

Theme 1: A Denbighshire of quality housing that meets people's needs

What we want

Ensure sufficient good quality housing is available, meeting the needs of all Denbighshire residents.

What we aim to do:

1. Ensure that there is quality housing that meets the needs of vulnerable people, assisting them to lead independent lives in appropriate accommodation for as long as possible.
2. Prevent homelessness, and ensure that any instances of it are rare, brief, and unrepeatable. This includes young care leavers.*
3. Upgrade the council housing stock to ensure it is:
 - Safe, secure, and well-maintained.
 - Where possible, suitable for the needs of residents, for example, those with disabilities.*
 - Energy efficient and well-insulated.
4. Signpost residents to opportunities to improve the efficiency of their homes.
5. Deliver more homes to meet local need and demand, including:
 - 300 affordable homes subject to the availability of Welsh Government funding
 - 35 specialist homes through Extra Care Schemes.
 - 170 council homes subject to the availability of Welsh Government funding
 - Working to minimise the number of empty homes in Denbighshire
 - Exploring how we can protect housing through new Welsh Government legislation to regulate the impact of second homes.

6. Ensure that our residents are informed about available housing options and routes to housing, seeking also to reduce the Single Access Route To Housing (SARTH) waiting list. This includes engaging with those already living in council houses, and those on low incomes.

*Equality Objectives.

DRAFT

Theme 2: A prosperous Denbighshire

What we want

Support economic recovery, capitalising on opportunities to enable residents to access decent employment and income. We want to use economic growth as a driver to reduce inequality and poverty.

What we aim to do:

1. Work collaboratively with communities and partners to deliver projects and initiatives that will stimulate economic growth, including:
 - Working with Ambition North Wales on North Wales Growth Deal projects.
 - The Welsh Government’s Transforming Towns Programme.
 - The UK Government’s Levelling Up Fund.
 - The new Queen's Market in Rhyl, that will provide employment and a mixed-use hall offering artisan eateries, retail and events space.
 - The former North Wales Hospital in Denbigh, which will provide construction jobs and apprenticeship opportunities during the construction phase, and homes and community facilities in the long-run.
2. Develop an economic strategy that will:
 - Grow Denbighshire’s green economy.
 - Support rural businesses.
 - Regenerate town centres.
 - Enhance our tourism offer.
3. Provide advice and support that will:
 - Enable strong business growth and economic development.
 - Support the growth of the local social economy, including community businesses, cooperatives and social enterprises.
 - Secure local community benefits through our procurement and social partnerships.

Theme 3: A healthier and happier, caring Denbighshire

What we want

Promote the safety, resilience and well-being of people of all ages, using strong community networks that enable people to live safely, happily, independently, and receive support when needed.

What we aim to do:

1. Ensure that the council's social care offer is of a high standard, which includes:
 - Promoting a strong culture of safeguarding vulnerable children, young people and adults in the county.
 - Providing the best possible care and support through our Corporate Parenting role.
 - Supporting those with additional learning or complex needs.
 - Working with partners to enhance support and respite for carers. This includes carers of all ages.
 - Continue to work towards being a Dementia Friendly Organisation.*
 - Work with the Welsh Government to contribute to the provision of a high-quality national care service.
2. Support the well-being, mental-health and resilience of individuals within communities by:
 - Ensuring access to the right information, advice and assistance through our Single Point of Access (SPoA), Community Navigator, and Library Services.
 - Encouraging communities to be age-friendly, intergenerational and inclusive, reducing isolation and loneliness.*
 - Supporting local sports facilities to bring people together.

*Equality Objectives.

Theme 4: A learning and growing Denbighshire

What we want

Support the provision of quality learning and training that enables people of all ages to fulfil their potential, both personally and professionally.

What we aim to do:

1. Promote the learning and development of our children and young people by:
 - Enhancing the help and advice available to parents.
 - Supporting early years child development.
 - Working with schools and GwE, our school improvement partner, to support high standards of education provision that removes barriers to learning and leads to good attainment.
 - Supporting Schools to deliver against new standards, such as the Welsh in Education Strategic Plan, the New curriculum for Wales, and the Additional Learning Needs code.*
 - Providing high quality buildings and facilities, working in partnership with Welsh Government's Sustainable Communities for Learning Programme.
2. Support schools to transition to being Community-Focussed Schools, providing a range of services and activities to help meet the needs of pupils, their families, and the wider community.
3. Work with partners (including colleges and universities) to ensure that people of all ages, including those who are vulnerable or in our care, are resilient and prepared for employment, further education, or training, supported by:
 - The right opportunities for work.
 - Access to quality volunteering, work experience and apprenticeship opportunities.*
 - Personal and professional learning (e.g. life skills or 'green skills').
 - A strong extra-curricular offer available to young people through our Youth Service provision.

*Equality Objectives.

Theme 5: A better connected Denbighshire

What we want

Denbighshire will be a place of thriving, cohesive and connected communities. This will mean having good road infrastructure and transport links, better digital connectivity, and social infrastructure to support personal and community well-being.

What we aim to do:

1. Maintain a quality road network, including:
 - £20m in resurfacing projects by 2027.
 - Replace Llanerch Bridge, in partnership with Welsh Government.
2. Working through the regional body, and within the context of the Wales Transport Strategy, we will enable people to access education, employment, services and activities by:
 - Improve transport services in Denbighshire's communities.
 - Developing a Sustainable Transport Plan, that makes travel and tourism within our county 'greener', including new Active Travel routes that encourage walking and cycling within and between communities.
3. Support our county's green infrastructure by:
 - Developing and installing a public network of electric vehicle charging points.
 - Exploring ways in which the council can encourage new housing developments to allow for electric vehicle charging and green spaces.
4. Support communities with improved digital networks and skills, this includes:
 - Helping residents to understand options and solutions for improved internet connectivity, including through Fibre Community Partnerships.
 - Through our libraries, and in partnership with Cwmpass, offer skills development and quality facilities that support digitally safe and inclusive communities.
5. Promote personal and community well-being by:

- Supporting volunteering and projects from grassroots organisations to develop community and personal skills in local places.
- Investing in capacity building and support for community groups.
- Developing community engagement schemes to support community involvement and decision-making in local regeneration.

*Equality Objectives.

DRAFT

Theme 6: A greener Denbighshire

What we want

Become a Net Zero Carbon organisation by 2030, and enhance, preserve and improve our natural assets to support biodiversity. We must also mitigate and work with communities to cope with the impacts of climate change.

What we aim to do:

1. Deliver our Climate and Ecological Change Strategy to become a net carbon zero and ecologically positive council by 2030, including:
 - Increasing renewable energy capacity in buildings the council owns and operates.
 - Reducing carbon emissions from our supply chains.
 - Offsetting carbon emissions through tree planting and other measures.
 - Grow the amount of habitat available for pollinators and wildlife.
 - Increasing new native wildflower meadows across the county.
2. Improve recycling rates and reduce waste by:
 - Implementing a new waste service.
 - Reducing the use of single use plastics in schools.
3. Support communities to mitigate and cope with the impacts of climate change by:
 - Increasing allotments and community food growing opportunities.
 - Delivering schemes to reduce coastal and in-land flood risk. This includes support for the management of land adjacent to waterways.
 - Encouraging the management of moorland to reduce the risk of wildfires, working with landowners, farmers, communities and statutory bodies.

Theme 7: A fairer, safe, and more equal Denbighshire

What we want

Address deprivation faced by our communities, reducing inequality, and promoting diversity and community cohesion.

What we aim to do:

1. Foster community cohesion by ensuring people are protected from harm, abuse and exploitation. This includes:
 - Working to reduce domestic abuse.*
 - Tackling anti-social behaviour.
 - Participating in the Welsh Government's Community Cohesion Programme.*
 - Promoting our Zero Racism Pledge.*
 - Taking action against hate crime, such as against those with a disability, or because of race or sexual orientation.*

2. Reduce inequalities by:
 - Ensuring that the experiences of people from diverse backgrounds, seldom heard groups, and those at a socio-economic disadvantage are heard and inform decision making.*
 - Improving the well-being of children from low income and disadvantaged families. This includes reducing the attainment gap of children and young people through Equity in Education and the Price of Pupil Poverty project.*
 - Encouraging broad participation in services delivered by libraries, arts, culture and heritage sectors.*

3. Alleviate poverty by:
 - Expanding our free school meals offer to all primary school pupils, in partnership with the Welsh Government.
 - Developing a food waste strategy for the county with our partners.
 - Working with our partners to provide information, advice and support to those at risk of fuel poverty.

- Stimulating and supporting community groups to help individuals with cost of living pressures.
4. Continue to support and resettle refugees through the UK Global Resettlement Scheme, in support of Wales' declaration to be a Nation of Sanctuary.*

*Equality Objectives.

DRAFT

Theme 8: A Denbighshire of vibrant culture and thriving Welsh language

What we want

Be a county where Welsh is a living, thriving language. The county will also maximise its rich cultural heritage and natural assets to support economic prosperity, skills development, and community cohesion.

What we aim to do:

1. Play our part in achieving one million Welsh Speakers in Wales by 2050, by delivering the Welsh Language Strategy with partners and communities. This includes:
 - Ensuring everyone can access services through the Welsh language naturally, and at all stages in their lives.
 - Supporting children and families during their early years to develop confidence in using the Welsh language.
 - Support the broader use of Welsh and the celebration of Welsh culture in the community, including workplace settings.
 - Building a culture and ethos that encourages the daily use of Welsh by elected members and council staff, providing training and social opportunities to improve their confidence in using the language.
 - Grow the services available from the Welsh Language Centre in St Asaph to benefit the wider county.

2. Develop a cultural strategy and programme of events that includes:
 - Promoting Denbighshire's rich culture and heritage.
 - Making the best use of our great natural assets, including the Area of Outstanding Natural Beauty (AONB), and the newly proposed National Park.

3. Working in partnership to deliver an improved and sustainable archive service for North Wales.

Theme 9: A well-run, high performing council

What we want

To be a council that is fair, transparent, performs well, represents value for money, and gives consistently good customer service. The council wants to be creative, brave, ambitious, outward-looking, and an excellent employer, backed by strong governance and assurance.

What we aim to do:

1. Embed a positive culture of ambition, transparency and continuous improvement by:
 - Being a 'learning' organisation that uses feedback and lessons-learned to drive organisational improvement.
 - Fostering a culture that welcomes fair and appropriate challenge.
 - Instilling the values of integrity, respect, unity and pride in everything that we do.

2. Be close to our communities by:
 - Improving our systems and processes so that all our customers experience reliable and consistently good customer service.
 - Improving our services through meaningful promotion, engagement and communication with the public, City, Town and Community councils, and partners.*
 - Working in partnership to support an economy that promotes fair work, justice and socially responsible public procurement, benefitting the local supply chain.*

3. Have clear performance expectations by:
 - Promoting a strong culture around performance management, and being transparent in how we are performing as a council.
 - Ensuring that we exercise our seven core governance functions effectively, and are using resources efficiently. These functions cover corporate planning, financial planning, performance management, risk management, workforce planning, assets and procurement.
 - Working constructively with our regulators and ombudsmen.

- Ensuring value for money is embedded within our organisational culture, and that decisions are balanced by considering service quality and social value.
4. Promote strong staff and elected member relations by:
- Maintaining effective governance that allows for strong decision making.
 - Working together to ensure that elected member and staff codes of conduct are met.
5. Ensure Denbighshire County Council is a good employer and is an excellent place to work by:
- Delivering and embedding the staff well-being policy.
 - Supporting training and workforce development.
 - Promoting fairness, equality and diversity.*
 - Working collaboratively to alleviate problems with recruitment and retention.

*Equality Objectives.