

## Appendix 2 – Explanation of changes proposed to the Corporate Plan 2022 to 2027

### Changes to Themes

Broadly, we have reduced the number of Corporate Plan Themes from nine to six. This has been achieved by merging themes as follows below. These Themes were chosen because the different pledges within each of them are more siloed and are easily divorced from each other, enabling instead links to be made with other pledges in other Themes. Additionally, by dispersing pledges for equalities and the promotion of the Welsh Language across the remaining Themes supports the understanding that they are key principles to which we work across our services and run throughout our Corporate Plan. It is proposed that a new section of the Corporate Plan is added prominently before the Themes, focusing on Welsh Language and Equalities and how both are integral to how we will work as an organisation.

1. **A better connected Denbighshire:** Our pledges from this theme have largely been moved within the Prosperous Denbighshire Theme, mainly around supporting access to goods and services through a good road network and improved digital networks. Aspects to do with supporting social infrastructure and community networks are a natural fit within our Healthier and Happier, Caring Denbighshire Theme; and aspects around sustainable transport solutions and electric vehicles work well within our Greener Denbighshire Theme.
2. **A fairer, safe, and more equal Denbighshire:** Aspects of this theme are closely aligned within our social care agenda, which is well covered by our Healthier and Happier, Caring Denbighshire Theme, particularly around alleviating the impact of poverty, and the support we provide for refugees. There are also a number of pledges dedicated to tackling poverty and inequality within education that sit naturally with our Learning and Growing Denbighshire Theme. Ensuring the voices of those from seldom heard groups inform our decision-making sits best within the Well-run, High Performing Council Theme. Although dispersing this theme may feel like a step-back, in reality, having it as an overarching principle within the Corporate Plan should elevate this agenda to have greater influence on our work, and allow the Lead Member to be more prevalent in discussions shaping the other themes.

3. **A Denbighshire of vibrant culture and thriving Welsh language:** Elements of this theme relating to promoting our cultural offer have been moved within our Prosperous Denbighshire Themes, as there are good synergies to be made there with our Economic Strategy. Our work to support the realisation of one million Welsh Speakers in Wales by 2050 would also be better integrated within our Healthier and Happier, Caring Denbighshire Theme, our Learning and Growing Denbighshire Theme, but also within the Well-run, High Performing Council Theme. As above, although dispersing this theme may feel like a step-back, in reality, having it as an overarching principle within the Corporate Plan should elevate this agenda to have greater influence on our work, and allow the Lead Member to be more prevalent in discussions shaping the other themes.

## Changes to Pledges

Just dispersing Themes, however, does not address the resource pressures that the council is facing. The number of pledges under each Theme taken forward in the Corporate Plan also need to be rationalised. The table below summarises how 15 pledges have been de-escalated down to Service Plan level, and how 7 pledges have had their wording amended. The rationale for these suggested changes to Pledges is based on taking stock of our progress so far, ability to integrate with other pledges, whether in fact it is business as usual activity, and whether a pause of activity is required due to financial and / or capacity constraints. We must stress that the removal of pledges from the Corporate Plan does not mean that these things stop. They will continue at Service Plan level for as long as resources allow.

Pledge	Justification
<p><b>Theme 1, Pledge 4:</b> Signpost residents to opportunities to improve the efficiency of their homes.</p>	<p><b>Report at Service Plan Level Only.</b> This is business as usual for our services and we are limited in terms of our ability to do much more.</p>
<p><b>Theme 1, Pledge 5:</b> Exploring how we can protect housing through new Welsh</p>	<p><b>Report at Service Plan Level Only.</b> The council has implemented changes to the</p>

Pledge	Justification
Government legislation to regulate the impact of second homes.	rate of council tax on second homes and we will follow WG guidance as part of usual business.
<p><b>Theme 2, Pledge 3:</b> Provide advice and support that will:</p> <ul style="list-style-type: none"> <li>– Enable strong business growth and economic development.</li> <li>– Support the growth of the local social economy, including community businesses, cooperatives and social enterprises.</li> </ul> <p><b>Theme 9, Pledge 2:</b> Working in partnership to support an economy that promotes fair work, justice and socially responsible public procurement, benefitting the local supply chain.*</p>	<p><b>Move and amend.</b> There was some duplication here between these two pledges in two themes. These have now been combined and reworded for inclusion in Theme 2:</p> <p><i>“Work in partnership to support an economy that promotes fair work, justice and socially responsible public procurement, benefitting the local supply chain and local communities.”</i></p>
<p><b>Theme 3, Pledge 1:</b> Continue to work towards being a Dementia Friendly Organisation</p>	<p><b>Report at Service Plan Level Only.</b> The Alzheimer’s Society no longer monitor and run the Dementia Friendly campaign. However, this work continues through Ageing Well in Denbighshire’s Age Friendly application to the World Health Organisation.</p>
<p><b>Theme 3, Pledge 1:</b> Work with the Welsh Government to contribute to the provision of a high-quality national care service.</p>	<p><b>Report at Service Plan Level Only.</b> There is currently a lack of clarity on the delivery of a national service. The council will</p>

Pledge	Justification
	naturally respond to this national initiative once there is further guidance.
<p><b>Theme 3, Pledge 2:</b> Supporting local sports facilities to bring people together.</p>	<p><b>Report at Service Plan Level Only.</b> Beyond the allocation of grants that the council administers as a matter of course, the council's role here is limited. This is business as usual.</p>
<p><b>Theme 4, Pledge 1:</b> Enhancing the help and advice available to parents</p>	<p><b>Report at Service Plan Level Only.</b> This is business as usual under the Families First and Flying Start programmes. There is very little change to report on.</p>
<p><b>Theme 4, Pledge 1:</b> Providing high quality buildings and facilities, working in partnership with Welsh Government's Sustainable Communities for Learning Programme.</p> <p><b>Theme 4, Pledge 2:</b> 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.</p>	<p><b>Amend and Report at Service Plan Level.</b> For reporting purposes, it is easier to streamline these activities into a single pledge within the theme:</p> <p><i>“Provide high quality buildings and facilities that meet the needs of pupils, families and the wider community, including working with the Welsh Government's Sustainable Communities for Learning Programme.”</i></p> <p>Aspects of Theme 4, Pledge 2 that are emerging areas of work will be reported at Service Plan level. Should significant activity emerge following WG guidance, this can be re-elevated as appropriate to Corporate Plan reporting.</p>

Pledge	Justification
<p><b>Theme 4, Pledge 3:</b> A strong extra-curricular offer available to young people through our Youth Service provision.</p>	<p><b>Report at Service Plan Level Only.</b> As an intervention service, the council is limited as to the extent to which it can grow its Youth Service provision.</p>
<p><b>Theme 5, Pledge 1:</b> £20m in resurfacing projects by 2027.</p>	<p><b>Move and amend.</b> This has been moved to Theme 2, and to reflect budgetary pressures, alternative wording has been offered: <i>“Maintaining a safe road network throughout the county.”</i></p>
<p><b>Theme 5, Pledge 1:</b> Replace Llanerch Bridge, in partnership with Welsh Government.</p>	<p><b>Move.</b> This pledge has been moved to Theme 2.</p>
<p><b>Theme 5, Pledge 2:</b> Improve transport services in Denbighshire’s communities.</p>	<p><b>Move.</b> This pledge has been moved to Theme 2.</p>
<p><b>Theme 5, Pledge 2:</b> 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.</p>	<p><b>Move.</b> This pledge has been moved to new Theme 5 (Greener Denbighshire).</p>
<p><b>Theme 5, Pledge 3:</b> Support our county’s green infrastructure by:</p> <ul style="list-style-type: none"> <li>– Developing and installing a public network of electric vehicle charging points.</li> </ul>	<p><b>Move.</b> This pledge has been moved to new Theme 5 (Greener Denbighshire).</p>

Pledge	Justification
<ul style="list-style-type: none"> <li>- Exploring ways in which the council can encourage new housing developments to allow for electric vehicle charging and green spaces.</li> </ul>	
<p><b>Theme 5, Pledge 4:</b> Support communities with improved digital networks and skills, this includes:</p> <ul style="list-style-type: none"> <li>- Helping residents to understand options and solutions for improved internet connectivity, including through Fibre Community Partnerships.</li> </ul>	<p><b>Move and amend.</b> The council’s role and influence in this is limited. Nonetheless, we recognise its importance and have included amended phrasing within Theme 2 around “Promoting options and solutions for improved internet connectivity where they are available.”</p>
<p><b>Theme 5, Pledge 4:</b> Support communities with improved digital networks and skills, this includes:</p> <ul style="list-style-type: none"> <li>- Through our libraries, and in partnership with Cwmpass, offer skills development and quality facilities that support digitally safe and inclusive communities.</li> </ul>	<p><b>Report at Service Plan Level Only.</b> This is business as usual.</p>
<p><b>Theme 5, Pledge 5:</b> Promote personal and community well-being by:</p> <ul style="list-style-type: none"> <li>- Supporting volunteering and projects from grassroots</li> </ul>	<p><b>Move.</b> This pledge has been moved to Theme 3.</p>

Pledge	Justification
<p>organisations to develop community and personal skills in local places.</p> <ul style="list-style-type: none"> <li>– Investing in capacity building and support for community groups.</li> <li>– Developing community engagement schemes to support community involvement and decision-making in local regeneration.</li> </ul>	
<p><b>Theme 7, Pledge 1:</b> Foster community cohesion by ensuring people are protected from harm, abuse and exploitation. This includes:</p> <ul style="list-style-type: none"> <li>– Working to reduce domestic abuse.*</li> <li>– Tackling anti-social behaviour.</li> </ul>	<p><b>Move.</b> This pledge has been moved to Theme 3.</p>
<p><b>Theme 7, Pledge 1:</b> Participating in the Welsh Government’s Community Cohesion Programme.*</p>	<p><b>Report at Service Plan Level Only.</b> This is business as usual and there is limited new activity to report on within this work.</p>
<p><b>Theme 7, Pledge 1:</b> Promoting our Zero Racism Pledge.*</p>	<p><b>Report at Service Plan Level Only.</b> This pledge is complete with no new activity to report or monitor. However, removing this activity in no way diminishes the council’s commitment to the Zero Racism Pledge, as shown in our equalities section.</p>
<p><b>Theme 7, Pledge 1:</b> Taking action against hate crime, such as against those with a</p>	<p><b>Move and amend.</b> This works best as a principle to which the council will work. This has been covered under the new</p>

Pledge	Justification
disability, or because of race or sexual orientation.*	equality section before the themes are introduced.
<b>Theme 7, Pledge 2:</b> 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.*	<b>Move:</b> This has been moved to new Theme 6 (Well-run, High-Performing Council).
<b>Theme 7, Pledge 2:</b> 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.*	<b>Move:</b> This has been moved to Theme 4.
<b>Theme 7, Pledge 2:</b> Encouraging broad participation in services delivered by libraries, arts, culture and heritage sectors.*	<b>Report at Service Plan Level Only.</b> This is business as usual, but there may also be opportunities that can be picked up by the new Economic Strategy.
<b>Theme 7, Pledge 3:</b> Expanding our free school meals offer to all primary school pupils, in partnership with the Welsh Government.	<b>Move.</b> This has been moved to Theme 4.
<b>Theme 7, Pledge 3:</b> Developing a food waste strategy for the county with our partners.	<b>Move.</b> This has been moved to new Theme 5 (Greener Denbighshire).



Pledge	Justification
<p><b>Theme 7, Pledge 3:</b> Working with our partners to provide information, advice and support to those at risk of fuel poverty.</p>	<p><b>Report at Service Plan Level Only.</b> This is business as usual.</p>
<p><b>Theme 7, Pledge 3:</b> Stimulating and supporting community groups to help individuals with cost of living pressures.</p>	<p><b>Move and amend.</b> This has been merged with an existing pledge within Theme 3: <i>“Investing in capacity building and support for community groups, such as to help with cost of living pressures.”</i></p>
<p><b>Theme 7, Pledge 4:</b> Continue to support and resettle refugees through the UK Global Resettlement Scheme, in support of Wales’ declaration to be a Nation of Sanctuary.*</p>	<p><b>Move.</b> This has been moved to Theme 3.</p>
<p><b>Theme 8, Pledge 1:</b> Ensuring everyone can access services through the Welsh language naturally, and at all stages in their lives.</p> <p>Support the broader use of Welsh and the celebration of Welsh culture in the community, including workplace settings.</p>	<p><b>Move.</b> These have been moved to Theme 3.</p>
<p><b>Theme 8, Pledge 1:</b> Supporting children and families during their early years to develop confidence in using the Welsh language.</p>	<p><b>Report at Service Plan Level Only.</b> The Welsh Language Strategy will have its own monitoring requirements, and we have committed to the strategy within the new section included on Promoting the Welsh Language. These aspects are also duplicated within the commitment already</p>

Pledge	Justification
Grow the services available from the Welsh Language Centre in St Asaph to benefit the wider county.	outlined in Theme 4 to deliver the Welsh in Education Strategic Plan.
<p><b>Theme 8, Pledge 1:</b> 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.</p>	<p><b>Move.</b> This has been moved to new Theme 6 (Well-run, High Performing Council).</p>
<p><b>Theme 8, Pledge 2:</b> Develop a cultural strategy and programme of events that includes:</p> <ul style="list-style-type: none"> <li>– Promoting Denbighshire’s rich culture and heritage.</li> <li>– Making the best use of our great natural assets, including the Area of Outstanding Natural Beauty (AONB), and the newly proposed National Park.</li> </ul>	<p><b>Move and amend.</b> This has not been removed, but will instead be considered within Theme 2 as part of our new Economic Strategy.</p>
<p><b>Theme 8, Pledge 3:</b> Working in partnership to deliver an improved and sustainable archive service for North Wales.</p>	<p><b>Move.</b> This has been moved to Theme 2.</p>
<p><b>Theme 9, Pledge 1:</b> Embed a positive culture of ambition, transparency and continuous improvement by:</p>	<p><b>Amend.</b> Pledges have been reworded to streamline and reflect work presently being undertaken by the Board:</p>

Pledge	Justification
<ul style="list-style-type: none"> <li>– Being a ‘learning’ organisation that uses feedback and lessons-learned to drive organisational improvement.</li> <li>– Fostering a culture that welcomes fair and appropriate challenge.</li> <li>– Instilling the values of integrity, respect, unity and pride in everything that we do.</li> </ul> <p><b>Theme 9, Pledge 2:</b> Improving our systems and processes so that all our customers experience reliable and consistently good customer service.</p> <p>Improving our services through meaningful promotion, engagement and communication with the public, City, Town and Community councils, and partners.*</p> <p><b>Theme 9, Pledge 3:</b> Promoting a strong culture around performance management, and being transparent in how we are performing as a council.</p> <p><b>Theme 9, Pledge 5:</b> Ensure Denbighshire County Council is a good employer and is an excellent place to work by:</p> <ul style="list-style-type: none"> <li>– Delivering and embedding the staff well-being policy</li> <li>– Supporting training and workforce development.</li> </ul>	<p><i>Embed a positive “one council” culture by</i></p> <ul style="list-style-type: none"> <li>– <i>Placing our values of integrity, respect, unity, and pride at the heart of everything that we do.</i></li> <li>– <i>Ensure that our systems and processes enable us to be close to our communities and providing reliable and consistently good customer service.</i></li> <li>– <i>Improve our services through meaningful promotion, engagement and communication with the public, City, Town and Community councils, and partners.*</i></li> <li>– <i>Have clear performance expectations by promoting a strong culture around performance management, and by being accountable, realistic, open and honest about how we are performing as a council.</i></li> <li>– <i>Promoting good communication and close working relationships between elected members and officers.</i></li> <li>– <i>Ensuring Denbighshire County Council is a good employer and is an excellent place to work.</i></li> </ul>

Pledge	Justification
<ul style="list-style-type: none"> <li>– Promoting fairness, equality and diversity.*</li> </ul>	
<p><b>Theme 9, Pledge 3:</b> 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.</p> <p>Working constructively with our regulators and ombudsmen.</p> <p>Ensuring value for money is embedded within our organisational culture, and that decisions are balanced by considering service quality and social value.</p>	<p><b>Report at Service Plan Level Only.</b></p> <p>These matters are covered within existing business as usual processes and will not change a great deal.</p>
<p><b>Theme 9, Pledge 4:</b> Promote strong staff and elected member relations by:</p> <ul style="list-style-type: none"> <li>– Maintaining effective governance that allows for strong decision making.</li> <li>– Working together to ensure that elected member and staff codes of conduct are met.</li> </ul>	<p><b>Report at Service Plan Level Only.</b> This is business as usual.</p>