastion Road Prestatyn](#) took place at the end of January 2023. We informed the public that due to essential electrical maintenance work, [Bridge Street, Denbigh](#) would be closed for two weeks at the end of January and bus services would be diverted from their usual route. Essential carriageway patching works to [Bwlch Pen Barras, Moel Famau](#) were carried out at the end of March 2023.

In collaboration with Transport for Wales, we announced the [new hourly TrawsCymru T8 bus service](#) between Corwen, Ruthin, Mold and Chester, which came into service at the end of January. At the end of March we announced the return of the [Dee Valley Picturesque Bus service](#), to start its third season on 1st April 2023. A bus service providing the best access to see key destinations around Llangollen.

Our expansion of Denbighshire's electric vehicle charging infrastructure, the new charging hub in Rhyl, was recognised by the [Electric Vehicle Association for Wales – EVA Cymru](#) as a great resource for both locals and visitors. In March, we publicised the work the council is doing alongside KerbPower Ltd of Ruthin, in their development and

commercialisation of an [innovative solution to boost electric vehicle\(EV\)](#) thanks to a digital collaboration with AMRC Cymru.

During the period we consulted on a The number of new developing projects. In January, Llangollen's residents, businesses and visitors were invited to take part and have their say on a project aimed at promoting and enhancing the [four great 'highways'](#) of Llangollen: the Llangollen Canal and World Heritage Site, the former Ruabon to Barmouth railway line, the River Dee and Thomas Telford's historic route, the A5 Holyhead Road. Residents were invited to have their say on future improvements to the [local walking, wheeling and cycling network in Rhuddlan](#). In February, we launched a consultation on the [H-Bridge, Rhyl](#) and surrounding streets to make it a safer and more inviting area for walking, wheeling and cycling. In March, we launched a The number of consultations that invited residents to share their views and ideas on proposed improvements to the [local walking, wheeling and cycling network across Prestatyn](#), the [local walking, wheeling and cycling network in Denbigh](#) and [walking, wheeling, and cycling in and around Brook Street, Llangollen](#).

A greener Denbighshire

Measures: Acceptable

Projects: At Risk

Corporate Plan Performance Framework: Measures Update

Ensuring that we meet our net carbon zero commitment as an organisation by 2030 continues to be a challenge and will not be easily achieved. The overarching Climate and Ecological Change Programme 2021 – 2030 in year delivery confidence is currently showing as 'Experiencing Obstacles' due to delays in project delivery, which means benefit realisation will be delayed also.

There are a number of key annual performance measures that are being used to judge the performance of the council in achieving its 2030 goals, including: reducing carbon emissions the council emits from various sources; increasing carbon sequestration of land the council owns, leases and manages; and increasing the species richness of the land the council owns, leases and manages. Work is currently being undertaken to provide data for these measures for 2022 to 2023 and will be reported on from June 2023.

Our stakeholder survey will now, every year, ask stakeholders to say whether they agree that Denbighshire is resilient against the impacts of climate change and nature's decline. This question was first asked during 2022 to 2023. 43.61% of respondents agreed and this is a 'Priority for Improvement'.

For further measures and activity in support of greener initiatives please see our [Housing](#) theme for energy efficiency and our [Connected](#) theme for sustainable travel and electric vehicle charging points.

Wales Index of Multiple Deprivation Measures

Wales Index of Multiple Deprivation (WIMD) data is published every four to five years.

Title	2014	2019
The percentage of Lower Super Output Areas (LSOAs) in Denbighshire in the 10% most deprived in Wales in terms of Physical Environment (Wales Index of Multiple	2% Good Better	2% Good Same

Title	2014	2019
Deprivation - WIMD) – Benchmarked Nationally		

Annual or Biennial Measures

Title	2021 to 2022	2022 to 2023
The percentage of stakeholders who agree that Denbighshire is resilient against the impacts of climate change and nature's decline – Benchmarked Locally	No data. New to 2022 to 2023	43.61% Priority to Improve
Net Carbon Zero - Total carbon tonnage emitted and absorbed by the council (excluding supply chains) – Benchmarked Locally	11,656 Good Better	Data pending
The percentage of DCC owned and operated land in highest categories of species richness – Benchmarked Locally	40.62% Acceptable Better	Data pending
Total carbon tonnage emitted (Corporately) through fleet – Benchmarked Locally	2,699 Priority to Improve Worse	Data pending
Total carbon tonnage emitted (Corporately) through business travel– Benchmarked Locally	163 Excellent Better	Data pending
Total carbon tonnage emitted (Corporately) through supply chains– Benchmarked Locally	31,409 Priority to Improve Worse	Data pending
Capacity (in MW) of renewable energy equipment installed in our buildings (owned and operated) - Benchmarked Nationally	1MW	1MW
The percentage of municipal waste reused, recycled or composted - Benchmarked Nationally	67.67% Excellent	Data pending
The number of properties with a high or medium risk of flooding (DCC wide) - Benchmarked Nationally	1,171	Data pending
Area of moorland (heather, gorse and bracken) managed per annum	20 hectares	Data pending

Corporate Plan Performance Framework: Project Update

This theme is supported by the overarching Climate and Ecological Change Programme 2021 to 2030 and a further 12 projects and activities.

Two projects currently have an `At Risk` status. The Remodelling Waste Service Operations project's key current issue that needs resolving is a way forward with delivery of Phase 2 of the Waste Transfer Station following [RL Davies and Sons Ltd entering voluntary administration](#) on February 16, 2023.

The Wildflower Meadow project is also `At Risk` due to concerns regarding project progress overall, and capacity issues that have not been addressed. A meeting to review the project and the forward plan has been arranged for May and it is hoped delivery confidence will improve following this. That said, the 2023 to 2024 season has now officially started. This year's wildflower meadow sites have now been finalised and the number of sites has increased by 40%. A great achievement.

The two Coastal Defence Improvement Schemes for Rhyl Central and Prestatyn Central remain `On Target` and there is a new activity to develop a new Flood Strategy for the county to commence in April 2023.

Projects or Activities

Title	Status	Exception
Climate and Ecological Change Programme 2021 – 2030	Experiencing Obstacles Same	
Carbon sequestration on existing land holdings	On Target Same	
Wildflower Meadow project	At Risk	Concerns regarding project progress overall and capacity issues are still not being addressed.
Nature Reserve at Green Gates Farm, St Asaph	Experiencing Obstacles Same	
Implement Ash Dieback work as per the Action Plan across the county	On Target Same	

Title	Status	Exception
We will enhance biodiversity and promote the resilience of ecosystems in all of our Council service areas	New April 2023	
Rhyl Green Infrastructure	On Target Same	
Remodelling Waste Service Operations	At Risk Same	Key current issue that needs resolving is a way forward with delivery of Phase 2 of the Waste Transfer Station.
We will work towards reducing the use of plastics within Denbighshire County Council, including School Catering and Procurement, along with any future work (including its Alternative Delivery Models (ADM)s) such as Denbighshire Leisure Limited (DLL)	Experiencing Obstacles Same	
Deliver improvement and expansion projects for Denbighshire County Council allotments	On Target Same	
Develop a new Flood Strategy for the county	New	Work to commence from April 2023
Prestatyn Central Coastal Defence Improvement Scheme	On Target Same	
Rhyl Central Coastal Defence Improvement Scheme	On Target Same	

A round up of news

The following news and committee items took place in this last period in support of this theme:

In January, [Governance and Audit Committee](#) was presented with the Wales Audit Public Sector Readiness for Net Zero Carbon by 2030 report for information. Members agreed to include the papers and officer response on their next committee meeting agenda for discussion.

In February, [Cabinet](#) received a report about the regional energy planning process and incorporating priorities into strategic actions and intervention. They endorsed the North

Wales Energy Strategy and the associated Action Plan, and noted the commencement of Local Area Energy Planning in Denbighshire.

In March, [Communities Scrutiny Committee](#) received a report on the progress of the Denbighshire Moorland Project, which outlined the progress to date in delivering the objectives of the Denbighshire Moorland Project. An update on the Waste Service Remodelling Project was also presented, which sought Members' observations on the progress made to date with the planned implementation of the new waste service model.

At the end of March, [Cabinet](#), received a report about the decision to terminate the contract between Denbighshire County Council and R L Davies and Sons Ltd (RLD) whereby RLD was to be the main contractor for the Waste Depot Phase 2 on the Colomendy Estate, Denbigh. This followed news that RLD would be going into administration. Cabinet expressed its sadness that RLD, a local and longstanding business, had gone into administration and said that its thoughts were with the employees and all affected.

In January, a [major school-wide biodiversity project](#) with pupils at Ysgol Bro Cinmeirch in Llanrhaeadr, got underway with planting the first of thousands of trees that will be distributed across Denbighshire schools to tackle climate change and the nature emergency. As part of the Council's wider Woodland Creation Project nearly 3,000 trees including wildlife hedgerows to help nature recover have been planted around a [historic site in Rhyl](#). To celebrate planting in [Corwen](#) a sessile Oak was planted to mark their support to local nature as part of this wider project.

Supporting our commitment to sustainable development we started a new project in collaboration with Bangor University and the UK Centre for Ecology and Hydrology to look at public perceptions of changes to [green spaces in Rhyl](#) and how this information can shape future nature recovery work.

We also supported sustainable management regimes by introducing a [flock of sheep to Prestatyn Hillside](#) to support the maintenance of the variety of wildflowers and wildlife that gives the site its special character. The introduction of the animals is part of the 'Unique Opportunities - Landscape Solutions for North East Wales' Project and was supported and funded through the Welsh Government Rural Development Scheme and Natural Resource Wales.

Work began to reopen [Brickfield Pond Nature Reserve](#) to support peoples' health and well-being whilst also supporting local biodiversity. Rhyl students who are on the Pathway to Construction Course also joined Countryside staff to [construct a new wooden fence](#) at the entrance to the redeveloped orchard site. Countryside staff have also worked closely with the community group behind [Rhuddlan Nature Reserve](#) to grow a thriving environment for both biodiversity and visitors to embrace.

[New electric bin lorries came into operation](#) and our Home Library Service, which supports those who cannot make it to a library due to ill health, disability or caring responsibilities, also gained their [first new electric van](#).

[Denbighshire County Council's Postcards from the Future competition winner](#) was announced appealing for help to give animals a future. All winning entries were read out at [Full Council](#) in February. The council also ran an [engagement session with Prestatyn High pupils](#) to showcase how important climate change has become in everyday operational life for the council and its services.

Volunteers helped us restart important biodiversity projects to monitor [otters](#) and [adders](#). We also looked for further volunteers as [Volunteer Rangers](#) for the Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (AONB) to help take care of the area it covers and inspire others about the land.

Hedgerows are essential habitats for wildlife and Countryside Service staff and volunteers joined together in February to help Coleg Llandrillo Rhyl students learn the art of [hedgelaying](#) by improving a section of hedge at the Rhyl Cut.

In March, Countryside Services led a session for volunteers to [create new nesting shelters for little tern chicks born at Gronant](#). This vital work was a joint event between North Wales Little Tern Group and Nature for Health. Naturalist Iolo Williams also recently visited the [Gronant Little Terns colony](#) for his new series, 'Iolo's Borderlands'.

We reminded residents of our [`bee' signs throughout the county](#) that signifies Denbighshire County Council's Bee friendly status awarded by the Welsh Government and is the prime signpost for the Council's Wildflower Meadows Project. We also asked visitors to be [mindful when visiting the county's beauty spots](#) and included a message that supported farmers and landowners of people keeping dogs on leads when walking through the countryside with livestock, particularly during lambing season.

Our Ash dieback management work continued with work being carried out at [Loggerheads Country Park](#) in January and in [Corwen](#) in February. As this necessary felling programme progresses, more trees of alternative species will be planted, in suitable locations to reduce the impact on the landscape and biodiversity.

At the beginning of February, we reminded the public of tips and hacks to discover how their [food waste creates power](#) as we teamed up with Wales Recycles to support their Mighty Mission to Wales to get to number one.

Our Property Section Energy Team has continued to tackle reducing the [carbon footprint of Denbighshire schools](#). Ten Denbighshire schools have seen carbon reduction work take place on site including loft insulation, installation of solar PV, LED lighting, [air source heatpumps](#), battery storage, replacement boilers, improved heating controls and the addition of energy efficient water heaters. This work has so far resulted in a reduction in a combined output of carbon by around 64 tonnes.

[A successful forum](#) was held in March, at the Community Hwb Llysfasi for the AONB Champions, Town and Community Councils and Local Members.

Over the last six months we have taken part in the Design Councils, Design Differently program. The work focused on [Bws Benthyc](#) and how it can be of benefit to different county communities

A fairer, safe, and more equal Denbighshire

Measures: Acceptable

Projects: At Risk

Corporate Plan Performance Framework: Measures Update

The majority of the measures below are new to this Corporate Plan, and to the 2023 to 2024 financial year. Performance for the measures we do have are, in the main, considered to be 'Excellent'.

36.23% of stakeholders agreed to the statement that people in Denbighshire are treated fairly and equally and have access to opportunities to promote their well-being and community cohesion, a 'Priority for Improvement'.

In 2019, 10% of Lower Super Output Areas (LSOAs) in Denbighshire were in the 10% most deprived in Wales in terms of community safety. 12% of LSOAs were in the 10% most deprived (overall) in Wales.

Some data is pending for this report and will be obtained for our next report. Other information, such as 'the number of reported occurrences of prejudice related bullying in schools', is expected in October 2023.

For further measures and activity to support well-being, see our [Healthier, Happier and Caring](#) theme. There is additional information to support housing and homelessness in our [Housing](#) theme; measures and activities to support employment and deprivation our [Prosperous](#) theme and education and volunteering in our [Learning and Growing](#) and [Connected](#) themes.

Wales Index of Multiple Deprivation Measures

Wales Index of Multiple Deprivation (WIMD) data is published every four to five years.

Title	2014	2019
The percentage of Lower Super Output Areas (LSOAs) in Denbighshire in the 10% most deprived in Wales in terms of Community Safety (Wales Index of Multiple Deprivation - WIMD) - Benchmarked Nationally	14% Priority to Improve Worse	10% Priority to Improve Better

Title	2014	2019
The percentage of Lower Super Output Areas (LSOAs) in Denbighshire in the 10% most deprived in Wales (Wales Index of Multiple Deprivation - WIMD) - Benchmarked Nationally	14% Priority to Improve Worse	12% Priority to Improve Better

Annual or Biennial Measures

Title	2021 to 2022	2022 to 2023
The percentage of stakeholders who agreed that people in Denbighshire are treated fairly and equally, and have access to opportunities to promote their well-being and community cohesion - Benchmarked Locally	No data. New to 2022 to 2023	36.23% Priority to Improve
The percentage of personnel within DCC who have undertaken the hate crime e-learning module (not mandatory) - Benchmarked Locally	No data	7% Count only
The percentage of personnel within DCC who have undertaken modern day slavery e-learning module (not mandatory) - Benchmarked Locally	No data	25% Count only
The percentage of personnel within DCC who have completed Domestic Abuse / VAWDASV e-learning - Benchmarked Locally	No data	82% Count only
The number of reported occurrences of prejudice related bullying in schools - Benchmarked Locally	No data	Data pending. Expected October 2023
The percentage of adults who say their library is an enjoyable, safe and inclusive place - Benchmarked Locally	93 Excellent Same	93 Excellent Same
The percentage of children in poverty in Denbighshire - Benchmarked Nationally	34.09%	Data pending
The percentage of children living in workless households - Benchmarked Nationally	21.1%	Data pending
Measures of all households and vulnerable households living in fuel poverty in Wales (placeholder) - Benchmarked Nationally	Data pending	Data pending

Title	2021 to 2022	2022 to 2023
The percentage of eligible young people leaving care in receipt of the basic income pilot from the Welsh Government. - Benchmarked Nationally	No data. Pilot Scheme across Wales to be undertaken	Data pending
The percentage of people living in households in material deprivation - Benchmarked Nationally	9.1%	Data pending
The number of families resettled within Denbighshire - Benchmarked Locally	No data. New to 2022 to 2023	75
The number of Unaccompanied Asylum-Seeking Children (UASC) in Denbighshire - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024

Quarterly or Biannual Measures

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
The cumulative (year to date) number of repeat victims of Domestic Abuse reported including non-crime occurrences (3 or more in 12 months, measured as year to date) - Benchmarked Nationally	678 Count only	126 Count only	266 Count only	386 Count only	537 Count only
The cumulative (year to date) number of repeat offenders of Domestic Abuse reported (3 or more in 12 months) - Benchmarked Nationally	74 Count only	11 Count only	28 Count only	42 Count only	56 Count only

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
The percentage of eligible primary school pupils taking Free School meals (Denbighshire) - Benchmarked Locally and Nationally				68.3%	Data pending
The percentage of eligible secondary school pupils taking Free School meals (Denbighshire) - Benchmarked Locally and Nationally				80.52%	Data pending

Corporate Plan Performance Framework: Project Update

There are 21 projects within this theme of the Corporate Plan. Five have already started and are 'On Target', and one is seen as 'At Risk'. This is the activity 'Support diversity and engagement by embedding the framework on a whole-school approach to emotional and mental well-being'. There has been a recent notification of a reduction of Welsh Government grant fund to support this work, which may compromise or curtail this work. The remaining 15 projects are due to commence in the 2023 to 2024 financial year (various dates).

Projects or Activities

Title	Status	Exception
Undertake preventative work, in partnership with the Police Licensing and Local Authority Licencing, in relation to business premises (including sales to minors, alcohol, tobacco and e-cigarettes)	Not started	Work to commence from April 2023
Develop and deliver Gypsy, Roma and Traveller awareness raising community events	Not started	Work to commence from April 2023

Title	Status	Exception
Purchase of ANPR cameras - The purchase of six specialist ANPR specification redeployable surveillance cameras which will enable us to monitor and gather information in respect of environmental crime hotspots.	Not started	Work to commence from April 2023
Work in Partnership to enhance the Community Cohesion Programme offer in Denbighshire	Not started	Work to commence from April 2023
Commit to the Welsh Government's Anti-Racism Wales Action Plan through Service Business Plans	Not started	Work to commence from April 2023
Deliver upon the pledge to promote zero racism in Denbighshire	Not started	Work to commence from April 2023
<i>Promote to schools English as an Additional Language Programme in terms of tackling racism and ensure anti-racism policies at schools are up to date (this includes raising awareness of ARWAP)</i>	<i>Not started</i>	<i>This activity is being scoped</i>
Engage and support tenants most likely to be experiencing social inequality to access services and take an active role in their community	Not started	Work to commence from April 2023
Bruton Park, Rhyl (working to reduce deprivation, and encourage community well-being).	Not started	Work to commence from April 2023
Develop Croeso Cynnes hubs throughout the County.	Not started	Work to commence from April 2023
Support diversity and engagement by embedding the framework on a whole-school approach to emotional and mental well-being	At Risk	Recent notification of reduction of WG grant fund to support this work, may compromise or curtail this work.
Review and revise the Youth Council for Denbighshire.	On Target	
Embed the DCC Anti-Bullying Strategy throughout all schools	Not started	Work to commence from April 2023
Period Dignity.	On Target Same	

Title	Status	Exception
Enhance the Nature for Health Programme within Denbighshire which offers multiple benefit – reducing isolation, improve health, rural skills, health and nature walks, arts and crafts)	Not started	Work to commence from April 2023
Develop a network to engage people and groups with protected characteristics (through the Strategic Equality and Diversity Group)	Not started	Work to commence from April 2023
Universal Free School Meals for all Primary School Pupils	On Target	
Develop and deliver the county wide Food Strategy and Food Partnership Network (including social supermarket project – Cogog) around Denbighshire	Not started	Work to commence from April 2023
Enhance the School Holiday Enrichment Programme to support children to eat well	On Target	
Enhance the offer, through Working Denbighshire, for all refugees who have settled in Denbighshire to gain support of an employment mentor (all adults are actively involved in English as a Second Language (ESOL) classes	On Target	
In partnership with Denbighshire Leisure Ltd and the Third Sector, secure funding for creative and cultural activities to work with resettled families in the county	Not started	Work to commence from April 2023

A round up of news

The following news and committee items took place in this last period in support of this theme:

In collaboration with Hey Girls, and funded through the Welsh Government Period Dignity Fund 2022 to 2023, the Council provided the [subscription service for young people in Denbighshire to help tackle period poverty](#). The subscription is available to residents in Denbighshire and young people on roll at a Denbighshire school and offers free eco-friendly and plastic free reusable or disposable sanitary products. If over 18, participants must reside in Denbighshire and be in receipt of a low income benefit such as universal credit, income support, child tax credit to be eligible.

In February, [Working Denbighshire](#) published information about the support it provides to support and guide individuals, on a pathway that meets their own needs and aspirations, to hopefully lead them back into to employment. One example was a client with an unhealthy relationship with alcohol, leading to a detrimental effect on his mental health, periods of homelessness and spells in jail due to his anti-social behaviour. Support is vital in such cases, and the client's quality of life has improved markedly due to assistance with securing supported accommodation and counselling for his alcohol dependency.

In March, the Council welcomed news that the Welsh Government will continue to make funding available to make [free school meal payments for eligible pupils for the Easter and Whitsun school holidays, in response to the cost of living crisis](#), together with the May Bank Holiday and the Coronation Bank Holiday.

As part of a wider campaign to support our residents during these difficult times, the council raised awareness of Pension Credit. The Council has become aware this is an under claimed entitlement across Wales and wanted to do its best to address that in Denbighshire. We also work very closely with the Department of Work and Pensions and Citizen's Advice Denbighshire, who provide our residents with additional support to check their eligibility and make an application should they need it.

A Denbighshire of vibrant culture and thriving Welsh language

Measures: Acceptable

Projects: At Risk

Corporate Plan Performance Framework: Measures Update

Our stakeholder survey will now, every year, ask stakeholders to say whether they agree that Denbighshire is a county where the Welsh language is a living, thriving language and that the rich cultural heritage and natural assets of Denbighshire are being used to their full potential. This question was first asked during 2022 to 2023. Just shy of 55% of respondents agreed that the Welsh language is a living, thriving language in Denbighshire, which is considered to be 'Acceptable'. 44% of residents agreed that the rich cultural heritage and natural assets of Denbighshire are being used to their full potential and is a 'Priority for Improvement'.

The number of people who could speak Welsh (aged 3 or older) as at the end of March 2022 stood at 92,300, which was 38.9%. This compared to 91,500 (33.3%) by the end of March 2021. The proportion of the population who report they speak Welsh daily and can speak more than a few words of Welsh tends to be lower, at 12% (all ages) in 2021 to 2022. Once agreed, new measures to monitor the effectiveness of our Welsh Language Strategy and Welsh Language Policy will be developed and reported upon in future reports.

27.4% of year one pupils received their education through the medium of Welsh during the academic year 2021 to 2022, a 0.4% increase on the previous year. Our ambition is to increase this to 32% by 2027 (the end of this new Corporate Plan), working towards 40% by 2032. Our ambition is based on current projections, which includes assumptions regarding growth in demand in existing Welsh medium schools and the transition of existing English medium schools to offer a Welsh medium foundation phase. We will confirm our threshold for intervention, i.e., what will be a 'Priority for Improvement', in our next report.

By the end of March 2023, 73% of staff had completed Welsh language awareness e-learning. Performance is considered a 'Priority for Improvement'.

4,350,000 tourists visited Denbighshire in 2020, which is an increase on the previous year's figures reflecting the disruption due to Covid-19 social distancing restrictions. The

figure - whilst improved - remains lower than the 5,990,000 visitors to Denbighshire in 2018. Data is always published in arrears and new data is expected in the summer.

For further measures and activity in support of Welsh language and culture (for example, our pledge to be close to our communities), please see our [well-run, high performing council](#) theme.

Annual or Biennial Measures

Title	2021 to 2022	2022 to 2023
The percentage of stakeholders who agree that Denbighshire is a county where the Welsh language is a living, thriving language - Benchmarked Locally	No data. New to 2022 to 2023	54.74% Acceptable
The percentage of stakeholders who agree that the rich cultural heritage and natural assets of Denbighshire are being used to their full potential - Benchmarked Locally	No data. New to 2022 to 2023	44.01% Priority to Improve
The number of people who can speak Welsh (aged 3 or older) - Benchmarked Nationally	92,300 Acceptable Better	Data pending
The percentage of year 1 pupils receiving Welsh medium education - Benchmarked Nationally	27%	27.4% Thresholds pending
<i>New measures associated with delivery of the Welsh Language Strategy and Welsh Language Policy (placeholder)</i>	<i>No data. New to 2023 to 2024</i>	<i>No data. New to 2023 to 2024</i>
Heritage income generated over the year (£) - Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024
STEAM - The number of tourists visiting Denbighshire	4,350,000 Acceptable Better	Data pending. Available in summer

Quarterly or Biannual Measures

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
The percentage of staff that have completed Welsh Language Awareness e-learning - Benchmarked Locally	No data. New to quarter 4 2022 to 2023	No data. New to quarter 4 2022 to 2023	No data. New to quarter 4 2022 to 2023	No data. New to quarter 4 2022 to 2023	73% Priority to Improve
Measure: The number of Denbighshire Artisans supported (DLL Contract KPI) - Benchmarked Locally	54 (Annual figure) Excellent	No data	No data	No data	55 (Annual figure) Excellent Better

Corporate Plan Performance Framework: Project Update

This theme contains 20 projects and activities. 11 have not yet started and these are at various stages (from project brief to business case); five are 'On Target' and three are 'Experiencing Obstacles'. The Denbighshire and Flintshire Joint Archive Project is 'At Risk'. The status is 'At Risk' on the basis that funding has yet to be secured and therefore the funds are not in place to proceed as planned with the accommodation solution and the activity plan. Subject to the necessary approval from Cabinet, who now also wish to review alternative options in Denbighshire, a funding application to the NLHF (Welsh capital grant funding) will be submitted in either August or November 2023, and the outcome should be known some four months later. In the meanwhile, both archive services will continue to work collaboratively and develop the service under the North East Wales Archive brand.

Our pledge to 'Develop a cultural and heritage strategy and a programme of events' has not yet started and there is no clear, agreed way forward for delivering the pledge at this time.

Levelling Up Projects are being developed. None of the Clwyd West projects are live yet; most are either at project brief or business case stage and an update will be reported in the next period.

Delivery of the Welsh Language Strategy 2023-28 to promote and increase the use of Welsh in the county and the service delivery, policy making, and operational standards of the Welsh Language Policy will commence once Cabinet approval has been sought in June 2023. The Strategy in particular, may warrant being run as a project to ensure the culture change we want to see is achieved and embedded fully across the council and all its services.

The title of an activity to “Work with partners on the proposed designation of a National Park in North East Wales” has been amended to “Develop Denbighshire County Council’s internal and external governance on the emerging proposal from Natural Resources Wales for the new National Park in North East Wales”, to better reflect the current status of developments in relation to a new National Park.

Projects or Activities

Title	Status	Exception
Implement the WESP to support 1 million speakers by 2050	On Target Same	
Deliver the Welsh Language Strategy 2023-28 to promote and increase the use of Welsh in the county	Experiencing Obstacles Same	
Deliver the service delivery, policy making and operational standards of the Welsh Language Policy	Experiencing Obstacles Same	
Develop and deliver a service wide Welsh language and culture project to young people celebrating where they live	Complete Same	We completed activity to develop and deliver a service wide Welsh language and culture project to young people celebrating where they live during the year, culminating in St David’s Day celebrations, Welsh cooking, music, and art sessions.
SUGGESTED ACTIVITY: <i>Develop a cultural and heritage strategy and a programme of events</i>	<i>Not started</i>	<i>Work to commence during 2023 to 2024.</i>
Project: Denbighshire and Flintshire Joint Archive Project	At Risk	Funding has yet to be secured and therefore

Title	Status	Exception
	Same	funds are not in place to proceed as planned with the accommodation solution and the activity plan. A funding application is being developed.
Develop phase 1 Bodelwyddan Castle as a Country Park and a gateway to Denbighshire	Experiencing Obstacles Same	
Develop and deliver the Denbighshire Heritage Service Forward Plan 2023 to 2026	Not started	Work to commence during 2023 to 2024.
Develop and deliver the Ambassador Scheme in Denbighshire and across Wales in partnership	On Target Same	
Implement Welsh Government's new Cultural Strategy for Denbighshire Libraries	Not Started	Welsh Government's Cultural Strategy has not yet been published.
Develop Denbighshire County Council internal and external governance on emerging proposal from NRW for new National Park in North East Wales	On Target Same	
Seek the designation of the AONB as a Dark Sky Community	On Target Same	
Support and implement the National Music Service	On Target	
Plas Newydd, Llangollen: Enhance the visitor experience to include improvements to the grounds (Levelling Up Round 1)	Not started	At business case stage
Horseshoe Falls (CS LUF)	Not started	At business case stage
St Peter's Church and Cloisters, Ruthin: Accessibility Improvements (Levelling Up Round 2)	Not started	At project brief stage. This is a Third Party project.
Ruthin Clock Tower: Renovation of Clock Tower exterior (Levelling Up Round 2)	Not started	At project brief stage
Ruthin Gaol/46 Clwyd Street, Ruthin: Premises restoration including new access and improved public facilities (Levelling Up Round 2)	Not started	At business case stage

Title	Status	Exception
Nant Clwyd-y-Dre, Ruthin: Restoration to the Grade 1 listed building (Levelling Up Round 2)	Not started	At business case stage
Cae Ddol, Ruthin: Public Realm Upgrade and connect to the heritage theme (Levelling Up Round 2)	Not started	At project brief stage

A round up of news

The following news and committee items took place in this last period in support of this theme:

[A new Walking book, 'The Edge of Cymru', exploring Wales was launched at Plas Newydd, Llangollen](#) in January. The event celebrated the publication of the book and highlighted the importance of raising the profile of Welsh authors, particularly those that explore our landscape, culture and language.

The council informed residents and visitors to the county that following two years of flood recovery work, [Ruthin Gaol will reopen](#) its cell doors to visitors from the April 1, 2023. The restorations include a host of exciting new additions for visitors to explore.

In March, the council held an [open day at the Roman Bath House in Prestatyn](#). People were invited to attend the open day to learn about the ancient site's history, to try Roman-inspired crafts, and learn more about some of the stonework renovations and enjoy historically accurate Roman re-enactment. Funded by Cadw and the AONB Sustainable Development Fund, the project aims to increase visitor numbers and secure the site for generations to come.

[Denbighshire Libraries Service](#) attended Performance Scrutiny Committee in March, to update the Committee on its performance in relation to the 6th Framework of Welsh Public Library Standards 2017-20. The Service also sought the Committee's observations on the progress made in developing libraries as places of individual and community well-being and resilience.

A well-run, high performing council

Measures: Priority for Improvement

Projects: At Risk

This chapter in previous reports was entitled “Corporate Health: The council is efficient, well-managed and environmentally sustainable”. Under our new Corporate Plan, the theme of Corporate Health continues, but as “A well-run, high performing council”.

As we explained in the Summary Position section in our [previous report](#), since November 2022, we have held discussions to determine the right strategic set of measures and activity to monitor through these performance reports in future. Many of the measures and some of the activities previously reported under Corporate Health are continuing, and we have updated progress in relation to those below. There is though, still some work to do before a final indicator set is reached that incorporates new indicators for projects or activities that have yet to commence.

Performance Framework: Measures Update

Measuring equal appointments is complex 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 2021 to 2022, we see an increase in appointments from 4% to 21%. This compares to 19% when looking at those that do not have these characteristics and were appointed. On closer inspection of the data, more appointments were made to people stating they were gay or bi-sexual or had their gender reassigned than those who stated they were heterosexual/straight. People with a protected characteristic of 'race', disability or religion were less likely to be appointed than those without those protected characteristics (the percentage difference in appointments was 2% for 'race', 3% for disability and 11% for religion).

80.7% of the lowest paid jobs that the council offers were occupied by women during 2022 to 2023 (up from 79.3% on the previous year), which is considered a ‘Priority for Improvement’. Our measure of 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, but the difference in pay swung back to favour men by 6.7% in 2021. Mean hourly rate of pay returned in the favour of women again during 2022 to 2023.

As at March 2023, sickness absence stood at 9.8 days, the same as for the last period, and remains a 'Priority for Improvement'. As at March 2023, the percentage of staff who are eligible for one or three 121s and who have had at least one or three one-to-one meetings in the last 12 months stood at 61%, up from 53% in the last period. This is a rolling total. The percentage of employees that have completed all 9 mandatory e-learning modules by the end of the year (excluding schools) stood at 49% by the end of the year, and is a 'Priority for Improvement'. Given the challenges facing the council, this theme uses employee turnover as an indicator. More employees have left the council (including and excluding schools) over the last two years, peaking to 12.4% (excluding schools) and 11.7% (including schools) of the total workforce during 2022 to 2023.

We have received no formal recommendations for improvement from external regulators (Estyn, Care Inspectorate Wales and Audit Wales), and there have also been no low assurance reports in this period from internal audit. The joint Inspectorate Review of Child Protection Arrangements (JICPA) took place in Denbighshire in February 2023, involving Care Inspectorate Wales (CIW), Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), Healthcare Inspectorate Wales (HIW), and Estyn. A draft report has been received but we expect to be able to report on the outcomes of the Review in the next reporting period.

One corporate project is currently presenting as 'Compromised' (Dewi Sant Childcare project), with 96% of all projects being regularly updated by project managers, an improvement of 1% from our last report.

We currently have a total of 20 risks on the register, 11 of which are inconsistent with our risk appetite (55%). This is considered to be a 'Priority for Improvement'.

Just under half (49.5%) of all Corporate Plan measures were showing as a 'Priority for Improvement' during January to March, which is considered 'Acceptable'.

Our measure on budget variance (i.e. what we have and receive versus what we are spending) has decreased to £1.585million. The council's reserves have also decreased to £5.531million.

We have started to monitor the revenue outturn expenditure per head of population, which we benchmark nationally. Revenue outturn expenditure per head of population in Denbighshire stood at £2913.25 in 2021to 2022. We need to agree our methodology for determining what excellence looks like. On the basis of our default methodology, whereby

excellence is determined by calculating the median across Wales - which for 2021 to 2022 stood at £2,669.31 - our performance would be considered a Priority for Improvement, ranked second highest when compared to all local authorities in Wales. However, this is a single crude measure that could warrant being examined alongside council tax rates for example. It does though offer a lens into a debate about value for money, which is one of the pledges within this theme; a pledge that needs scoping further.

By the end of March, 35% of the council’s spend was with local suppliers and 66% of contracts (over £25k and under £1,000k) during the period contained community benefits. Two collaborative procurements were awarded during the period, and one collaborative procurement opportunities was missed. There were 15 potential collaborative procurements on the horizon, and these will be explored and developed in the coming months.

The percentage of negative news stories about the council (taken as a proportion of all news stories about the council) has increased from 12% in the previous period to 14% between January and March 2023. This represents 27 negative stories out of a total of 190 and is a ‘Priority for Improvement’. The percentage of external complaints upheld or partly upheld over the last quarter has decreased from 53% to 42%. This represents 24 from 56 complaints upheld or partly upheld, and is considered ‘Good’.

Several of our stakeholder survey questions have seen some improvement this year but all of those relating to this theme remain a ‘Priority for Improvement’. Each question reflects the pledges within the new Corporate Plan and are an area of focus for the council. These questions will be asked every year for the remainder of this Corporate Plan, and we anticipate seeing improvements in the survey results as the Plan is delivered.

For further measures and activity in support of procurement and community benefits, please see the [Prosperous](#) theme.

Annual or biennial measures

2019 to 2022 data

Title	2019 to 2020	2020 to 2021	2021 to 2022
The percentage of new appointees from applications where it was disclosed that they are either from a racial or religious minority	15% County only	4% Count only	21% Count only

Title	2019 to 2020	2020 to 2021	2021 to 2022
group, have a disability, are gay or bi-sexual, or had their gender reassigned			

2021 to 2023 data

Title	2021 to 2022	2022 to 2023
The percentage difference in the mean hourly rate of pay for women – Benchmarked Locally	6.7% Acceptable	-13.4% Excellent Better
The percentage of the lowest paid salaries (bottom quarter) that are women – Benchmarked Locally	79.3% Priority to Improve Better	80.7% Priority to Improve Worse
The percentage of attendance by elected members (expected and present), year to date - Benchmarked Locally	89%	84% Good Worse
The percentage of employees who leave Denbighshire as a percentage of the total workforce (excluding schools) – Benchmarked Nationally	10.6% Good Worse	12.4% Acceptable Worse
The percentage of employees who leave Denbighshire as a percentage of the total workforce (including schools) – Benchmarked Nationally	10.2% Priority to Improve Worse	11.7% Priority to Improve Worse
The percentage of stakeholders who agree that the council is transparent, well-run, and high performing – Benchmarked Locally	No data. New to 2022 to 2023	40.69% Priority to Improve
The percentage of stakeholders who agree that the council works well with partners – Benchmarked Locally	62% Good	41.26% Priority to Improve Worse
The percentage of stakeholders who agree that there is a good working relationship between political leaders and senior management – Benchmarked Locally	63% Good	29% Priority to Improve Worse
The percentage of stakeholders who agree that the council manages its performance well – Benchmarked Locally	28% Priority to Improve	42.53% Priority to Improve Better

Title	2021 to 2022	2022 to 2023
The percentage of stakeholders who agree that the council manages its risks and challenges well – Benchmarked Locally	30% Priority to Improve	41.47% Priority to Improve Better
The percentage of stakeholders who agree that the council manages its finances well – Benchmarked Locally	26% Priority to Improve	37.41% Priority to Improve Better
The percentage of stakeholders who agree that the council has effective long-term plans in place – Benchmarked Locally	31% Priority to Improve	37.59% Priority to Improve Better
The percentage of stakeholders who agree that the council treats its workforce well – Benchmarked Locally	35% Priority to Improve	48.27% Priority to Improve Better
The percentage of stakeholders who agree that the council makes best use of its assets and resources – Benchmarked Locally	20% Priority to Improve	27.95% Priority to Improve Better
The percentage of stakeholders who agree that the council purchases its goods and services in a fair and efficient way – Benchmarked Locally	25% Priority to Improve	28.47% Priority to Improve Better
The percentage of stakeholders who agree that the council acts on the concerns of residents – Benchmarked Locally	No data. New to 2022 to 2023	38.62% Priority to Improve
The percentage of stakeholders who agree that the council treats all people fairly – Benchmarked Locally	No data. New to 2022 to 2023	42.39% Priority to Improve
The percentage of stakeholders who agree that the council's Corporate Plan and priorities reflect the needs of the local community – Benchmarked Locally	No data. New to 2022 to 2023	37.3% Priority to Improve
Revenue outturn expenditure per head of population (£s) – Benchmarked Nationally	2,913.25 Count only	Data pending. Available October 2023

Quarterly or Biannual Measures

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
The percentage of Corporate Plan Measures showing as 'Priority for Improvement' – Benchmarked Locally	47% Acceptable Worse	51% Priority to Improve Worse	51% Priority to Improve Same	No data: does not apply	49.5% Acceptable Better
The number of projects on the project register showing as 'Compromised' – Benchmarked Locally	1 Good Better	1 Good Same	2 Acceptable Worse	1 Good Better	1 Good Same
The percentage of projects whose delivery confidence was updated in the last three months – Benchmarked Locally	100% Excellent Better	95% Good Worse	100% Excellent Better	95% Good Worse	96% Good Improved
The percentage of corporate risks inconsistent with the council's risk appetite statement – Benchmarked Locally (six monthly)	64% Priority to Improve Worse	No data: does not apply	55% Priority to Improve Better	No data: does not apply	55% Priority to Improve Same
The cumulative The number of negative reports from external regulators – Benchmarked Locally	0	0	0	0 Excellent Same	0 Excellent Same
The cumulative The number of Internal Audit low assurance reports, financial year to date – Benchmarked Locally	4	0	0	0 Excellent Same	0 Excellent Same

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
Corporate and Service Budget Variance (£k)	-2,399 Count only	1,109 Count only	2,661 Count only	2,189 Count only	1,585 Count only
Council reserves (£k)	7,135 Count only	7,135 Count only	7,135 Count only	7,135 Count only	5,531 Count only
Negative news stories as a percentage of all news stories about the council – Benchmarked Locally	9%	10%	11%	12% Priority to Improve Worse	14% Priority to Improve Worse
The percentage of external complaints upheld or partly upheld over the last quarter – Benchmarked Locally	60% Priority to Improve Worse	46% Good Better	67% Priority to Improve Worse	53% Acceptable Better	42% Good Better
The percentage of Members that have completed Code of Conduct training – Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The rolling average The number of working days / shifts per full time equivalent (FTE) local authority employee lost due to sickness absence – Benchmarked Nationally	9.57	10.18	10	9.8 Priority to Improve Better	9.8 Priority to Improve Same
The percentage of staff who are eligible for one or three one-to-ones and who have had at least one or three one-to-ones in the last 12 months (by person) – Benchmarked Locally	43%	45%	52%	53% Priority to Improve Better	61% Priority to Improve Better

Title	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023
The percentage of staff for whom we have equality monitoring information – Benchmarked Locally	52% Good Worse	51.4% Good Worse	76% Excellent Better	72% Excellent Worse	71.5% Excellent Worse
The number of vacancies advertised during the quarter – Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The percentage of employees that have completed all 9 mandatory e-learning modules by the end of the year (excluding schools) – Benchmarked Locally	No data	No data	No data	No data	49% Priority to Improve Better
The number of career pathways – Benchmarked Locally	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024
The number of actual collaborative procurements – Benchmarked Locally	1 Count only	5 Count only	2 Count only	1 Count only	2 Count only
The number of missed collaborative procurements – Benchmarked Locally	1 Count only	0 Count only	0 Count only	0 Count only	1 Count only

Corporate Plan Performance Framework: Projects Update

This theme includes several suggested activities that need to be scoped. Some are already in progress (such as delivering the action plans identified by staff in the five staff-led task and finish groups created by the Chief Executive). Two activities are ‘On Target’, seven are ‘Experiencing Obstacles’, and the remaining 13 are due to start between 2023 to 2024 (four of which are suggested and need to be scoped). Governance arrangements

for this theme are under discussion and we hope to report on an agreed way forward in our next report.

Projects or Activities

Title	Status	Exception
Prepare for Peer Review for Local Government and Elections (Wales) Act 2021	Experiencing Obstacles Same	
SUGGESTED ACTIVITY: Deliver action plans identified by the five staff-led task and finish groups	Not started	<i>This activity is being scoped</i>
SUGGESTED ACTIVITY: Develop and launch a new customer service framework (linked to our Welsh Language Strategy and Policy)	Not started	<i>This activity is being scoped</i>
SUGGESTED ACTIVITY: Procure a new corporate CRM (timescale 2025)	Not started	<i>This activity is being scoped</i>
Implement the Public Participation Strategy	Not started	Work to commence during 2023 to 2024.
Develop a co-production strategy (DCC wide)	Not started	Work to commence during 2023 to 2024.
Update the procurement strategy (to become a new project: Implement the new procurement strategy to deliver decarbonisation and the principles of the Social Partnership and Public Procurement (Wales) Bill)	Experiencing Obstacles Same	
Develop and secure Asset Management Group adoption of new Asset Management Strategy	Experiencing Obstacles Same	
Develop and deliver portfolio plans to determine the shape, size and future use of assets for each of the council's asset management portfolios	Experiencing Obstacles Same	
Undertake an annual review of the Corporate Workforce Plan 2022 to 2027	Not started	Work to commence during 2023 to 2024.
SUGGESTED ACTIVITY: Ensure value for money is embedded within our organisational culture, and that decisions	Not started	<i>This activity is being scoped</i>

Title	Status	Exception
<i>are balanced by considering service quality and social value.</i>		
Establish the Ethical Liaison Group	Not started	Work to commence during 2023 to 2024.
Update the Members' Code of Conduct to include a timeframe within which Members are expected to have completed Code of Conduct training	Not started	Work to commence during 2023 to 2024.
Develop a framework to guide councillors in handling harassment, abuse and intimidation	Not started	Work to commence during 2023 to 2024.
Implement the new requirements of the UK Elections Act 2022 and other electoral reform	Not started	Work to commence during 2023 to 2024.
Ensure that the Constitution is fit for purpose following the changes brought about by the Local Government and Elections (Wales) Act 2021	Not started	Work to commence during 2023 to 2024.
Raise awareness of mental health issues across the council through delivery and embedding of the Time to Change action plan	Experiencing Obstacles Same	
Promote and enable career pathways, where possible, to support workforce development and progression	Not started	Work to commence during 2023 to 2024.
Embed the new agile working policy and support any learning and development needs from it	On Target Same	
Improve the information we have about our workforce, including equality information, to support more detailed analyses in future Public Sector Duty Reports	Experiencing Obstacles Same	
Deliver the Corporate Workforce Action Plan	On Target Same	
Deliver the action plan of the Social Care Recruitment and Retention Operational group	Experiencing Obstacles Same	

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. Our news round up is included in each governance section.

Corporate Planning

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

Embedding our new Corporate Plan, 2022 to 2027

Following the approval of our new Corporate Plan (denbighshire.gov.uk/corporateplan), the Strategic Planning and Performance Team have been working to align the council's reporting functions to the new Plan, which includes our governance arrangements and a revised Performance Management Framework that will support the nine themes. Our first Programme meeting for the new Corporate Plan was held with the Senior Leadership Team and Cabinet on March 17 to agree our 'blueprint document' for delivery of the Plan. This report is the first to present performance against this new framework. A further session planned with our Corporate Executive Team and Cabinet on April 25 will agree governance arrangements for the nine themes in the Plan. We have also ensured that all Service Plans align to, and include content from the Corporate Plan to ensure reporting clarity.

Senior Leadership Team

Following the conclusion in January of the formal consultation on the proposed options for the new Senior Leadership Team restructure, agreement around the final structure was circulated in February, with implementation effective from April 1, 2023. In brief, new service groupings have been created beneath two Corporate Support Services covering 'People' (which includes the former Legal, HR and Democratic Services, Corporate Health and Safety, Communications and Marketing, and Customer services) and 'Performance, Digital and Assets' (which includes most aspects of the old Business Improvement and Modernisation service, but with the addition of Property Services). A new Housing and Communities Service will also include Community Development, Archives, and Housing Development and Maintenance. Community Support Services will also change its name to

become the Adult Social Care and Homelessness Service. Finally, Internal Audit will move to make up the new Finance and Audit Service. We are currently carrying four vacant head of service posts within the structure, being covered by interim arrangements with managers acting up. These posts will be recruited in two batches, starting with the heads of Adult Social Care and Homelessness, and Highways and Environmental Services being advertised in April; followed by the Corporate Support Service posts hopefully in May. For more information on the new structure, [visit our website](#).

Councillor Meetings

A survey of councillors opened in December to determine whether meetings held during the day is a detriment to working members where employers are reticent to release staff to attend meetings. The results were shared with [Council in January](#). 34 responses were received (72% of the membership) and concluded that the majority of members preferred morning meetings, did not want to see the timings of meetings rotated, and that evening meetings would be the most difficult to attend. Members duly approved and confirmed existing arrangements for the timing of Council, committee and other member meetings.

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

A briefing note was circulated in November (covered in our previous report) that outlined the position with regard to staff and office / home working. This position remains unchanged. However, following the restructure of the Senior Leadership Team, responsibility for the New Ways of Working project has now moved to the Corporate Director for Governance and Business. It is anticipated that the next phase of the project will look at the council's office estate, i.e. what it needs and where.

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

One outstanding requirement of the Local Government and Elections (Wales) Act concerns arrangements for a peer 'Panel Assessment' of council functions, to take place once within the electoral term. The position remains unchanged since our last report, where we are waiting on the Welsh Local Government Association to provide us with detail on their national Peer Assessment offer, including costs. We had anticipated this detail by the spring of 2023, with the first panel assessments of local authorities taking place in the autumn of 2023 at the earliest. However, there are ongoing delays and we will seek clarity.

Shared Prosperity Fund (SPF)

Twelve projects for Year 1 of the Shared Prosperity Fund were approved by Cabinet in January, but we are still waiting for permission to issue grant agreements and claim forms to projects to draw down the funding. The window for Year 2 and 3 applications was opened between January 31 and February 24, and in Denbighshire we received 110 applications: 70 for regional projects, with the remaining 40 being direct delivery in Denbighshire only. Following receipt and appraisal of the applications, including consultation with the wider Denbighshire SPF Partnership, the Senior Leadership Team and Member Area Group Chairs, 60 projects were discussed at a Partnership meeting on March 21, with 29 being shortlisted, and 3 placed in reserve.

We have now also received the first draft of the regional agreements that outline arrangements and next steps after the approval of applications at Stage 1. Discussion has also taken place with the regional team about how we collectively provide feedback on regional applications. Meanwhile, Finance has gathered evidence for our first claim for Administration fees, claimed retrospectively to January 2023.

In February, Cabinet agreed to commission Cadwyn Clwyd and Denbighshire Voluntary Services Council to deliver Key Funds in the area of Business Support and Community Capacity Building. Officers and Heads of Service are working with Legal, Finance and regional colleagues to confirm who will be the Project Lead for these Key Funds. We are also in the process of seeking additional information from the Regional Team about the requirements needed to request advanced payments for projects.

Financial Planning

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

Finance Update Reports

In January, Cabinet considered a [finance report](#) detailing the latest financial position and progress against the agreed budget strategy. Plans to spend a capital grant to implement a homelessness leasing scheme were approved. Cabinet received a further [finance report at February's meeting](#) and members approved the commissioning form to tender for all classes of insurance services (except for marine and terrorism) for the authority. Also approved was the writing-off of unrecoverable Business Rates. The latest [finance report](#)

for the period was presented to Cabinet in March. Approval was given for the match-funding requirement for the Clwyd West Levelling Up Grant programme and the 'Four Great Highways' project as part of the Clwyd South Levelling Up Grant programme.

The net revenue budget for 2022 to 2023 is £233.696million (up from 216.818m in 2021 to 2022). The position on service and corporate budgets is a forecast overspend of £1.585million. The 2022 to 2023 budget required service savings and efficiencies of £0.754million to be identified and these are assumed to have been achieved. At the end of February, the council's borrowing totalled £273.035million at an average rate of 4.08%. Investment balances were £36.2m at an average rate of 3.44%.

With regards to the Housing Revenue Account (HRA), the latest revenue position assumes a decrease in balances at year end of £578k compared to £4k at the time the budget was approved. The decrease relates to a reduction in estimated rental income. HRA balances are therefore forecast to be £1.479million at the end of the year. The HRA Capital budget of £23million is largely allocated between planned improvements to existing housing stock (£12million) and new build developments and acquisitions (£11million).

The reports also give a summary of the council's Capital Plan. The approved Capital Plan for 2022 to 2023 is £51.1million with expenditure to date of £30.3million. The Capital Plan contingency was increased by £1.676million to £2.176million (up from the £0.500million agreed in February 2022) due to carrying forward the unhypothecated element of a capital grant received from Welsh Government in March. After allocations to the Waste Project and the Levelling Up Scheme, the contingency level at £764k will help mitigate the risks to the overall programme of the impact of inflation on capital costs.

The budget for Education and Children's Services remains an area of concern as the current forecast overspend is £3.437million (previously £2.999million). Most of the pressure relates to children's placements, which have either commenced this financial year, or are now projected to continue longer than previously predicted. The Education service overspend (£182k) relates to Out-of-County income budget pressure of £704k due to a reduction in the number of pupils from other councils attending council facilities, offset by grant maximisation and efficiencies across the service. The Community Support Service budget remains a high-risk area, with the current outturn prediction being £2.318million (previously £2.369million) due to an overall pressure of £4.8million, in high cost placements and homelessness service, netted off by fully utilising a cash reserve of £2.4million.

Statement of Accounts

The council has a statutory duty to produce a statement of accounts that complies with approved accounting standards. In March, the Governance and Audit Committee were updated on the progress of the [Statement of Accounts for 2021 to 2022](#). A technical issue affecting all Welsh local authorities was resolved in December, however, two more specific issues concerning Denbighshire County Council's council house asset values have resulted in further delays to work being completed in order for Audit Wales to approve the accounts. As it is also important to address the backlog in preparations with the closedown process for the 2022 to 2023 Statement of Accounts, an audited final set of accounts for 2021 to 2022 is unlikely to be taken for approval until September 2023.

Annual Treasury Management

In January, the Governance and Audit Committee received an update on the council's [Treasury Management](#) activity during 2022 to 2023. The Committee also reviewed the Treasury Management Strategy Statement (TMSS) for 2023 to 2024 showing how the council would manage its investments and borrowing, including Prudential Indicators which set limits on the council's Treasury Management activity. Meeting in February, Council members approved the [Treasury Management Strategy Statement for 2023 to 2024 and Prudential Indicators](#) for financial years between 2023 and 2026. The council is required to invest its treasury funds prudently, striking an appropriate balance between risk and return and the TMSS outlines the council's approach in this regard.

Budget Process Update

At its meeting in January, the Governance and Audit Committee received a [budget process update](#) from the Head of Finance. Members were assured that the process had involved extensive consultation, including a Council Briefing held earlier in January, which had been supportive of the budget proposals. The [budget for 2023 to 2024](#) had also been discussed and approved by Cabinet. The [final proposals for the budget 2023 to 2024](#) were then approved by Council at its meeting in late January.

The budget report set out the implications of the draft Local Government Settlement for 2023 to 2024, which had resulted in a positive settlement of 8.2% (compared to the Welsh average of 7.9%). The settlement included all pay increases for teaching and non-teaching posts and responsibility to pay social care staff the Real Living Wage. As the settlement generated £14.231million, and pressures amounting to £25.116million were calculated, a

funding gap of £10.885million was identified. Proposals for balancing the budget were outlined in the Medium Term Financial Plan, including the recommended Council Tax rise of 3.8%, which was at the lower end of indicative increases across Wales.

Due to the very late date for the Final Settlement, it was recommended and agreed that Cabinet and Council delegate authority to the Head of Finance and Property in consultation with the Lead Member for Finance to adjust the use of cash included in the budget proposals by up to £500k. The draft settlement included a slightly increased indicative average settlement of 3.0% for the financial year 2024 to 2025. Although this increase was welcomed it does indicate that difficult decisions will be required over the coming years.

As part of the budget proposals for 2023 to 2024, members of the Council agreed in January the adoption of the [All Wales Council Tax Reduction Schemes](#) and Prescribed Requirements (Wales) Regulations 2013 and the All Wales Council Tax Reduction Schemes (Prescribed Requirements and Default Scheme) (Wales) Amendment Regulations 2023. The nationally defined scheme aims to provide consistent levels of support to vulnerable people. Members also approved the discretionary elements of the scheme detailed in the report.

At its meeting in February, Council was required to pass further resolutions relating to setting the levels of [Council Tax for 2023 to 2024](#) to ensure the legal validity of the process. The detail of recommended amounts calculated can be found in the appendix of the report. These are in line with the requirements of the regulations and were approved by full Council.

Other developments in the last period

Recommendations of the Budget Board

Following the cessation of the Strategic Investment Group, a new capital approval process has been in development. In the interim, the Budget Board – Capital met to consider bids prepared by each service. In February Cabinet gave support for projects identified for inclusion in the 2023 to 2024 Capital Plan as per the [recommendations of the Budget Board](#). Members were advised that the total funding available for 2023 to 2024 block allocations for on-going programmes of work was £13,368,000. The list of projects included Highways works which would require £4m prudential borrowing to maintain the level of spend. It was noted that a rise in costs would be difficult to support due to the

reduction in the Welsh Government's Capital Budget and as a result, the council would need to resort to funding through capital reserves for those areas viewed as priorities. Meeting in February, Council approved the [recommendations of the Budget Board and Capital Plan](#) for financial years between 2023 and 2026.

Performance Management

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

Implement annual process for stakeholder engagement on council performance.

Our annual Stakeholder Survey was launched on November 7 and closed on March 19. It was promoted through our Libraries and receptions, with paper copies available at those locations, as well as through social media campaigns. We received 630 responses, which is an increase on the previous year. The results have been included within the data in this report, which includes of course for the first time new questions around our new Corporate Plan themes. Existing questions that we asked last time around our seven governance areas have also been updated and included within this report. We will hold a lessons learned meeting in the coming months before the launch of the survey again for 2023 to 2024.

Address Staff Capacity within Internal Audit

Two Career Pathway Auditors commenced in their roles during this period, and recruitment into the vacant Principal Auditor role, which is being advertised for a third time, will commence in April 2023.

Self-Assessment of Performance

During this last period, and continuing our ongoing process for Self-Assessment of performance against our functions, the council produced its third in-year performance update report covering September to December. This was circulated to the Senior Leadership Team, Cabinet and Scrutiny for their information, and is now available to view on the [performance page of our website](#). This January to March update report is the fourth and final report in the set, which, combined with our Executive Summary, makes up our Self-Assessment for 2022 to 2023.

Corporate Plan 2022 to 2027: Performance Management Framework

As described earlier in this report, considerable work has been carried out by the Strategic Planning and Performance Team to develop the Performance Management Framework for the new Corporate Plan. We have worked closely with Corporate Executive Team and Cabinet leads, and officers from every level of the council to bring forward a comprehensive set of measures and actions in response to our Corporate Plan themes and pledges, which are presented in this report for the first time. We have sought to challenge services around their ambition for performance and actively include national measures, where appropriate, to allow for good benchmarking and comparisons to be drawn. Service Plans have also been aligned to the new framework to allow for clarity of reporting, the whole now being built into our Performance Management System, Verto. There will be aspects still in need of development and some gaps to fill, but the foundation is now in place to be taken forward through our routine reports to managers and committees. It would be timely now that this framework and, shortly, new governance arrangements for the Corporate Plan 2022 to 2027 are in place for the Strategic Planning and Performance Team to update its [Performance Management Guide](#). This work will be taken forward in the summer.

Other developments in the last period

Service Performance Challenge

Following agreement from the Senior Leadership Team in January and Cabinet Briefing in February, arrangements have been put in place for our internal Service Performance Challenge programme to commence from May. The challenges are an important aspect of the council's Performance Management arrangements, allowing senior managers, Cabinet, scrutiny members and our regulators to 'deep-dive' into the performance of a particular service area, and to freely discuss and seek solutions to key issues or risks. The Service will prepare a short SWOT (strengths, weaknesses, opportunities and threats) analysis that will form the basis of the discussion, alongside performance data on their Service Business Plan and Service Risk Register.

Performance Report: Cefndy

At its [meeting in January](#), Performance Scrutiny received a performance report on Cefndy, which is a site that provides important employment opportunities for local disabled people who would otherwise struggle to find employment. Cefndy manufactures various living aids

and has been in existence for approximately 40 years, with many staff having worked there for many years, the average length of service being 17 years. It was noted that disruption and cost volatility to global supply chains in recent years had increased Cefndy's competitiveness against imports and impacted positively on sales with old and new customers. However, there have also been some unforeseen budget pressures too during the current financial year, including additional energy costs, higher than expected salary increases, and emergency building repairs. Work has taken place over the previous 18 to 24 months to stabilise the service. The committee requested a further information report following the close of the current financial year (2022 to 2023) to give an update on Cefndy's performance, and to receive their annual performance report for 2023 to 2024 in the summer of 2024.

Christ the Word Catholic School

Following the [Estyn report](#) that placed Christ the Word Catholic School in special measures last summer, at its [meeting in January](#), Performance Scrutiny received an update on all the steps undertaken by the council's Education Service, the School's Governing Body, Diocese and GwE to date, including the Post Inspection Action Plan (PIAP), and joint Local Education Authority (LEA) and GwE Support Plan for the school. These measures included the appointment of additional governors for the School's Governing Body; the appointment of an interim school leadership team; and the provision of additional support to help move the school forward. All of these actions and the measures outlined in the PIAP had been accepted by Estyn and the delivery of the PIAP and LEA/GwE action plans were now subjected to regular challenge and monitoring. Following an in-depth discussion, members supported all parties' efforts to address Estyn's recommendations, and requested that an update report be presented to the committee in September 2023.

Risk Management

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

Corporate Risk Register

We currently have a total of 20 risks on the register, 11 of which are inconsistent with our risk appetite (55%). We have updated our presentation of the register, which now incorporates risk colour and trend. Whilst risk scores had not changed, the risks we are

facing, in some cases, remain severe and serious. The February 2023 review of the corporate risk register will be presented to Performance Scrutiny in April 2023. The next planned review of our corporate risk register will commence from September 2023.

Risk Appetite Statement

In November, [Governance and Audit Committee](#) received an update on the application of risk management methodology. Members were in agreement to endorse the proposal to amend the Corporate Risk Appetite Statement. The council's [risk appetite statement](#) was reviewed and adjusted in November 2022. The council's minimalist risk appetite in relation to Workforce: Terms and Conditions has been relaxed very slightly to a cautious risk appetite, to reflect the way we are 'flexing' recruitment processes – in a safe way – to alleviate challenges in filling roles. All other aspects of our risk appetite statement have remained the same.

Information Risk Policy

The council has drafted a revised Information Risk Policy, which it will shortly seek approval for. The requirement for services to consider Information Risk as part of their Service Planning for 2023 to 2024 was also included within our 'Service Planning Prompts', which are always shared with Heads of Service and managers when developing new service plans. Services are also encouraged to continually review their Service Risk Registers, which should capture any information risks that services are carrying.

Workforce Planning

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

Staff Training, Development and Mental-Health

A review of our current flexible working policy and guidance is complete and approval has been obtained from the Local Joint Consultative Committee. The policy needs to be presented to Cabinet for approval. If approved, it will be implemented from June 2023 together with a communications plan, induction materials and sessions to support staff and managers with the new ways of working.

HR has appointed a lead Learning and Development Specialist to oversee and deliver the mental health action plan. They will work alongside Mental Health Champions, once they

are in place, to ensure support for mental health and well-being is embedded across the council. The action plan has two outstanding actions (a survey and to establish Champions).

Improve the information we have about our workforce

This action includes equality information to support more detailed analyses in future Public Sector Duty Reports. By the end of March, we had equality information for 71.5% of staff. Due to continual changes in staff the equality information we have about our workforce tends to vary. However, performance has improved greatly since June 2022, at which point we had information for 51.4% of staff.

Workforce planning

Workforce planning actions remain underway to progress the findings of the corporate and service-level workforce planning reviews. There continues to be a significant focus on recruitment, especially in social care and health roles. An annual update will be presented in April 2023. A fresh workforce planning process will commence once the new senior leadership structure is in place later in the year.

We are working to develop our Welsh Language Strategy and Welsh Language Policy, both of which will impact upon workforce development and service delivery to support and raise the profile of the use of Welsh within the council and in the wider community. The policy has been approved by the Senior Leadership Team and the Welsh Language Steering Committee. Both the Strategy and the Policy were both expected to be approved with delivery starting from April 2023, but full approval will be sought from Cabinet in June 2023.

A detailed report about recruitment, retention and workforce planning across the council was presented to [Governance and Audit Committee](#) in January 2023. This report was stimulated by earlier reports received by Governance and Audit Committee in [November 2022](#), about the September 2022 risk review and an information report about recruitment and retention issues in Social Services. The Committee said it was reassured officers were aware of, and responding adequately to, challenges in relation to recruitment and retention and Members were reminded of a planned Internal Audit review that would take place in the new financial year (2023 to 2034).

Social Care Workers

In January, the council launched a campaign to attract people to a career in Social Care, in roles varying from health and social care to catering. Recruiting more staff into social care is critical for effective services to vulnerable people and is part of wider efforts to reduce risks associated recruitment and retention in social care in Denbighshire and nationally. The council is committed to working with prospective employees to remove any barriers to work, and is promoting the job security, staff benefits - such as competitive rates of pay, an excellent pension scheme, travel allowance, and generous annual leave entitlement, together with flexible working hours and contracts – to attract new staff into these critical roles.

Service Challenge Action: DBS Compliance

Safer recruitment remains a high priority for the council. The additional resource in the team addressed the backlog of Disclosure and Barring Service (DBS) renewals. That resource is no longer in place and has been replaced with a business-as-usual approach. Weekly monitoring by Human Resource Assistants continues and additional reports have been created to assist with performance monitoring. This has resulted in an increase in compliance to 92%, up from 90% on the previous period. The remaining 8% are in progress and the reasons for their outstanding status are due to staff needing to action a task or are awaiting the DBS process to be concluded and the certificate produced.

A more formal monitoring process is being prepared and we are actively reminding recruiting managers of their responsibilities with regards to safer recruitment; to ensure that new staff have all the appropriate checks in place before they start. Communications to new employees and managers has been revised setting out the safer recruitment checks that need to be completed. We expect this action to be complete within the next period.

Assets

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

Asset Management strategy

Progress in this area has continued to be affected by a lack of capacity within the team. An additional staff member has been appointed and we expect that person to be in post by June 2023. Once the new asset management strategy is in place, we will develop and deliver portfolio plans to determine the shape, size and future use of assets for each of the council's asset management portfolios.

Service Challenge Action: Remote Meeting Hubs

The aim of this action was to support remote meetings in areas where broadband connection is poor. Whilst we have delivered broadband infrastructure to community sites to enable the creation of hubs, finance and resources are not available to progress this action further at the present time.

Supporting Businesses and Partners to Adapt

As is outlined [below](#) in more detail, a key area of work for the year ahead, working across the council, will be to implement the new procurement strategy, which once approved, will set out our approach to delivering decarbonisation, the principles of the Social Partnership and Public Procurement (Wales) Bill and the requirements of new UK Government procurement legislation. This will involve working across the council to support Denbighshire's local supply chain. The new decarbonisation procurement specialist role will be instrumental in coordinating this support. There is an opportunity in the interim to use the material produced by Welsh Local Government Association for businesses as part of the Decarbonisation Procurement Toolkit. We will need to ensure there is clarity first though, to ensure roll out of the toolkit is effective. A particular priority for the year will be to work with suppliers on the Design and Print Framework to ready them for carbon reporting from April 2024.

Procurement

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

Decarbonisation Procurement Expertise

The Procurement Team has secured agreement to recruit jointly, with Flintshire County Council, a new decarbonisation specialist within the team to progress decarbonisation in

our procurements and supply chain. The post of Procurement Business Partner – Decarbonisation is being advertised again with an application deadline of May 2023.

Biodiversity Protection and Decarbonisation in Procurement

There continued to be capacity issues and these are still affecting the pace of progress in relation to actions in this area. However, positively, a Collaborative Procurement and North Wales Construction Framework Manager has now been appointed and has been in post since March 2023. The postholder was formerly the Community Benefits Hub Manager.

A key area of work for the year ahead, working across the council, will be to start delivering procurement and community benefit activities within our new Corporate Plan; primarily to implement the new procurement strategy, which once approved, will set out our approach to delivering decarbonisation, the principles of the Social Partnership and Public Procurement (Wales) Bill and the requirements of new UK Government procurement legislation. This will involve working across the council to support Denbighshire's local supply chain.

The Welsh Local Government Association has produced and launched a Decarbonisation Procurement Toolkit, which includes carbon-related questions by sector and level of spend. The new carbonisation procurement specialist will be leading on this work. We have yet to fully start supporting businesses and suppliers in Denbighshire to encourage lower carbon practice, and again this will be a key focus for the new procurement specialist.

Reduction in miles travelled on contract delivery continues to prove challenging to measure and report. The Community Benefits Hub plans to review the approach to measurement considering the Social Partnership and Public Procurement (Wales) Bill.

Contract Procedure Rules

Contract Procedure Rules will be updated to reflect new UK Public Procurement legislation due in 2023 to 2024. We will continue to report on progress through this report in the meantime.

Improvement Actions

Below is a new improvement action that has been identified through this report:

- Update the [Performance Management Guide](#) to reflect the new Corporate Plan Performance Management Framework and governance arrangements.

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Report to	Performance Scrutiny Committee
Date of meeting	8th June 2023
Lead Member / Officer	Cllr Barry Mellor (Lead Member for Environment and Transport)/Gary Williams (Corporate Director - Governance and Business & Climate and Ecological Change Programme Senior Responsible Owner)
Head of Service	Nicola Kneale (Interim Head of Service- Strategy & Performance, Projects, Climate Change)
Report author	Helen Vaughan-Evans (Climate Change Programme Manager)
Title	Review and Refresh of Denbighshire County Council's Climate and Ecological Change Strategy (2021/22-2029/30)

1. What is the report about?

- 1.1 To advise scrutiny of the review and refresh of the Council's Climate and Ecological Change Strategy that is taking place during 2023/24.

2. What is the reason for making this report?

- 2.1 To share and seek support for the process that will be undertaken and anticipated timescales.

3. What are the Recommendations?

That the Committee:

- 3.1 provides observations on the commencement of the review and refresh of the Council's Climate and Ecological Change Strategy that is taking place during 2023/24; and

3.2 supports the approach that will be taken when reviewing the Strategy and for adopting a refreshed Strategy in early 2024.

4. Report details

4.1 Denbighshire County Council's Climate and Ecological Change Strategy (2021/22-2029/30) was adopted in February 2021 following the declaration of a Climate Change and Ecological Emergency by Council in July 2019. The full strategy can be accessed [here](#).

4.2 Denbighshire County Council's Climate and Ecological Change Strategy (2021/22-2029/30) is scheduled to be reviewed and refreshed every 3 years. The first official review and refresh of the Climate and Ecological Change Strategy is during 2023/24. Delivery of the strategy does not stop whilst this review is taking place; work continues at pace concurrently with the review to deliver Net Carbon Zero and Ecologically Positive Council and reduction in supply chain emissions.

4.3 The review and refresh will involve appraising:

- a) the scope of the current strategy.
- b) the target pathways to achieve the 2030 targets of Net Carbon Zero and Ecologically Positive Council.
- c) the actions within the strategy - what needs to be changed and what needs to be added.
- d) the measures of success - whether any need to be added or changed.
- e) the information provided about finance, governance, partnership working and sharing learning.

4.4 The strategy will be updated and added to in consultation with others. The following engagement is planned:

- a) An online survey in Spring 2023 open to the public, councillors and staff to complete giving their views on what they like and don't like about the current strategy and what they would like the strategy to cover and include. Survey promoted within School Councils.
- b) Independent assessment on the financial, legal and regulatory drivers relevant to the strategy, the opportunities to pursue, the risks to manage, the gaps to address, and any change needed from current approach.

- c) Engagement with councillors via the re-establishment of the cross party Climate Change and Ecological Emergency political working group and meeting up to 3 times over 2023/24 to input into this review.
- d) Engagement with Staff Council in June.
- e) Engagement with all Service heads and senior management teams along with key Service personnel via workshops over the summer.
- f) Workshop with external environmental interest groups over the summer.
- g) Updates to Cabinet Briefing and Senior Leadership Team through out.
- h) Engagement with Budget Board/Capital Scrutiny Group in Autumn.
- i) An online survey in Autumn/Winter 2023 open to the public, councillors and staff to complete giving their views on the final draft of the refreshed strategy. Survey promoted within School Councils.
- j) Engagement with Performance Scrutiny Committee on the refreshed strategy before taking it to Cabinet and Council for adoption in early 2024.

4.5 The intention is for the refreshed strategy to be adopted by Council in February/ March 2024 to feed into Service Business Plans for 2024/25. It is intended for the refreshed strategy to be presented to Performance Scrutiny Committee prior to taking it to Cabinet and Council.

4.6 The Climate Change Programme Manager will work with Corporate Communications throughout to ensure timing and appropriate internal and external communication during the strategy review.

5. How does the decision contribute to the Corporate Plan 2022 to 2027: The Denbighshire We Want?

5.1 Ensuring the strategy remains relevant, up to date and bought into is integral to delivering upon the Council's Climate Change and Ecological Emergency declaration (2019) which committed the Council to become Net Carbon Zero by 2030 and improve biodiversity in Denbighshire. Refreshing the targets, achievement pathways and activities regularly helps to maintain the focus and ambition required to deliver on the adopted Climate and Ecological Change Strategy 2021-2030, by supporting the reduction in carbon emissions, increase in carbon sequestration and improvement of species richness of our land so that the Council can achieve its 2030 goals of Net Carbon Zero, Ecologically Positive and 35% reduction in supply chain emissions.

5.2 By progressing and completing the activities within the Climate and Ecological Change Strategy 2021-2030 will directly contribute towards the following themes in the Corporate Plan 2022-2027: A greener Denbighshire and A better connected Denbighshire

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

6.1 There are no costs arising directly from this report. Servicing of the review can be met within existing staff and financial resources.

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

7.1 Not needed for this paper. There is a WIA for the Climate and Ecological Strategy which is available on request. This will be updated in light of the updated Strategy during 2023/24 and before the refreshed strategy is taken to Scrutiny, Cabinet and Council for adoption.

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

8.1 The approach for the strategy review and refresh has been discussed with the Leader, Lead Member, Scrutiny Chairs and Vice Chairs Group, Chief Executive Team, Senior Leadership Team and Climate and Ecological Change Programme Operational Board.

8.2 The requirement for a mechanism for Member involvement was discussed at the Governance and Audit Committee in March, and the recommendation to re-establish the cross party Climate Change and Ecological Emergency political working group was supported by the Scrutiny Chairs and Vice Chairs Group in April.

9. Chief Finance Officer Statement

9.1 The Denbighshire County Council's Climate and Ecological Change Strategy has involved significant financial investment over recent years and will continue to require investment going forward. However, the financial pressures that the Council is now facing may impact on the available funding in the next few years. Although the review itself can be contained within existing resources, it is important that the programme

continue to work through the revenue and capital budget setting processes of the Council when additional resource requirements are identified.

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

10.1 There are no additional risks arising from this report.

11. Power to make the decision

11.1 Section 21 of the Local Government Act 2000

11.2 Section 7.4 of the Council's Constitution outlines Scrutiny's role in policy development and review.

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Report to	Performance Scrutiny Committee
Date of meeting	8 June 2023
Head of Service	Lisa Jones, Interim Head of Legal and Democratic Services
Report author	Rhian Evans, Scrutiny Co-ordinator
Title	Scrutiny Work Programme

1. What is the report about?

1.1 The report seeks Performance Scrutiny Committee to review its draft forward work programme (see Appendix 1). As part of its review the Committee is asked to reflect on how Scrutiny can support the delivery of the Council's Corporate Plan and its aim of becoming Net Carbon Zero and Ecologically Positive by 2030, whilst also prioritising matters which the Committee deems important to scrutinise.

2. What is the reason for making this report?

2.1 To seek the Committee to review and agree on its programme of future work, and to update members on relevant issues.

3. What are the Recommendations?

That the Committee

- 3.1 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate;
- 3.2 appoints a representative to serve on the Service Challenge Group for the Corporate Support Service: Performance, Digital and Assets; and
- 3.3 determines whether any key messages or themes from the current meeting should be publicised via the press and/or social media.

4. Report details

- 4.1 Section 7 of Denbighshire County Council's Constitution sets out each Scrutiny Committee's terms of reference, functions and membership, as well as the rules of procedure and debate.
- 4.2 The Constitution stipulates that the Council's scrutiny committees must set, and regularly review, a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.
- 4.3 For a number of years it has been an adopted practice in Denbighshire for scrutiny committees to limit the number of reports considered at any one meeting to a maximum of four plus the Committee's own work programme report. The aim of this approach is to facilitate detailed and effective debate on each topic.
- 4.4 In recent years the Welsh Government (WG) and Audit Wales (AW) have highlighted the need to strengthen scrutiny's role across local government and public services in Wales, including utilising scrutiny as a means of engaging with residents and service-users. From now on scrutiny will be expected to engage better and more frequently with the public with a view to securing better decisions which ultimately lead to better outcomes for citizens. AW will measure scrutiny's effectiveness in fulfilling these expectations.
- 4.5 Having regard to the national vision for scrutiny whilst at the same time focussing on local priorities, the Scrutiny Chairs and Vice-Chairs Group (SCVCG) recommended that the Council's scrutiny committees should, when deciding on their work programmes, focus on the following key areas:
- budget savings;
 - achievement of the Corporate Plan themes (with particular emphasis on their deliverability during a period of financial austerity);
 - any other items agreed by the Scrutiny Committee (or the SCVCG) as high priority (based on the PAPER test criteria – see reverse side of the 'Member Proposal Form' at Appendix 2);

- Urgent, unforeseen or high priority issues; and
- Supporting the Council's continued recovery work in relation to the effects of the COVID-19 crisis on Council services, the local economy and the county's communities

4.6 Scrutiny Proposal Forms

As mentioned in paragraph 4.2 above the Council's Constitution requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on Scrutiny's business agenda they have to submit a formal request to the SCVCG seeking Scrutiny to consider a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of scrutinising suggested subjects.

- 4.7 With a view to making better use of scrutiny's time by focussing committees' resources on detailed examination of subjects, adding value through the decision-making process and securing better outcomes for residents, the SCVCG decided that members, as well as officers, should complete 'scrutiny proposal forms' outlining the reasons why they think a particular subject would benefit from scrutiny's input. A copy of the 'member's proposal form' can be seen at Appendix 2. The reverse side of this form contains a flowchart listing questions which members should consider when proposing an item for scrutiny, and which committees should ask when determining a topic's suitability for inclusion on a scrutiny forward work programme. If, having followed this process, a topic is not deemed suitable for formal examination by a scrutiny committee, alternative channels for sharing the information or examining the matter can be considered e.g. the provision of an 'information report', or if the matter is of a very local nature examination by the relevant Member Area Group (MAG). No items should be included on a forward work programme without a 'scrutiny proposal form' being completed and accepted for inclusion by the Committee or the SCVCG. Assistance with their completion is available from the Scrutiny Co-ordinator.

Recruitment, Retention & Workforce Planning

- 4.8 In response to a request from officers the Chair permitted the deferral of the presentation of this report from the current meeting's business agenda until the Committee's July meeting on the grounds that report authors were heavily involved with the current recruitment exercises for the new heads of service (see Appendix 1).

Cabinet Forward Work Programme

- 4.9 When determining their programme of future work it is useful for scrutiny committees to have regard to Cabinet's scheduled programme of work. For this purpose, a copy of the Cabinet's forward work programme is attached at Appendix 3.

Progress on Committee Resolutions

- 4.10 A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 4 to this report.

5. Scrutiny Chairs and Vice-Chairs Group

- 5.1 Under the Council's scrutiny arrangements, the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group met on 27 April 2023 and considered a number of scrutiny requests. At the conclusion of its deliberations it requested this Committee to consider an item on the 'Review and Refresh of the Council's Climate and Ecological Change Strategy'. This topic was considered earlier on the current meeting's business agenda. Amongst the other requests considered were a number of education related topics, all of which have been scheduled into this Committee's forward work programme (Appendix 1). They relate to:

- Whole School Approach to Well-Being (September 2023)
- Outcome of the Joint Inspection of Child Protection Arrangements (November 2023)
- Ensuring Engagement in Education (January 2024)
- 2018 Estyn Inspection Recommendations (March 2024)
- Elective Home Education (March 2024)

5.2 The Group's next meeting is scheduled for 25 July 2023.

6. Committee representation on Council Boards and Groups

Service Challenge Groups

6.1 Periodically the Committee is asked to appoint representatives to serve on various Council Boards or Groups. At present the Committee is required to appoint a representative to serve on the Corporate Support Service: Performance, Digital and Assets Service Challenge Group. The Committee is asked to appoint a representative to serve on this Group in order to ensure a full complement of representatives on Service Challenge Groups. The current list of Service Challenge representatives can be seen at Appendix 5.

7. How does the decision contribute to the Corporate Plan 2022 to 2027: The Denbighshire We Want?

7.1 Effective scrutiny will assist the Council to deliver its Corporate Plan in line with community needs and residents' wishes. Continual development and review of a coordinated work programme will assist the Council to deliver its corporate themes, improve outcomes for residents whilst also managing austere budget and resource pressures.

7.2 Whilst the decision on the Committee's forward work programme itself will have a neutral contribution on the Council's aim of becoming Net Carbon Zero and Ecologically Positive by 2030, the Committee by effectively scrutinising all matters examined by it can help support the delivery of this ambition.

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

8.1 Services may need to allocate officer time to assist the Committee with the activities identified in the forward work programme, and with any actions that may result following consideration of those items.

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

9.1. A Well-being Impact Assessment has not been undertaken in relation to the purpose or contents of this report. However, Scrutiny through its work in

examining service delivery, policies, procedures and proposals will consider their impact or potential impact on the sustainable development principle and the well-being goals stipulated in the Well-being of Future Generations (Wales) Act 2015.

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

10.1. None required for this report. However, the report itself and the consideration of the forward work programme represent a consultation process with the Committee with respect to its programme of future work.

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

11.1 No risks have been identified with respect to the consideration of the Committee's forward work programme. However, by regularly reviewing its forward work programme the Committee can ensure that areas of risk are considered and examined as and when they are identified, and recommendations are made with a view to addressing those risks.

12. Power to make the decision

12.1 Section 21 of the Local Government Act 2000.

12.2 Section 7.11 of the Council's Constitution stipulates that scrutiny committees and/or the Scrutiny Chairs and Vice-Chairs Group will be responsible for setting their own work programmes, taking into account the wishes of Members of the Committee who are not members of the largest political group on the Council.

Note: Any items entered in *italics* have not been approved for inclusion at the meeting shown by the Committee. Such reports are listed here for information, pending formal approval.

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
20 July	Cllr. Gill German	1. Curriculum for Wales [Education]	To detail the progress made in relation to the implementation of the new Curriculum for Wales: (i) in primary schools – what worked well, areas for improvement and lessons learnt by all stakeholders during the initial implementation phase; (ii) in secondary schools – the lessons learnt during the implementation phase at the high school that commenced rolling out the new curriculum from September 2022 and the support provided by the local education authority and GwE to schools, education staff and governing bodies in readiness for the delivery of the new curriculum in secondary schools from September 2023	Assurances that all educational establishments and staff are fully equipped and trained to deliver the new curriculum, identification of any gaps or risks associated with the provision and solutions to address them, ahead of its implementation with a view to ensuring that children and young people in Denbighshire realise their full potential in line with the Council's Corporate Plan	Geraint Davies/James Brown/GwE	July 2022
	Cllr. Gill German	2. Additional Learning Needs (ALN) Transformation [Education]	To examine the Council's compliance with the statutory requirements of the Additional Learning Needs and Education Tribunal (Wales) Act 2018 and the effectiveness of the 'ECLIPSE' system in identifying, tracking, managing and supporting pupils identified as having ALNs	To reduce the risk of the Authority not complying with any of the requirements of the Act and to ensure that every pupil and student in the County is given the required support and opportunities to realise their full potential	Geraint Davies/Mari Gaskell/Joseph Earl	July 2022

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	Cllrs. Gill German & Elen Heaton	3. Draft Director of Social Services Annual Report 2022/23	To scrutinise the content of the draft annual report to ensure it provides a fair and clear evaluation of performance and clearly articulates future plans	Identification of any specific performance issues which require further scrutiny by the committee in future	Nicola Stubbins/Ann Lloyd/Rhiain Morelle/David Soley	July 2022
	Cllr. Julie Matthews	4. Recruitment, Retention & Workforce Planning (incl. details of Staff Absences and Turnover in Denbighshire during 2022/23)	To provide details of: (i) the work underway to recruit, develop, support and retain staff (ii) interventions put in place to support and strengthen recruitment, retention & workforce planning across the Council; and (iii) data on staff absences and turnover during 2022/23 (including national data for comparison purposes) and examples of the types of support offered to personnel on sickness absence with a view to supporting their return to work	Identification of potential future workforce pressure areas and the formulation of recommendations with a view to alleviating those pressures and secure the Council's ability to deliver its services in future	Gary Williams/Louise Dougal	<i>By SCVCG March 2023 and at the request of the G&A Committee – deferred May 2023</i>
28 September	Cllr. Gill German & Cllr. Emrys Wynne [Education]	1. Delivery of Welsh Medium Curricula and Non-Curricula Provision in the County's Schools	To report on the progress made to date with planning and implementing Welsh medium education in all of the county's schools in line with the Welsh Government's vision for Welsh language provision	To ensure that all schools are appropriately resourced and supported to achieve their statutory targets in relation to the delivery of Welsh-medium provision whilst also supporting all pupils to realise their full potential	Geraint Davies/James Curran/Carwyn Edwards	Sept 2022
GwE representative(s), Catholic	Cllr. Gill German	2. Christ The Word [Education]	To consider the progress made in implementing and delivering the Post Inspection Action Plan (PIAP) and the joint local authority	Regular monitoring of the arrangements in place to address the	Nicola Stubbins/ Geraint Davies/Jame	January 2023

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
Diocese's Education personnel/ Headteacher and Chair of the School's Governing Body to be invited to attend			& GwE Support Plan following the 2022 Estyn inspection of the school	recommendations contained in the Regulator's report will: (i) secure continual improvement in all aspects of the school's work to ensure that all pupils are supported to achieve their full potential; and (ii) ensure that the lessons learnt by all stakeholders are applied across all schools in Denbighshire as they introduce the new curriculum.	s Brown/Mari Gaskell	
	Cllr. Gill German	3. Whole School Approach to Well-Being [Education]	To examine the approaches being taken with regards to addressing and supporting the mental health and emotional well-being of pupils in the county's schools	To ensure that the multi-agency approach taken by the Authority to address the increasing number of mental health issues in young people is appropriately and sufficiently supporting the county's pupils. Identification of any gaps that may benefit from strengthening in order to provide holistic support for pupils in line with the Council's corporate priorities.	Geraint Davies	By SCVCG April 2023
	Cllr. Rhys Thomas	4. Denbighshire's Housing and Homelessness Strategy Action Plan	To examine the progress made to date in delivering the revised Strategy and Action Plan approved by County Council in December 2020	The identification of actions that will support and ensure the delivery of the Council's Corporate Theme of quality housing that meets people's needs and ultimately the Corporate Plan.	Emlyn Jones/ Angela Loftus/Jane Abbott	March 2023

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
30 November	Cllr. Julie Matthews	1. Corporate Risk Register: September 2023 Review	To seek the Committee to review the risks facing the Council and the Council's risk appetite statement.	Determination of whether the Committee is satisfied with risk management within the Council and is assured that all identified risks are appropriately managed.	<i>Iolo McGregor/Heidi Barton-Price</i>	January 2023
	Cllr. Gwyneth Ellis	2. Council Performance Self-Assessment Update (July – Sept) (Note: appendix not available until 23 November)	To present an update on the Council's performance against its functions, including Corporate Plan and Strategic Equality objectives	Identification of areas for improvement and potential future scrutiny	Emma Horan/Nicola Kneale	November 2022
	Leader	3. <i>Economic & Business Development (TBC)</i>	To: (i) <i>consult with the Committee on the draft new Denbighshire Economic & Community Ambition Strategy for 2024 onwards;</i> (ii) <i>detail how the current and proposed new Strategy dovetail with the work of the North Wales Economic Ambition Board, Welsh & UK Governments and other economic development partners to support the delivery of a thriving economy in Denbighshire; and</i>	<i>Formulation of recommendations in relation to the new Strategy that will help secure the delivery, in partnership with all stakeholders, of a more prosperous Denbighshire that provides employment and business opportunities for residents to improve the quality of lives and support thriving, cohesive communities</i>	<i>Emlyn Jones/Tony Ward/Gareth Roberts</i>	<i>By SCVCG November 2022</i>

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			(iii) <i>outline the work being undertaken to mitigate against the potential outcomes identified in Risk 36 of the Council's Corporate Risk Register</i>			
	Cllr. Gill German	4. <i>Safeguarding Report – Outcome of the Joint Inspection of Child Protection Arrangements</i> [Education]	To consider the findings of the Joint Inspection of Child Protection Arrangements (JICPA) in Denbighshire County Council, along with the Council's proposed actions in response to any recommendations arising from the Inspection	To determine future monitoring arrangements for the delivery of an action plan in order to ensure that all pupils and young people in Denbighshire are protected from harm via effective multi-agency working	<i>Geraint Davies/Rhain Morelle</i>	<i>By SCVCG April 2023</i>
<i>January 2024</i>	Cllr. Emrys Wynne	1. Library Service Standards 2022-23	To consider the results of the WG's annual evaluation of the Council's Library Service and receive information on how the Service has progressed and adapted its service provision during the year	Identification of any slippages in performance in order to formulate recommendations to redress the situation and ensure that the Service delivers the Council's Corporate Plan and its corporate themes in relation to a learning & growing; healthier, happy and caring; better connected; fairer, safer and more equal Denbighshire; a Denbighshire of vibrant culture and thriving Welsh language as well as a well-run and high performing Council.	Liz Grieve/Bethan Hughes	March 2023
	Cllr. Gill German	2. Ensuring Engagement in Education	To examine the work being undertaken to promote attendance and engagement in	Ensuring that all possible steps are being taken to monitor pupils' engagement	<i>Geraint Davies/Wayne Wheatley</i>	<i>By SCVCG April 2023</i>

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
		[Education]	education, as well as the actions taken/sanctions applied where pupils are not engaging	with education, to provide appropriate encouragement and support for vulnerable and hard to reach pupils to re-engage with their education and to help them understand the long-term implications of not engaging.		
<i>March</i>	Cllr. Gill German	1. 2018 Estyn Inspection Recommendations [Education]	To detail in full the work undertaken to fully address the recommendations made in the 2018 Estyn Inspection report of the education services provided by Denbighshire County Council, including how the measures taken to address the recommendations were received and monitored.	Ensuring that all of the regulators recommendations have been complied with and regularly monitored with a view to delivering a learning and growing Denbighshire that is fairer, safe and more equal to all pupils	Geraint Davies	By SCVCG <i>April 2023</i>
	Cllr. Gill German	2. Elective Home Education [Education]	To examine the Authority's policies and procedures in relation to supporting and monitoring the delivery of Elective Home Education	Ensuring that the Council meets its statutory responsibilities with regards to pupils who elect to be educated at home, whilst also ensuring they are appropriately supported and safeguarded.	<i>Geraint Davies/Joe Earl</i>	<i>By SCVCG April 2023</i>
<i>June</i>	Cllr. Elen Heaton	1. Cefndy Performance Report 2023/24	To consider Cefndy's annual performance report for the 2023/24 financial year, including the delivery of its financial, business and social well-being objectives	To ensure the future financial and business sustainability of Cefndy in order that it effectively supports the delivery of the Council's corporate themes of learning and growing; healthier and happier, caring; and prosperous Denbighshire	Ann Lloyd/Nick Bowles	January 2023

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
<p><i>Learner Travel Measure (Wales)</i></p> <p>[Education]</p> <p>TBC – once outcome of WG Review available (review autumn 2023)</p>	<p><i>To outline the conclusions of the recent Welsh Government consultation on the Measure and its implications for Denbighshire schools and pupils</i></p>	<p><i>Identification of potential changes to the Council’s learner travel policy and any associated costs and budget implications</i></p>	<p><i>Geraint Davies/Ian Land</i></p>	<p><i>January 2021 (rescheduled Sept 2022 & Jan & May 2023)</i></p>
<p>Denbigh Health and Social Care and the Rebalancing of Social Care Agenda (<i>now widened was Dolwen Residential Care Home (now to be considered as part of the future vision for health and social care services in the Denbigh area)</i>)</p> <p><i>Sometime during 2024/25 (tbc)</i></p>	<p>To review the future provision of services at Dolwen to meet the growing demand and complexity of need, whilst supporting people to live in a home that meets their needs and allows them to live an independent and resilient life.</p>	<p><i>Pre-decision scrutiny of the task and finish group’s findings and the formulation of recommendations for presentation to Cabinet with respect of the future provision of services at Dolwen with a view to ensuring that everyone is supported to live in homes that meet their needs and are able to live independent and resilient lives</i></p>	<p><i>Task and Finish Group/Ann Lloyd/Katie Newe</i></p>	<p><i>July 2018 (delayed due to COVID-19)</i></p>
<p>Post 16 provision at Rhyl College (suggested for scrutiny during service challenge)</p> <p>Date tbc following the easing of COVID-19 restrictions</p>	<p><i>To examine the post 16 provision at Rhyl College</i></p>	<p><i>The development of an effective working relationship between the College and the Council to secure the delivery of courses required to support the delivery of the North Wales Growth Deal and improve the future prospects of the area’s students</i></p>	<p>Rhyl College (and invite Geraint Davies & John Evans – post 16 officer from DCC)</p>	<p><i>By SCVCG July 2020</i></p>

Information/Consultation Reports

Date	Item (description / title)	Purpose of report	Author	Date Entered
<p>September 2023 & March 2024 [Information]</p>	<p>Council Performance Self-Assessment Update Q1 & Q3</p>	<p>To present an update on the Council's performance against its functions, including Corporate Plan and Strategic Equality objectives</p>	<p>Emma Horan/Nicola Kneale</p>	<p>September 2018</p>
<p>Feb/May/Sept/November each year [Information]</p>	<p>Quarterly 'Your Voice' complaints performance to include social services complaints</p>	<p>To scrutinise Services' performance in complying with the Council's complaints and identify areas of poor performance with a view to the development of recommendations to address weaknesses. The report to include:</p> <ul style="list-style-type: none"> (i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe; (ii) how services encourage feedback and use it to redesign or change the way they deliver services; and (iii) details of complaints which have been upheld or partially upheld and the lessons learnt from them. <p>Report to include example(s) of complaints and compliment(s) received.</p> <p><i>Consideration of the information provided will assist the Committee to determine whether any issues merit detailed scrutiny</i></p>	<p>Kevin Roberts/Ann Lloyd</p>	<p>November 2018</p>
<p>Information Report (June 2023)</p>	<p>Cefndy Performance Report 2022/23</p>	<p>To receive Cefndy's final annual performance report for the 2022/23 financial year, including the delivery of its financial, business and social well-being objectives</p>	<p>Ann Lloyd/Nick Bowles</p>	<p>January 2023</p>

Information Report (March 2024)	Management of the Council's Housing Stock	To review the effectiveness of practices in place to manage the Council's Housing stock, incl. dealing with complaints, reports of mould & condensation, provision of personal advice and support to tenants including those who reside in older persons schemes, the new working model for Housing Officers and the development of new ways of working with residents from the lessons learnt through COVID-19	Liz Grieve/Geoff Davies	March 2023
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Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
20 July	6 July	28 September	14 September	30 November	16 November

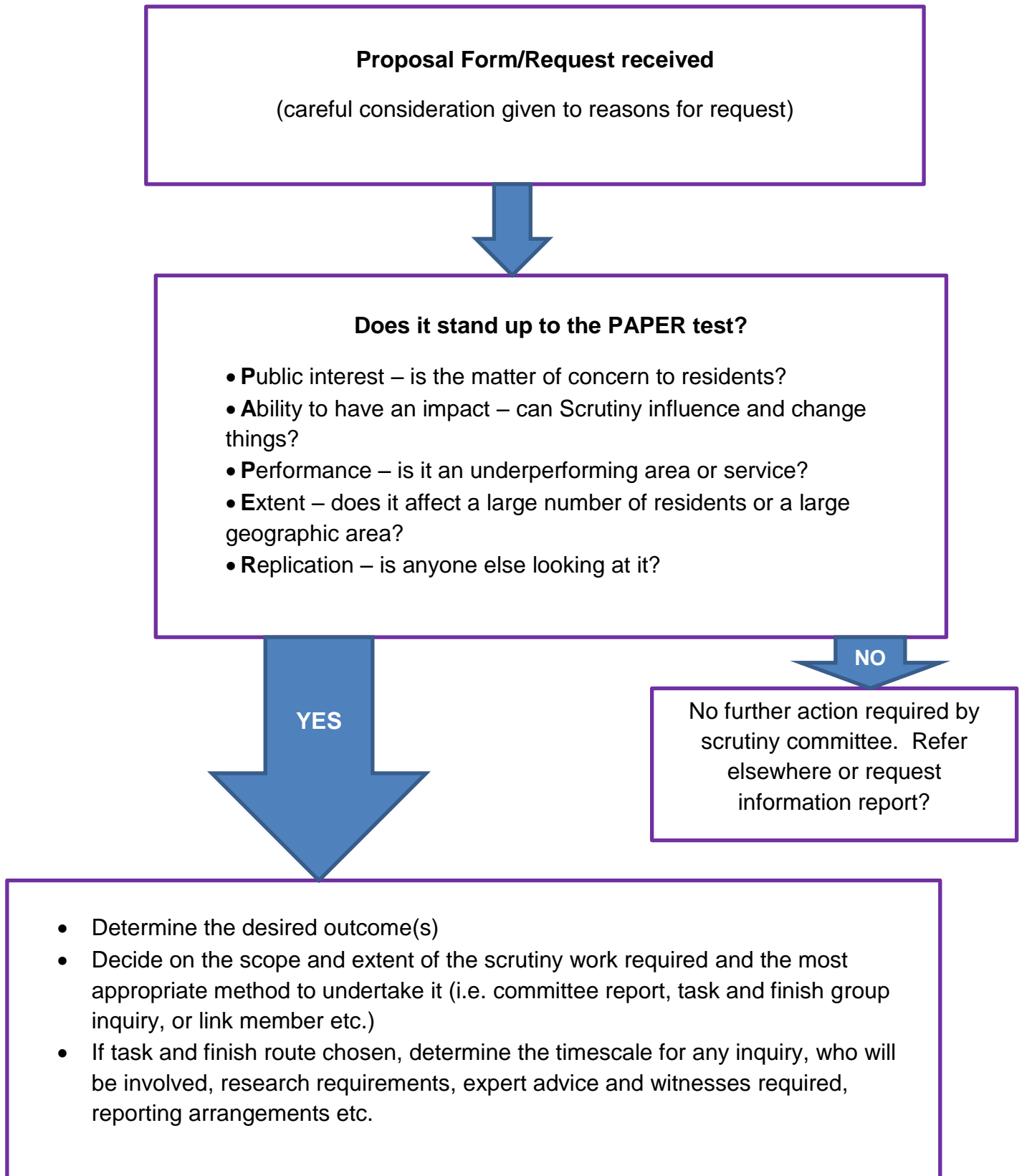
Performance Scrutiny Work Programme.doc

Updated 25/05/2023 RhE

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Member Proposal Form for Scrutiny Forward Work Programme	
NAME OF SCRUTINY COMMITTEE	
TIMESCALE FOR CONSIDERATION	
TOPIC	
What needs to be scrutinised (and why)?	
Is the matter one of concern to residents/local businesses?	YES/NO
Can Scrutiny influence and change things? (if 'yes' please state how you think scrutiny can influence or change things)	YES/NO
Does the matter relate to an underperforming service or area?	YES/NO
Does the matter affect a large number of residents or a large geographical area of the County (if 'yes' please give an indication of the size of the affected group or area)	YES/NO
Is the matter linked to the Council's Corporate themes? (if 'yes' please state which theme(s))	YES/NO
To your knowledge is anyone else looking at this matter? (If 'yes', please say who is looking at it)	YES/NO
If the topic is accepted for scrutiny who would you want to invite to attend e.g. Lead Member, officers, external experts, service-users?	
Name of Councillor/Co-opted Member	
Date	

Consideration of a topic's suitability for scrutiny



Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
27 June	1	The Council acting as the Lead Body for the renewal of the Regional North Wales Domiciliary Care Agreement	To seek Cabinet approval for Denbighshire County Council to act as the 'Lead Body' on an Invitation to Tender for Domiciliary Care & Support Services for Children / Young People and Adults	Yes	Cllr Gill German/Elen Heaton Lead Officers –Rhiain Morrle / David Soley / Ann Lloyd Report Author –Liana Duffy / John Williams / Llinos Howatson
	2	Queen's Market: operator contract award	Following the culmination of the procurement process to appoint an operator for the Queen's Market in Rhyl, approval is sought from Cabinet to award a contract to the preferred tenderer	Yes	Cllr Jason McLellan Lead Officer – Emlyn Jones Report Author – Russell Vaughan
	3	Welsh Language Strategy	To seek Cabinet's approval of a new Welsh Language Strategy 2023-2028	Yes	Cllr Emrys Wynne Lead Officer – Gary Williams Report Author – Manon Celyn
	4	Commissioned Services for Homelessness	To seek Cabinet's authorisation to extend the current contract to allow more time to scope supported housing need in line with the new Rapid Rehousing model	Yes	Cllr Rhys Thomas Lead Officer – Ann Lloyd Report Author – Sharon Whalley / Hayley S Jones / Nigel Jones

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	5	Council Performance Self-Assessment	To present an update on the council's performance against its functions, including Corporate Plan and Strategic Equality objectives	Tbc	Cllr Gwyneth Ellis Lead Officer – Nicola Kneale Report Author – Emma Horan
	6	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Cllr Gwyneth Ellis Lead Officer/Report Author Steve Gadd
	7	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Lead Officer – Scrutiny Coordinator
18 July	1	Long Term Empty and Second Homes Premium	To provide members with information for their consideration, to review the recommendations and agree a way forward	Tbc	Cllr Gwyneth Ellis Steve Gadd / Paul Barnes / Leah Gray
	2	Ysgol Plas Brondyffryn – New Build Project	To seek Cabinet endorsement of the preferred site for the progression of the new build project for Ysgol Plas Brondyffryn	Yes	Cllr Gill German Lead Officer – Geraint Davies Report Author – James Curran / Lisa Walchester
	3	North Wales Velodrome Business Case	To consider the business case for the North Wales	Tbc	Tbc Gary Williams / Jamie Groves

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			Velodrome Project		
	4	Insurance Services Contract Award	To seek Cabinet approval of the contract award	Yes	Cllr Gwyneth Ellis Steve Gadd / Chris Jones
	5	Variation to a long-standing contract with Cynnig for the provision of staff to our in-house Work Opportunity Service	To request approval to extend the contract held with Cynnig for a minimum term of 1 year, and a maximum term of 2 years	Yes	Cllr Elen Heaton Katie New / Alison Heaton
	6	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Cllr Gwyneth Ellis Lead Officer/Report Author Steve Gadd
	7	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Lead Officer – Scrutiny Coordinator
19 September	1	Rhyl Business Improvement District (BID): ballot for 2 nd 5-year term	To request a decision on whether DCC should vote “yes” or “no” in the ballot to determine whether there should be a 2 nd 5-year term for the Rhyl BID	Yes	Cllr Jason McLellan Lead Officer – Tony Ward
	2	Annual Treasury Management Review Report 2022/23	To give a review of the Treasury Management activities over the previous	Tbc	Cllr Gwyneth Ellis Lead Officer – Steve Gadd Report Author – Rhys Ifor

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			financial year (2022/23)		Jones
	3	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Cllr Gwyneth Ellis Lead Officer/Report Author Steve Gadd
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Lead Officer – Scrutiny Coordinator
24 October	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Cllr Gwyneth Ellis Lead Officer/Report Author Steve Gadd
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Lead Officer – Scrutiny Coordinator
21 November	1	Care Home Fee Setting 2024/25	To brief Cabinet on the outcome of the Regional 2024/25 Care Home Fee Setting process and seek approval for Denbighshire's response to its recommendation	Yes	Cllr Elen Heaton Lead Officer / Report Author – Nicola Stubbins / David Soley
	2	Council Performance Self-	To present an update on the	Tbc	Cllr Gwyneth Ellis

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
		Assessment Update – July to September	council's performance against its functions, including Corporate Plan and Strategic Equality objectives		Lead Officer – Nicola Kneale Report Author – Emma Horan
	3	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Cllr Gwyneth Ellis Lead Officer/Report Author Steve Gadd
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Lead Officer – Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>23 May</i>	<i>9 May</i>	<i>27 June</i>	<i>13 June</i>	<i>18 July</i>	<i>4 July</i>

Updated 26/05/2023 – KEJ

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Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
27 April 2023	5. Corporate Risk Register Review – February 2023	<p><u>Resolved:</u> <i>subject to the above observations made in relation to the Corporate Risk Register Review of February 2023 to –</i></p> <ul style="list-style-type: none"> <i>(i) accept the amendments made to the Register as outlined in the report and detailed in Appendix 2;</i> <i>(ii) acknowledge the rationale used to determine the status of each risk against the Council's Risk Appetite Statement (Appendix 3); and</i> <i>(iii) endorse the colour and trend status summary document for members and officers use at Appendix 1.</i> 	Lead Member and officers advised of the Committee's recommendations.
	6. Scrutiny Work Programme	<p><u>Resolved:</u></p> <ul style="list-style-type: none"> <i>(i) subject to the amendments and potential inclusions outlined above, to confirm the Committee's Forward Work programme as set out in Appendix 1; and</i> <i>(ii) to appoint the following members to serve as the Committee's representatives on the named Service Challenge Groups:</i> <p><i>Housing and Communities - Councillor Andrea Tomlin</i> <i>Corporate Support Service: People – Councillor Jon Harland</i> <i>Corporate Support Service: Performance, Digital and Assets – to be appointed at the next meeting.</i></p>	(ii) officers supporting the Service Challenge process notified of the appointments. The Scrutiny Work Programme report on the current meeting's business agenda seeks the Committee to appoint a representative to serve on the one remaining vacant Service Challenge Group position.

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Scrutiny Service Challenge Representatives 2023

Appendix 5

Service:	Communities	Partnerships	Performance
Adult Social Care & Homelessness HoS: to be appointed	Councillor Alan James	Councillor Joan Butterfield	Councillor Carol Holliday
Education & Children's Services Geraint Davies & Rhian Morelle	Councillor Delyth Jones	Councillor Jeanette Chamberlain-Jones	Councillor Ellie Chard
Planning, Public Protection & Countryside Services Emlyn Jones	Councillor Pauline Edwards	Councillor Peter Scott	Councillor Gareth Sandilands
Highways & Environmental Services Andy Clark	Councillor Jon Harland	Councillor Pauline Edwards	Councillor Terry Mendies
Finance & Audit Steve Gadd	Councillor James Elson	Councillor Bobby Feeley	Councillor Hugh Irving
Housing & Communities Liz Grieve	Councillor Cheryl Williams	TBA	Councillor Andrea Tomlin
Corporate Support Service: Performance, Digital & Assets HoS: to be appointed	Councillor Brian Jones	Councillor Martyn Hogg	TBA
Corporate Support Service: People HoS: to be appointed	Councillor Karen Edwards	TBA	Councillor Jon Harland

