

# Denbighshire County Council Panel Performance Assessment (PPA)

## Action Plan

In response to the issued PPA Report, the council is required under the Local Government and Elections Act (Wales) to state in its response any actions it proposes to take to increase the extent to which it meets the performance requirements. The action plan that follows is provided to discharge that statutory requirement and responds to the Panel's 9 recommendations for improvement and 8 identified strengths and areas of innovation.

The Chief Executive Team is accountable for the delivery of actions identified with a Senior Leadership Team lead identified to be responsible for the delivery. Quarterly updates on progress will be provided to the Council's Well-Run, High Performing Council Board. Status updates will be provided to Committees every 6 months as part of the Council's performance self-assessment reporting.

## 9 Areas for Improvement

Report Reference	Recommendation detail	Action in response	Responsible Officer	By when
8.11 (Rec.1)	<p><b><u>Continue to develop the narrative and vision the Council has set out for Denbighshire to ensure it can serve the county in the medium and long term.</u></b></p> <p>This should reflect the many advantages of the area, such as its fantastic cultural, natural and geographic assets. The Council should build on its approach to inclusive policy making to ensure that this vision is shared across the Council, its partners, and its residents.</p>	<p>We will build on our work engaging residents and partners in our Closer to Communities and Placemaking Plans to develop our narrative and vision alongside developing our transformation priorities and financial plan.</p> <p>While we recognise and value the area's assets as identified in the report, we propose our narrative and vision is more strongly based in building community and council well-being and resilience for anticipated future challenges, than solely in the marketing of these assets as implied in the report. We will take this work forward through the following actions</p> <p><b><u>Action #1: Develop the narrative and long-term vision for the Council and Denbighshire; consider the value of creating aspirational marketing material to support our inward investment goals.</u></b></p>	#1 - Head of Corporate Support Service-	#1 - December 2026

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	<p>This vision should be aligned with its long-term transformation priorities and medium-term financial plan.</p>	<p><b>Action #2:</b> Work through the Public Services Board to ensure the up-coming Well-being Plan is developed inclusively and reflects a financially-viable narrative and vision, in line with the corporate plan and transformation priorities.</p> <p>We also acknowledge the need to communicate better within the council, with residents and partners to build ownership and understanding of the council vision and progress in delivery.</p> <p><b>Action #3:</b> We will review how we communicate our performance (captured as key performance indicators)</p> <ul style="list-style-type: none"> <li>- in delivering the Corporate Plan (#3a)</li> <li>- across key projects (#3b)</li> <li>- to those less able to access digital communications (see Action #13, below)</li> </ul> <p>This will include briefing individuals (political members and officers) who represent the Council on external bodies or at events so that they may better advocate for the Council and its mission. (#3c)</p>	<p>Performance, Digital and Assets</p> <p>#2 - Head of Corporate Support Service- Performance, Digital and Assets</p> <p>#3a, b and c - Head of Corporate Support Service- People</p>	<p>#2 - December 2026</p> <p>#3a - September 2025</p> <p>#3b – March 2026</p> <p>#3c – On-going for officers; Annually for members through appropriate means</p>
<p>8.11 (Rec.2)</p>	<p><b><u>Consider well-being and professional development support available to the Council’s Senior Leadership Team.</u></b></p> <p>The Corporate Executive Team and wider senior management team need to remain resilient and focussed in the face of ongoing and future challenges.</p>	<p>We will continue to provide a safe, stable and sustainable working environment for all staff. To enhance existing provision, we are developing an organisational Wellbeing Strategy for implementation during 2025/26.</p> <p>Our Wellbeing Strategy will prioritise the health, safety, and wellbeing of our workforce, further supporting conditions for them to be safe and well. While we accept that particular support to the Council’s Senior Leadership Team is essential for business continuity, we propose this resilience</p>		

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		<p>and focus must also be extended to wider middle management and building on well-being and professional development needs as identified through on-going 1:1s</p> <p><b>Action #4: We will ensure the corporate Wellbeing Strategy specifically sets out how the Council can better support the wellbeing and resilience of our Leadership Team (CET/SLT/Middle Managers).</b></p> <p>We will work with the Leadership Team (CET/SLT/Middle Managers) to understand their professional development needs to include training, coaching, and mentoring.</p> <p><b>Action #5: From this we will produce a Corporate Professional Development Plan for implementation during 2025/26.</b></p>	<p>#4 - Head of Corporate Support Service- People</p> <p>#5 - Head of Corporate Support Service- People</p>	<p>#4 – May 2025</p> <p>#5 – June 2025</p>
<p><b>9.9 (Rec.3)</b></p>	<p><b><u>Develop a clear prioritisation of the Council’s transformation agenda.</u></b></p> <p>The Council should continue to pursue its transformation agenda. The Council will need to carefully consider which of its projects and initiatives will be prioritised and carried forward, and crucially which projects will not.</p> <p>These should reflect the longer-term vision and ambition of the Council and align to its medium-term financial strategy, workforce strategy and risk appetite.</p>	<p>A clear prioritisation of our Transformation Programme has now been completed. Consultation across senior managers has shown strong support for the transformation agenda, which we will continue to roll-out through the tranche approach to prioritisation of projects.</p> <p>As per Actions #2 and #3, above, we will continue to develop and communicate the narrative around that transformation, and ensure it is embedded in our Well-being Plan.</p>	<p>See actions #2 and #3</p>	<p>See actions #2 and #3</p>
<p><b>9.9 (Rec.4)</b></p>	<p><b><u>Align the Council’s operating model and workforce strategy to its vision and transformation agenda.</u></b></p> <p>The Council will need to carefully consider how its vision translates into the operating model for the Council.</p>	<p>Service planning, design, policy and standards development will be taken on a case-by-case basis to make commissioning decisions (make/buy/borrow) and this activity will be prompted by annual service planning and contract management processes. It is expected a mixed economy model will continue in DCC as its operating model.</p>		

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	This should include how the Council can support staff to meet the demands of a future vision for how the Council operates, and be aligned to its key strategies that enable transformational change	<p><b>Action #6: We will complete the latest iteration of a workforce planning exercise with services to identify their workforce needs and ensure they meet current and future demands of our transformation agenda, vision and financial pressures (#6a). This will include consideration of professional development for senior and middle management as per Action #5 above, and of good practice in succession planning.</b></p> <p><b>We will use key actions collated from the workforce planning exercise to review the Council Workforce Strategy and ensure it aligns with the council's transformational programme (#6b).</b></p>	<p><b>#6a - Head of Corporate Support Service- People</b></p> <p><b>#6b - Head of Corporate Support Service- People</b></p>	<p><b>#6a – October 2025</b></p> <p><b>#6b – April 2026</b></p>
<b>10.4 (Rec.5)</b>	<p><b><u>Carefully consider the opportunities for further partnership working presented by the new Corporate Joint Committee as a new statutory regional body</u></b></p> <p>The Council recognises the important role partners will have to play in 'managing down' demand on key Council services. The Council has an opportunity to build on and strengthen its approach to partnership working through proactive engagement with new statutory Corporate Joint Committees.</p>	<p>The Council is looking to build on its existing regional partnership work to explore and deliver continued efficiency gains and to reduce duplication of effort through greater collaborative working.</p> <p><b>Action #7: Work closely with partners in the Corporate Joint Committee (CJC) to understand and develop proposals for greater collaborative working</b></p> <ul style="list-style-type: none"> <li>- <b>reducing duplication and delivering efficiency gains and ensuring best practice in partnership management is maintained<sup>1</sup> (#7a)</b></li> <li>- <b>and opportunities communicated clearly to employees, members and residents (#7b).</b></li> </ul>	<p><b>#7a – Chief Executive</b></p> <p><b>#7b- Head of Corporate Support Service- People</b></p>	<p><b>#7a – December 2027</b></p> <p><b>#7b – December 2027</b></p>
<b>10.4 (Rec.6)</b>	<p><b><u>Use the Council's convening power to strengthen partnership working with City, Town and Community Councils, and amplify collaboration for collective outcomes.</u></b></p> <p>The Panel established that the Council is working with its City, Town</p>	<p>We accept we need to develop the relationship with City, Town and Community Councils, and see this as a gateway to extending our working with communities, businesses and the Denbighshire Voluntary Services Council (DVSC). Developing best practice around partnership working will support our work with all our partners- existing and those we will newly develop.</p>		

<sup>1</sup> To be taken forward in line with Internal Audit report D232441 - Internal Audit of Partnership Arrangements for Denbighshire County Council (currently in draft)

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	<p>and Community Councils in some areas and recognises the key roles and support this relationship can bring. The Panel suggests that this work could be further strengthened through earlier and constructive conversations around the capacity and resource capability of those Councils to support the wider aspirations of the Council in delivering its transformational change priorities and being an integral part of the operating model for the Council in the future.</p>	<p><b>Action #8:</b> Through best practice in partnership management,<sup>1</sup> we will build a more collegial relationship with city, town and community councils e.g. by restoring regular meetings with a dedicated liaison officer and annual meetings with the Chief Executive and Leader (#8a). We will gather and promote case studies of effective partnership working between county and local councils (#8b). Through the meetings above, we will engage City, Town and Community Councils in decision-making around shared areas of interest.</p> <p><b>Action- #9:</b> As part of developing placemaking plans, we will work with local town councils to identify and engage community groups and businesses in shared areas of interest relevant to that group(s).</p>	<p>#8a – Head of Housing and Communities</p> <p>#8b – Head of Housing and Communities</p> <p>#9 - Head of Planning, Public Protection and Countryside</p>	<p>#8a – August 2025</p> <p>#8b – August 2027</p> <p>#9 – December 2028</p>
<p><b>10.4 (Rec.7)</b></p>	<p><b><u>Review and strengthen relationship with Trade Unions.</u></b></p> <p>In light of new Social Partnership and Public Procurement (Wales) Act 2023, the Council’s senior leadership should consider whether they can do more to meet the aims and principles of consensus-building and collaborative working set out in the act with Trade Unions.</p>	<p>We would value a closer relationship and deeper partnership with trade unions and will seek to build on the existing, regular engagement led predominantly by the Human Resources team.</p> <p><b>Action #10:</b> We will conduct an analysis of potential value to the council’s priorities from the new Social Partnership and Public Procurement (Wales) Act and explore opportunities to build engagement (#10a). We will work with the Unions to increase awareness and understanding of the role of unions and the existing processes we have in place around trade union engagement (#10b)</p> <p><b>Action #11:</b> We will embed the aims and principles of consensus-building and collaborative working into council systems and processes through building this into Corporate Induction process and New Manager Training Course.</p>	<p>#10a– Head of Corporate Support Service- People</p> <p>#10b– Head of Corporate Support Service- People</p> <p>#11 – Head of Corporate Support Service- People</p>	<p>#10a – December 2025</p> <p>#10b – December 2026</p> <p>#11 – December 2026</p>
<p><b>12.7 (Rec.8)</b></p>	<p><b><u>Review the Council’s approach to how it communicates and engages</u></b></p>	<p>The Council is clear it wants to improve communication and engagement with residents, employees, businesses and</p>		

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	<p><b><u>with its residents, staff and partners.</u></b></p> <p>The Council reviews its approach to ensure that it has the right tools and resources in place to engage with its staff, citizens and stakeholders in a meaningful two-way process.</p>	<p>partners, and has plans already underway to do so (e.g. see Action #2 above in particular). In addition, we will:</p> <p><b><u>Action #12:</u> We will develop and upgrade a news blog website for DCC to share our news to the press and the public. We will continue to ensure communication with residents, businesses and community groups is clear and in a format that is understandable and accessible.</b></p> <p><b><u>Action #13:</u> We will explore options for improving staff communications especially for those staff who do not have access to council's emails and intranet. This includes exploring the use of a dedicated app for Denbighshire staff.</b></p> <p><b><u>Action #14:</u> We will deliver on the actions from the Internal Audit of Partnership Arrangements (report D232441) to further develop our approach for partnership as we move forward with the Council's transformation programme.</b></p>	<p><b>#12 - Head of Corporate Support Service- People</b></p> <p><b>#13 - Head of Corporate Support Service- People</b></p> <p><b>#14 - Head of Corporate Support Service- Performance, Digital and Assets</b></p>	<p><b>#12 – December 2025</b></p> <p><b>#13 – December 2026</b></p> <p><b>#14 – as per actions in the Internal Audit report (currently in draft)</b></p>
<p><b>13.9 (Rec.9)</b></p>	<p><b><u>Equalities</u></b></p> <p>In reviewing its Corporate Plan the Council needs to reflect on where the requirements of the Equality Act 2010 Wales Specific Duties (for example the Strategic Equality Plan) are best placed to ensure it has a robust and effective approach in place.</p>	<p>We have integrated our Strategic Equalities Plan (SEP) into our Corporate Plan. This was done to ensure equality considerations were mainstreamed to become everyone's responsibility to improve (equalities also being a central consideration of the wellbeing impact assessment required for each project).</p> <p>We also have a dedicated Strategic Equalities and Delivery Board which oversees delivery of the equalities aspects of the integrated plan. Standalone equalities performance reports are being produced quarterly from October 2024, tracking progress in delivery.</p> <p><b><u>Action #15:</u> We will connect with the two other local authorities in Wales who have integrated their Strategic Equalities Plan to their Corporate Plan as we have so we can share practice and exchange experience of any challenges.</b></p>	<p><b>#15 - Head of Corporate Support Service- Performance, Digital and Assets</b></p>	<p><b>#15 – End of 2025</b></p>

## 8 Identified Strengths and Areas of Innovation

Report Reference	Identified Strengths and Areas of Innovation detail	Organisational response	Responsible Officer	By when
6.1 (bullet pt.1)	<b>A politically mature and stable coalition, capable of working collectively and collaboratively in the interests of the county and its residents.</b>	These two strengths have been central to maintaining robust corporate governance health over the past ten or more years, and will be critical for ongoing corporate governance health going forward.	<b>Chief Executive</b>	<b>On-going</b>
6.1 (bullet pt.2)	<b>Positive working relationships between officers and members who both understand their unique and complementary roles.</b>	The four values and five principles championed by the Council are key to continuing and developing the coalition and good working relationships at the heart of these observations. The leadership team has spent a lot of time engaging with and training Councillors and will seek to build on these relationships moving forward, particularly through the work of the “Well Run, High performing Council” board.		<b>On-going</b>
6.1 (bullet pt.3)	<b>An engaged and energetic Chief Executive, who has sought to bring additional clarity and accountability to the Council’s directorship structure, establishing a strong foundation for further change and continually promoting and living the ‘One Council and Denbighshire Way’.</b>	Actions #4 (Corporate Wellbeing strategy), #5 (Corporate Professional Development Plan) and #6 (Workforce Planning Exercise) all contribute to sustaining this strength, and will be critical for ensuring on-going wellbeing and resilience within the organisation.	<b>See actions #1, #2, #3, #4, #5 and #6 above</b>	<b>See actions #1, #2, #3, #4, #5 and #6 above</b>
6.1 (bullet pt.4)	<b>Strong recognition amongst staff of the ‘Denbighshire Way’ and the ‘One Council’ approach.</b>	We will continue to build on engagement and communication with employees around these priorities, particularly noting Action #13 above.	<b>See action #13 above</b>	<b>See action #13 above</b>
6.1 (bullet pt.5)	<b>A strong sense of pride and commitment from staff to making a difference to communities and a willingness to support Council staff from other service areas who require short term capacity e.g. responding to the customer facing issues around waste.</b>	As set out in action #4 with regards recommendation 8.11 (Rec.2) above, we will continue to support all staff with well-being, particularly following particularly intense or difficult experiences.	<b>See action #4 above</b>	<b>See action #4 above</b>

<b>Report Reference</b>	<b>Identified Strengths and Areas of Innovation detail</b>	<b>Organisational response</b>	<b>Responsible Officer</b>	<b>By when</b>
<b>6.2 (bullet pt.1)</b>	<b>The Council has engaged well with its staff and members on its immediate budget pressures to date.</b>	As set out above, we will further develop our approach to communication and engagement to support the Council's transformation and budget agenda.	<b>See actions #2, #3, #13 above</b>	<b>See actions #2, #3, #13 above</b>
<b>6.2 (bullet pt.2)</b>	<b>A high degree of integration across social services and education, evident in the management structure of the organisation, but also triangulated through the feedback of interviewees.</b>	We will continue to build on this integration.	<b>Corporate Director for Social Care and Education</b>	<b>On-going</b>
<b>6.2 (bullet pt.3)</b>	<b>The Member Area Groups (MAGs) whereby members and officers meet in designated wards across the County to discuss residents' local priorities and local impact issues e.g. road resurfacing. In this example choice to which road is resurfaced was discussed and proposed in terms of the local priority (excluding statutory requirements) within existing resources. This approach appeared innovative to the Panel and a real source of engagement with members and the community as a whole.</b>	We will consider how to build on the lessons learned from the MAGs function to further strengthen our engagement with and responsiveness to residents.	<b>Corporate Director for Governance and Business</b>	<b>On-going</b>