

Appendix III: Improvement actions 2023 to 2025

[The Local Government and Elections \(Wales\) Act 2021, Part 6, Chapter 1, Section 91](#) requires us to highlight the actions that we intend to take to improve performance and reflect on the extent to which those actions were effective. To this end, improvement activities identified through our [six-monthly performance update reports](#) are reported upon in subsequent reports. For ease of reference, these tables provide a summary of progress against improvement actions generated by our reports from April 2023 to September 2025.

Source	Improvement action	Update at June 2025
Corporate Plan Performance Update reports <ul style="list-style-type: none"> July to October 2023 October 2023 to March 2024 April to September 2024 	Provide an update on the reasons for poor performance relating to the percentage of damaged roads and pavements made safe within target time (CAT1 - Category 1 defects dealt within timescale).	<p>This Improvement Activity was modified during 2024 to 2025 and has been expanded to:</p> <p><i>“Consider performance relating to the percentage of damaged roads and pavements made safe within target time (CAT1 - Category 1 defects dealt within timescale), which has fallen short of the 95% target time for some years, noting the recent announcement of additional funding by Welsh Government¹. The service continues to struggle with meeting the demands of the asset within the limited budgetary and staffing resources available, and a substantive discussion is needed about the prospects of improvement and what continuing poor performance is likely to mean given expected increased impacts of flooding, landslips and heat risks on road condition and community connectivity.”</i></p> <p>Performance remains a Priority for Improvement. The Improvement Activity continues, with road condition surveys continuing for A, B and C roads.</p>
Corporate Plan Performance Update: July to October 2023	Develop an overview of the cultural offer, with examples from across council services, as part of the plan to be developed setting out how a cultural	Closed. This was considered but not pursued (given capacity and resources at the time), instead it was felt this should form part of the focus of the new Economic Strategy (see below).

¹ In May, Welsh Government wrote to Denbighshire announcing an Award of Funding in relation to the Local Government Borrowing Initiative. Put simply, Welsh Government has committed to providing revenue funding of £639,542 to the Council to finance borrowing to fund capital spend on highways maintenance.

Source	Improvement action	Update at June 2025
	strategy could connect and contribute to wider outcomes in terms of our economy and personal well-being.	
Corporate Plan Performance Update: October 2023 to March 2024	The new Economic Strategy should take into account the county's cultural offer and how it contributes to wider economic and well-being outcomes.	In progress. The draft Strategy included four themes – of which was “Distinctive places and experiences”. At that time, the theme captured aspects relating to the cultural economy. The impact of the draft Strategy was discussed during a multi-agency impact assessment workshop. A second impact assessment will take place during the summer of 2025, to accompany submission of the final Strategy to Cabinet in September.
Corporate Plan Performance Update: October 2023 to March 2024	Following agreement and to allow the council to focus on the development of the Regional Transport Plan, close the Sustainable Transport Plan project and amend the commitment within our Corporate Plan.	Complete. The Prosperous theme has been updated to reflect this.
Corporate Plan Performance Update: October 2023 to March 2024	Consider the Stakeholder Survey 2023 to 2024 responses.	Complete. The Stakeholder Survey 2023 to 2024 and 2024 to 2025 results have been analysed and discussed by the Corporate Executive Team, Senior Leadership Team and Cabinet, with Boards reviewing theme-specific survey results from the 2023 to 2024 survey. We have developed a new draft Citizen Voice Report to address some of the issues and limitations associated with the survey, which forms part of our annual 2024 to 2025 Self-Assessment of Performance. A specific improvement activity has been identified as part of our draft 2024 to 2025 annual report: “Assess and cost alternative arrangements for meeting our statutory duties in relation to stakeholder feedback, currently met through the annual Stakeholder Survey, to improve confidence in data gathered.
Corporate Plan Performance Update: October 2023 to March 2024	Consider the findings and recommendations of the Well-being of Future Generations Commissioner’s New Ways of Working Journey Checker.	Complete. Presented for discussion by Cabinet (at Cabinet Briefing) and SLT as part of the Well-being Impact Assessment Internal Audit Review 2024 paper (September to October 2024).

Source	Improvement action	Update at June 2025
Corporate Plan Performance Update: October 2023 to March 2024	Keep Corporate Plan commitments and performance expectations under continual review in the context of the present difficult financial environment.	Business as usual. Forms part of tranche review process.
Corporate Plan Performance Update: April to September 2024	Linked to last period's improvement action to keep our Corporate Plan commitments and performance expectations under continual review going forward, the next Corporate Plan Tranche Review should consider the impact of reducing capacity and ceased projects such as Llwybrau, and how these will impact on our ability to deliver the Corporate Plan and outcomes.	<p>Business as usual. Forms part of tranche review process. The action specifically about Llwybrau was considered at a Learning and Growing governance theme meeting.</p> <p>We continue to develop relationships with partners, including colleges, following the closure of the Llwybrau project with meetings in place with Grŵp Llandrillo Menai (at different levels). Arrangements are in place for meetings with secondary schools and school officers.</p>
Corporate Plan Performance Update: April to September 2024	Publish details of the engagement network of people and groups with protected characteristics on our website.	Complete. Will be published on our website shortly. The Strategic Equality and Diversity Group will review the information on the webpage on a regular basis.