

Corporate Plan Performance Update: April to June 2023

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

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

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Summary position

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 subsequent reports, others are more complex and will require further scoping. These will be considered as we establish new governance arrangements for the Corporate Plan from the autumn 2023.

Overall, more projects and activities have commenced this period. Our [Housing](#) theme has seen improvements since our last report with more positive progress in relation to projects supporting this theme. As reported previously, 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. The number of people on the Single Route to Housing waiting list remains a concern. Our [Prosperous Denbighshire](#) theme includes a range of measures for which data is pending. On the basis of the information we have, we consider our measures performance to be 'Acceptable' overall, yet some of the critical measures for this theme are a 'Priority for Improvement'. Work has begun on a new economic strategy for Denbighshire, which will, it is hoped, stimulate positive change for businesses, our economy and residents. In terms of a [healthier, happier and caring Denbighshire](#), we stated in our last report that thresholds will need to be set for as many measures as possible to help us judge our performance for this theme. Some measures now have thresholds and other changes have taken place to ensure that we are able to accurately gather the data needed to inform performance in this area. Some measures in support of our [Learning and Growing](#) theme are still being determined, such as attainment measures. We can report during this period that the number of schools in either Estyn Review, Significant Improvement or Special Measures decreased from 3 to 2. The Modernising Education Programme continues to experience delays, which are described in more detail below. Our overall assessment of our theme for a [better connected Denbighshire](#) is the same as for the previous period, with overall measures considered to be 'Acceptable' and projects 'Experiencing Obstacles'. Road condition data is now available, with A and B road condition considered to be 'Excellent' but C roads a 'Priority for Improvement'. The project to "Develop a Sustainable Transport Plan (to include Active Travel)" is at the business case stage and public engagement is due to take place shortly. This work will need careful management to ensure it is delivered with pace. 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. Becoming an Ecologically Positive Council by 2030 is looking more promising. We have robust governance in place to test our progress and the plans we have in place. The first official review and refresh of the Climate and Ecological Change Strategy will be carried out this year, 2023 to 2024. 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. Our overall judgement about our measures for a [fairer, safe and more equal Denbighshire](#) has been downgraded to a 'Priority for Improvement' to reflect the fact the majority of critical measures in this theme are a 'Priority for Improvement' and have been for some time. The obstacles and challenges in relation to poverty are perennial in some cases. Our [vibrant culture and thriving Welsh language](#) theme has been updated following the publication of the Welsh Language Strategy during the period. Unfortunately, though, there has been some deterioration in the number of people reporting they can speak Welsh, which serves as a reminder of the scale of the challenge in relation to promoting the Welsh language. There has been some progress during this period to deliver our [well-run, high performing council](#) theme, namely in relation to asset management and in the plans being put in place to establish a new Board to provide governance and oversight in this area. Our [self-assessment against the seven key governance areas](#) paints a largely positive picture of how well the council is performing, together with some improvement actions. The second tranche review of the Corporate Plan will take place in September 2023. Its purpose is to enable reflection on performance and progress to date, together with a review of external factors that might present risks or opportunities to our ambitions. We will report on the outcomes of the tranche review in our next report. Our next report will also include any new pipeline projects supporting our themes.

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: Acceptable

Projects: Experiencing Obstacles

A prosperous Denbighshire

Measures: Acceptable

Projects: Experiencing Obstacles

A healthier and happier, caring Denbighshire

Measures: Acceptable

Projects: Experiencing Obstacles

A learning and growing Denbighshire

Measures: Acceptable

Projects: Experiencing Obstacles

A better connected Denbighshire

Measures: Acceptable

Projects: Experiencing Obstacles

A greener Denbighshire

Measures: Acceptable

Projects: Experiencing Obstacles

A fairer, safe, and more equal Denbighshire

Measures: Priority for Improvement

Projects: Experiencing Obstacles

A Denbighshire of vibrant culture and thriving Welsh language

Measures: Acceptable

Projects: Experiencing Obstacles

A well-run, high performing council

Measures: Priority for Improvement

Projects: Experiencing Obstacles

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: Acceptable

Projects: Experiencing Obstacles

Corporate Plan Performance Framework: Measures Update

This theme includes many annual measures. Comments about those are available in our [performance self-assessment update report January to March 2023 to 2024](#). We can now provide an update on one annual measure which was unavailable for our previous report. The additional supply of affordable housing provided during 2022 to 2023 totalled 139, which is 'Excellent' considering our goal is to deliver 300 such units by 2027. Regarding this measure, the first of two things to note is that a correction has been made to the annual figure for 2021 to 2022 from 222 (as reported previously) to 271. The reason is that the number of units delivered by registered social landlords was difficult to quantify at the time of reporting. Secondly, the decrease in annual supply is not a cause for concern, as the number for 2021 to 2022 was unusually high due to the timing of completed developments (including extra care facilities).

The percentage of empty private properties brought back in to use through direct action by the council can now be reported upon quarterly going forward. The 2% reported from April to June 2023 is a decrease from January to March's figure of 6.1%.

As at the end of June 2023, there were 1,785 people on the Single Route to Housing (SARTH) waiting list. The figure is yet to reach an 'Acceptable' threshold; however, it represents good progress when compared to the same period for the previous year (2,075). Please note that in our previous performance update, the figure given for the period from January to March 2023 was 2,093, which has now been corrected to 1,734. The reason for this is that a review of the waiting list was conducted during the transfer of Denbighshire's SARTH service to an in-house team.

Preventing homelessness is a priority for the council, and a number of measures have started to be monitored to inform this service area. The number of referrals received into the homelessness Early Intervention and Prevention (My Home Denbighshire) service fell from 80 at the end of March, to 43 at the end of June. During the period, there was also a decline from 89.36% to 69.77% in the percentage of Early Intervention and Prevention referrals that were prevented from presenting to the homelessness prevention service. The council is taking steps to ensure early engagement with people at risk of homelessness,

and we can report that 28 people were supported by the Citizens Advice Denbighshire Homelessness Prevention Team link officer by the end of June.

A clearer picture of how people may be supported to improve the energy efficiency of their homes is emerging as new measures start to be monitored. We know that between April and June 2023, 85 households were signposted and helped through the ECO4 scheme - a government scheme providing funding for eligible homeowners to make energy-efficient improvements to their homes.

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](#).

Quarterly or Biannual Measures

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
The percentage of empty private properties brought back into use through direct action by the local authority - Benchmarked Locally	1% Priority to Improve	8.5% Excellent Better	6.4% Excellent Worse	6.1% Excellent Worse	2% Acceptable Worse
The percentage of emergency housing repairs completed within target time - Benchmarked Locally	92.51% Priority to Improve Worse	95.85% Acceptable Better	94.72% Priority to Improve Worse	97.22% Acceptable Better	97.06% Acceptable Worse
The number of disabled adaptations carried out for council house tenants – Count Only	59	66	64	56	53

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
The number of households helped through the ECO4 scheme – Count Only	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	85
The number of page views of the energy efficiency page on our website – Count Only	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	319
The number of people on the SARTH waiting list - Benchmarked Locally	2,075 Priority to Improve Worse	2,190 Priority to Improve Worse	2,235 Priority to Improve Worse	1,734 Priority to Improve Better	1,785 Priority to Improve Worse
The number of referrals received into Early Intervention and Prevention (My Home Denbighshire) – Count Only	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	80	43
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	89.36% Excellent	69.77% Acceptable Worse
The percentage of referrals Early Intervention and Prevention (My Home Denbighshire) that are for people in employment – Count Only	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	22.5%	13.04%

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
The percentage of referrals Early Intervention and Prevention (My Home Denbighshire) that are a) Privately Rented – Count Only	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	63.75%	53.49%
The percentage of referrals Early Intervention and Prevention (My Home Denbighshire) that are b) Local Authority – Count Only	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	11.25%	6.98%
The percentage of referrals Early Intervention and Prevention (My Home Denbighshire) that are c) Housing Association – Count Only	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	2.5%	0%
The percentage of referrals Early Intervention and Prevention (My Home Denbighshire) that are d) Owner occupied – Count Only	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	5%	4.65%
The percentage of referrals Early Intervention and Prevention (My Home Denbighshire) that are e) Unknown – Count Only	No data. New to January 2023	No data. New to January 2023	No data. New to January 2023	17.5%	34.88%
The number of people at risk of homelessness supported by the CAD-HPT (Citizens Advice Denbighshire-Homelessness Prevention Team) link officer – Count Only	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	28

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 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 – Count Only	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	7%

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 Better	66 Priority to Improve 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. New to 2022 to 2023	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

Title	2021 to 2022	2022 to 2023
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	No data: does not apply
The percentage of tenants that were satisfied with the way Denbighshire Housing deals with repairs and maintenance - Benchmarked Locally	77% Priority to Improve Worse	No data: does not apply
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
The additional supply of affordable housing, including social housing, provided during the year - Benchmarked Locally	271 Excellent Better	139 Excellent Worse
The additional supply of Council Houses provided - Benchmarked Locally	13 Acceptable Better	15 Acceptable Better

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) – Benchmarked Nationally	14% Priority to Improve Better	16% Priority to Improve Worse

Corporate Plan Performance Framework: Project Update

There are fifteen projects listed within this theme in the Corporate Plan. The number of these that are running 'On Target' has increased from five to ten since our last report, and this includes three projects that started in April.

The Ruthin Extra Care Housing project is now 'On Target', after 'Experiencing Obstacles' in the last period (January to March), with work having commenced and the project is on track to meet the new deadline. Similarly, the Housing and Homelessness Strategy Action Plan is reporting as 'On Target', and encompasses a number of actions, many of which are now complete.

Three projects are 'Experiencing Obstacles' and one is at business case stage. One project remains 'At Risk' and that is Improving Energy Efficiency in Council Houses. It has been necessary to reduce the targeted number of properties to be improved this year as funding mechanisms have changed and are likely to fall short of what would be needed to deliver such an ambitious project. There is progress, however, in that the average Energy Performance Certificate (EPC) rating across the council's housing stock continues to rise.

Other developments in the last period

Second home and long-term empty council tax premium

In May, Cabinet received an update on the legislation introduced by the Welsh Government to increase the maximum level of [council tax premiums for second homes and long-term empty properties](#). A measured response to retain the 50% premium charge for April 2023, increase to 100% from April 2024, and to 150% from April 2025 was recommended. Also noted was the suggestion that properties unoccupied and unfurnished for 5 years or more pay a higher premium at 50% more than the standard Premium and that there be parity between the standard second home and long-term empty premium, to minimise avoidance by taxpayers. Cabinet agreed the proposals that would inform a public consultation prior to final decisions by Cabinet and Council. The decision was implemented immediately in accordance with paragraph 7.25 of the Council's constitution given the need to complete the necessary consultation in a timely manner.

Projects or Activities

Title	Status	Exception
Deliver and monitor the Housing and Homelessness Strategy Action Plan	On Target Better	No exception
Improving Energy Efficiency in Council Houses	At Risk Same	The average Energy Performance Certificate (EPC) rating across our housing stock continues to rise. However, funding for the optimised retrofit programme has changed and falls short of what is required for this ambitious project. We have reduced the number of properties we expect to fully improve this year to 43, selecting those performing poorly and requiring significant works.
Work collaboratively with Flintshire County Council providing contact information and signposting on our website regarding homes' energy efficiency	On Target	No exception
Promote Energy Efficiency page on our website through our social media channels	On Target	No exception
Signpost to Welsh Government's NEST scheme through the post	On Target Same	No exception
Gypsy and Traveller Accommodation Assessment (GTAA)	Experiencing Obstacles Same	Awaiting feedback from Welsh Government on the GTAA. Project Board and Scrutiny Task and Finish Group continue to meet. Consultants contacted to arrange interviews.
Denbighshire replacement Local Development Plan	On Target	No exception
Ruthin Extra Care Housing (Phase 2)	On Target Better	No exception

Title	Status	Exception
Explore how we can protect housing through new Welsh Government legislation to regulate the impact of second homes	On Target	No exception
Edward Henry Street	On Target Same	No exception
Additional Council Housing Developments	On Target Same	No exception
Work with Rhyl Regeneration Programme Board to contribute to progressing Rhyl Residential Strategy	Experiencing Obstacles Same	Currently awaiting publication of Welsh Government revised Technical Advice Note (TAN) 15 to enable completion of the Strategic Flood Consequences Assessment.
Develop performance and reporting systems following the implementation of SARTH and current Single Point of Access (SPoA) triage service to further understand citizens accessing housing information / SARTH	Experiencing Obstacles	Further development of ICT systems will bring more enhanced performance and reporting capabilities.
Develop a tenant involvement framework for Denbighshire Housing	On Target Same	No exception
SARTH: Bring in-house	On Target Same	No exception

A round up of news

The following news and committee items took place between April and June in support of this theme:

Proposed plans by the Council [to create specialist temporary accommodation at Maes Emlyn in Rhyl](#) will be discussed at a public meeting which will take place on 3 July at Rhyl Youth Centre. The Council is proposing a short-term plan to repurpose part of the Maes Emlyn site to serve as temporary emergency accommodation for people in Denbighshire who are experiencing homelessness. The long-term plan for the whole site is to consult on and submit planning applications to redevelop the site into new social housing.

[Full Council](#), at a meeting on 9 May, were asked to consider a report of consultation on the replacement of the local development plan preferred strategy.

In May, the [Partnership Scrutiny Committee](#) received a report from Community Housing which detailed the Council's role and responsibilities in relation to mould, condensation and disrepair matters in Registered Social Landlords and private rented sector properties in Denbighshire.

A prosperous Denbighshire

Measures: Acceptable

Projects: Experiencing Obstacles

Corporate Plan Performance Framework: Measures Update

We previously reported that we are awaiting the publication of some national data for the year 2022 to 2023. This is still the case, and we hope that in future reports we will be able to report more recent data to inform our understanding of the rates of business births and deaths in Denbighshire. 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. This data will be analysed in our next performance update report for July to September. Detailed comments for the other annual measures have been provided and may be found in the [performance self-assessment update report January to March 2023 to 2024](#).

Our quarterly data suggests that the percentage of Universal Credit claimants has shown marginal improvement between April and June of 2023, though this remains a 'Priority for Improvement' at 3.6%. Further improvement can be seen in the number of work experience placements offered through Working Denbighshire. The figure for April to June was rated 'Good' at 26. Please note that a correction has been made to the figure given for January to March of 2022 to 2023, which was inaccurately noted as 15 in our previous report. 66% of Denbighshire contracts over £25k and under £1m contained community benefits during April to June 2023 and performance continues to be considered 'Excellent'.

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](#).

Quarterly or Biannual Measures

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
The percentage of working age people who are claiming Jobseeker's Allowance or Universal Credit - Benchmarked Nationally	3.5% Priority to Improve Better	3.5% Priority to Improve Same	3.7% Priority to Improve Worse	3.8% Priority to Improve Worse	3.6% Priority to Improve Better
The number of paid and unpaid work experience placements offered through Working Denbighshire - Benchmarked Locally	4 Priority to Improve Worse	19 Acceptable Better	38 Excellent Better	16 Priority to Improve Worse	26 Good Better
The percentage of spend with suppliers based within Denbighshire – Benchmarked Locally	39% Good Better	35% Good Worse	35% Good Same	35% Good Same	33% Good Worse
The cumulative percentage of Denbighshire contracts over £25k and under £1m containing community benefits – Benchmarked Locally	100% Excellent Better	64% Excellent Worse	64% Excellent Same	66 % Excellent Better	66 % Excellent Same

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	26,780 Priority to Improve Better	27,121 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. New to 2022 to 2023	31.89% Priority to Improve

Title	2021 to 2022	2022 to 2023
External funding (in pounds) secured for economic development – Count Only	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. Expected July 2023
The number of businesses taking part in training events - Benchmarked Locally	No data. Suspended due to the pandemic	390 Excellent Better
Births of businesses per 10,000 of the population aged 16 to 64 - Benchmarked Nationally	78 Good Better	National data pending
Deaths of businesses per 10,000 of the population aged 16 to 64 - Benchmarked Nationally	89 Priority to Improve Worse	National data pending

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) – Benchmarked Nationally	14% Priority to Improve Same	12% Priority to Improve Better

Corporate Plan Performance Framework: Project Update

Overall, good progress has been made with the twenty-four projects and activities identified in support of this theme. Twelve are 'On Target' and seven projects are 'Experiencing Obstacles'. One of the latter, the Queen's Building Rhyl, has an improved status this period having been reported as being 'At Risk' during January to March. Two

projects are in development: one is at business case stage and one is at project brief stage.

There are two projects that are reported as 'At Risk.' The first of these is the Former North Wales Hospital, which will remain at risk until the section 106 legal agreement is obtained and the necessary funding received. The second, a project to reconnect the top of Rhyl High Street with the beach is 'At Risk' following the unsuccessful Vale of Clwyd Levelling Up Fund bid. A report will be taken to Rhyl Member Area Group in the next reporting period to discuss the project in more detail and to ensure we maintain momentum.

Please note that an activity to evaluate the impact of the Tourism Levy has closed as the levy itself is not actually active nor is it likely to be for some time. This activity will resume when the levy takes effect.

We previously reported that a significant activity for the future within this theme will be to develop the council's new Economic Strategy. It is encouraging to see that this activity has started and is reported as being 'On Target', with a draft approach being developed for discussion.

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	Experiencing Obstacles Worse	Issues faced include the withdrawal and rescoping of three projects and the overall impact of cost inflation. A portion of funds released has secured viability funding to progress the Former North Wales Hospital project in Denbigh. Approval was

Title	Status	Exception
		obtained for three outline business cases, including the “Last Few %” project to provide minimum superfast broadband to poorly connected communities across North Wales.
Coordinating WG Transforming Towns funding programme streams	On Target	No exception
Corwen High Street (Clwyd South Levelling Up Round 2)	On Target Same	No exception
Develop funding bids for future rounds Levelling Up and Growth Deal funding	On Target	No exception
Queen’s Buildings Rhyl	Experiencing Obstacles Better	Approval was received from Cabinet in June to award a contract to the preferred supplier following a procurement process. Work may now begin to agree the contract, fit out the Queen's Market and secure vendors.
Former North Wales Hospital	At Risk Same	Until the section 106 agreement is obtained, the project remains at risk. The Project Delivery Group continue to meet to progress matters relating to planning and ecology management.
Victorian Post Office (Rhyl)	On Target Same	No exception
Develop the council’s new Economic Strategy	On Target	No exception
Develop Town Centre Place Making Plans	On Target Same	No exception
Develop the AONB Sustainable Tourism Plan and integrate into Local Tourism Plans	On Target Better	No exception

Title	Status	Exception
Deliver the Denbighshire Tourism Strategy and Action Plan 2022 – 2027	On Target Same	No exception
Evaluate the impact of the Tourism Levy	Closed	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.
Co-Relocation of Rhyl Tourist Information Centre and Rhyl Museum	At business case stage	No exception
Seeking to improve the appearance of poorly maintained Rhyl Town Centre properties	Experiencing Obstacles Same	There have been delays to this project resulting from recruitment issues. New temporary posts have been approved and await funding.
Reconnect the top of Rhyl High Street with the beach (Rhyl promenade)	At Risk Worse	Design work is now on hold as there is no more funding in place to progress the project, following the unsuccessful Levelling Up Fund Round 2 bid for Vale of Clwyd, which included this project.
Work with Rhyl Regeneration Programme Board to contribute to progressing Rhyl Public Realm Strategy	Experiencing Obstacles Same	The Rhyl Public Realm Levelling Up Fund bid for improvements was unsuccessful so further discussions are taking place with the Rhyl Regeneration Programme Board to agree a way forward.
Rhyl Gateway	At project brief stage	No exception
Work with employers to identify hard to recruit jobs and develop sector routeways to fill the gaps	Started Experiencing Obstacles	New sector routeways have not been developed due to the vacancy for the Training Co-ordinator and the late confirmation of

Title	Status	Exception
		funding from Shared Prosperity Fund for Years 2 and 3. The work with employers places us in a strong position to implement sector routeways as soon as the Training Co-ordinator is recruited which will take place over the summer.
Raise awareness of the provision of Welsh training for adults who work in the business community	On Target Same	No exception
Complete feasibility report for move-on accommodation at St Asaph Business Park	On Target	No exception
Develop a Community Benefits Framework to align with the Social Partnership and Procurement (Wales) Bill	Experiencing Obstacles Worse	Work to develop statutory guidance and social clauses is in progress and is not yet finalised.
Levelling Up Fund – Clwyd South	Experiencing Obstacles	Overall good progress being made on project delivery. Discussions on-going with UK Government to ensure that all elements of the project can be delivered.
Deliver the Levelling Up Fund Clwyd West project	On Target	No exception
Shared Prosperity Fund	On Target Better	No exception

A round up of news

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

In April, the council finalised their [shortlist of applications for funding from the UK Shared Prosperity Fund](#) (UKSPF), which as part of the UK Government’s Levelling Up agenda, £25.6 million worth of funds have been made available for projects across Denbighshire. A mix of 29 Denbighshire only and regional projects advanced to the next stage of the

process. Cabinet members were informed of the processes involved in shortlisting projects and approved the [applications shortlisted for Shared Prosperity Funding](#). Members noted that the fund was bound by tight timescales (until March 2025) and had been heavily subscribed with 110 applications totalling £88.7million. Those projects not approved were given feedback and signposting for further support. Cabinet's decision was called in by five Councillors, leading to a [review of the decision-making process for shortlisting applications](#) in May. The grounds for review were that there was a lack of understanding and evidence of how projects had been approved. The matter was debated by the Partnership's Scrutiny Committee, with members concluding that [Scrutiny upheld Cabinet's shortlisting decision](#). [The outcome of the Partnerships Scrutiny Committee's Review](#), shared with Cabinet, was that processes had been robust and professional. However, recommendations were made to improve information sharing on funding arrangements and strengthen communication with all elected members.

At Cabinet's meeting in May, members received a report outlining [governance arrangements for the delivery of Levelling Up Fund](#) projects and were satisfied that there is a robust structure in place.

The second annual [Rhyl Business Awards](#) were hosted by Rhyl Improvement District in April, with over 125 people in attendance. Over 5,000 people, including customers and the general public, cast more than 17,000 votes during Denbighshire's March for Business month, in support of their favourite Rhyl businesses.

The council highlighted that [Rhyl is open for business](#) this spring and summer, despite some short-term disruption as part of the £65 million investment to regenerate Rhyl. Alternative access routes were created in April due to closures to certain sections of the promenade as part of improvement work and the coastal defence scheme. Many projects are now complete including a new harbour, the SC2 Waterpark, the Pavilion Theatre, and the 1891 Restaurant.

In May, the council invited the owners and leaseholders of eligible retail and commercial buildings in Rhyl Town Centre to apply for funding to improve their properties' frontages. The [Property Development Grant](#) is a regional scheme funded by the Welsh Government within the Transforming Towns Programme. Grants of £5000 and £50000 are available with a match funding requirement of 30%.

[Wales Tourism Week](#) took place in May and in celebration of the event, illustrator David Goodman produced a series of five hand-drawn maps highlighting Denbighshire's

landscapes, amenities, and transport links. In June, a two-day gala event was held to herald the opening of Corwen Railway Station, which is hoped will enhance tourism in the area.

[The Wales Ambassador Scheme](#), first launched in Denbighshire, is a free, award-winning online course designed to enhance people's knowledge about Wales. Over 5,500 certificates have been awarded to those who have completed modules on a variety of themes, including staff working in the tourism industry.

In May, the Communities Scrutiny Committee was updated on progress in respect of brown tourist direction sign projects within Denbighshire. [The Draft Tourism Signage Plan](#) - previously referred to as the Tourism Signage Strategy - is an action within the council's Tourism Strategy. The Committee made several recommendations and requested that a progress report be presented in six months' time.

In June, the council's [Working Denbighshire Job Fair](#) took place at Ruthin's Market Hall. Over 50 attendees were able to connect with a range of employers showcasing job opportunities within the county.

The council's [Working Denbighshire](#) team were recently visited by the Shadow Employment Minister, Alison McGovern. The scheme has helped over 440 people to find employment, and has helped a further 422 people gain qualifications, work-related certificates, or helped them into full-time education.

Meeting in June, Cabinet approved the [appointment of an operator for Queen's Market in Rhyl](#), and the council will now work with them to deliver the final fit out and agree a strategy and timeline for opening to the public. The [new operator](#), Mikhail Hotel and Leisure Group, was awarded the contract following a rigorous tender process. The development will provide a mixed-use hall, offering a collection of artisan eateries, retail and events space.

A healthier and happier, caring Denbighshire

Measures: Acceptable

Projects: Experiencing Obstacles

Corporate Plan Performance Framework: Measures Update

We previously reported that we were looking to develop the framework of measures in support of this theme. Some changes have been made though there is still some work to do to ensure that we are able to accurately gather the data needed to inform performance in this area.

There are measures where we are yet to set our thresholds for performance, and for some of these we will collect data during a 'baseline year' before setting our level of ambition or point of intervention. One of these is the number of care and support packages that have been right sized to single handed care (which is designed to reduce the number of carers needed to meet the manual handling needs of an individual), with the right type of specialist equipment. From our Community Equipment Store records, we can report that from April to June 2023, 48 individuals were issued with specialist equipment to enable single handed care. However, it is possible that care packages for some of these individuals are still in transition or under review. In order to improve the accuracy of our reporting, from July we will seek confirmation from our Finance team that charges for care also reflect single handed care.

Updates to annual measures include the percentage of new assessments completed for children and the percentage of child protection conferences held within statutory timescales. The percentage of child protection conferences held sits at 95%, which is considered to be 'Good' performance. Figures for the percentage of new assessments completed for children during the year that were completed within statutory timescales fall below acceptable thresholds and are a 'Priority for Improvement' at 76.7%. Data about the percentage of children looked after in Denbighshire who have experienced three or more placements during the year at March 31 is being verified by Welsh Government. The data misreported in the previous quarterly update (January to March 2023) will be updated when clarification is obtained. The national data update for 2022 to 2023 is also pending and is expected in the autumn of 2023.

Going forward, we will be able to monitor quarterly the percentage of schools in the county embedding the 'Whole School Approach' to mental health and well-being and we can report that for April to June 2023, this is a 'Priority for Improvement' at 27%.

We are no longer reporting the number of young people who receive counselling in Denbighshire and have a positive outcome. We will instead focus on the number of young people who receive school-based counselling in Denbighshire and monitor the average improvement in core score for those young people. The average improvement reported for 2022 to 2023 was 8.5 and this is considered to be 'Excellent' performance.

The percentage of young people (aged 11-25) participating in youth activity opportunities delivered and supported by the Youth Service is a measure we no longer monitor within this theme. Instead, the percentage of young people in Denbighshire reached by Youth Services will be monitored in the measures framework for [A learning and growing Denbighshire](#).

70 young people were referred to the Youth Justice Service from Denbighshire during April and June 2023. Our ambition is to see a year-on-year reduction of 50% of the previous year's figure. The Turnaround project that supports this offers young people much earlier interventions and support to divert them out of the system. This does have specific criteria attached to the eligibility but over the next two years, if this proves successful, we may see the criteria change and be even more accessible. This will in turn support the reduction of numbers entering for prevention, Out of Court and statutory disposals. We will apply performance thresholds from April 2024.

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.

Quarterly or Biannual Measures

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
The percentage of safeguarding enquiries from adults completed within 7 working days from the receipt of the reported alleged abuse - Benchmarked Locally	98.7% Excellent	98.85% Excellent Better	98.84% Excellent Worse	98.8% Excellent Worse	100% Excellent Better
The percentage of schools in the county using the Public Health Wales Whole School Approach to Mental Health and Well-being Tool – 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	27% Priority to Improve
The total number of carers needs assessments for young carers undertaken during the year – Count Only	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	Data pending
The total number of carers needs assessments for adults undertaken during the year - Count Only	97	197	303	401	92
The number of care and support packages that have been right sized to single handed care with the right type of specialist equipment – Baseline Year	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	48
The number of potential entrepreneurs provided assistance to be business ready for citizen care and support needs – Count Only	No data. New to 2022 to 2023	No data. New to 2022 to 2023	No data. New to 2022 to 2023	20	22

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
The number of Single Point of Access contacts for information, advice and assistance – Count Only	3,762	4,988	4,586	5,134	5,307
The number of referrals / enquiries recorded on Children and Family Support Gateway - Count Only	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	4,350
The percentage of young people offered the active option of advocacy from Education and Children’s Services - 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	Data pending
The number of Talking Point contacts for information, advice and assistance (libraries, One Stop Shops and hosted by Community Navigators etc) - Count Only	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	231
The percentage of citizens receiving information, advice and assistance from Talking Points who did not need to be referred into Adult Social Care - Baseline Year	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	87.5%
The number of sport and recreation related projects / groups supported by the Community Resilience Team – Baseline Year	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	42

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
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	No data. New to 2023 to 2024	No data. New to 2023 to 2024	70

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 - Benchmarked Nationally	76.59% Priority to Improve	76.7% Priority to Improve Better
The number of children looked after in Denbighshire (at 31 March) – Count Only	National data pending	National data pending
The percentage of children looked after in Denbighshire (at March 31) who have experienced three or more placements during the year – Benchmarked Nationally	National data pending	National data pending
The percentage of child protection conferences held within statutory timescales - Benchmarked Nationally	90.63% Priority to Improve	95% Good Better
The number of schools that have achieved Trauma Informed School status by 2027 - Benchmarked Locally	No data. New to 2022 to 2023	1 Excellent
The number of contacts by adult carers received by statutory Social Services during the year where advice or assistance was provided - Count Only	1,037	1,159
The number of young people who receive school-based counselling in Denbighshire – Benchmarked Locally	330 Acceptable	338 Acceptable Better
The average improvement in young people’s core score for children and	No data. New to 2022 to 2023	8.5

Title	2021 to 2022	2022 to 2023
young people who received school-based counselling in Denbighshire – Benchmarked Nationally		Excellent
The percentage of stakeholders who agree 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 adults where independent professional advocacy was provided after assessment of need – Benchmarked Locally	No data. New to 2022 to 2023	72.5% Priority to Improve
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 number of County Community Groups using in scope facilities Denbighshire Leisure Limited - Benchmarked Locally	137 Excellent	134 Excellent Worse
The number of alternative (out of scope) facilities/venues used for the delivery of services to DCC residents - Benchmarked Locally	107 Excellent	96 Excellent Worse
The cumulative number of new micro-provider businesses created for citizen care and support needs – Benchmarked Locally	No Data. New to 2022 to 2023	30 Excellent

Wales Index of Multiple Deprivation Measures

Wales Index of Multiple Deprivation (WIMD) data is published infrequently, every four to five years. Unless new data is published, we will not comment on WIMD data but we will retain the measures in this report as they provide important context and help to inform our overall measures status for each theme.

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) - Benchmarked Nationally	10% Priority to Improve Same	17% Priority to Improve Worse

Corporate Plan Performance Framework: Project Update

Of the twenty-five projects and activities listed under this theme, fourteen are ‘On Target’ and three are ‘Experiencing Obstacles’. One activity to implement the Out of Court Disposal Parenting Support Intervention is now complete and established as core business. The action to “Increase the opportunities for unpaid young carers to take part in three-year national Short Breaks fun package (via Carers Trust Wales)” has also been closed.

An activity to maintain our status as a Dementia Friendly Organisation has been ‘Closed’ and will no longer be reported. This is due to the Alzheimer’s Society’s decision to stop offering the status from 2023. There is likely to be a regional multi-agency collaborative panel that will take on the awarding of Dementia Friendly status to organisations, but this is still in development stage and won’t commence until 2024 to 2025. In the meantime, we will concentrate our efforts on embedding the All Wales Dementia Pathway of Standards (regionally) and becoming an age-friendly Denbighshire. Both activities have started and are ‘On Target’.

As reported in the last period, one project, ‘Implementation of the Liberty Protection Safeguards’, has been delayed by UK Government and is unlikely to start for some time. We will not report on it again until such time the Safeguards are implemented by the UK Government. Another two projects have not yet started, one of which is at project brief stage.

The other two projects remaining ‘At Risk’ are based on programmes run by the Play Rangers. Reductions to funding are still impacting the delivery confidence of these projects though external funding options continue to be explored.

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.	On hold	It is understood that the UK Government has delayed implementation until the term of the next parliament.
Embed the All Wales Safeguarding Procedures into all aspects of Children's and Adults Services	On Target Same	No exception
Work with partners to deliver the annual joint strategic plan for the North Wales Safeguarding Board	On Target Same	No exception
Monitor and implement requirements of Foster Wales and monitor effectiveness of national approach.	On Target Same	No exception
Embed the work of the Independent Living Team to support individuals through direct payments or Pre-Paid Cards, to increase efficiency	Experiencing Obstacles	Newly recruited staff will assist with activities from July 2023 onwards. ICT development work is planned for January 2024.
Implement Post 16 of ALN work	Not started	Work to commence from July 2023.
Develop an in-county residential short breaks and emergency care provision for children with complex needs and disabilities within Denbighshire	On Target Same	No exception
County Residential Break Review	At project brief stage	No exception
Implement and embed the Autism Code of Practice requirements at local authority level across Children's Services.	Experiencing Obstacles	Welsh Government have not yet determined the compliance criteria for the Code of Practice.
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)	Complete	Implemented as core business.

Title	Status	Exception
Work with local unpaid carers to identify the respite opportunities they need, and how barriers are overcome to enable this.	Experiencing Obstacles	Help is being offered to carers to find preventative services through local recruitment. A Carers Think Tank has been set up.
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 Same	No exception
Ysgol Tir Morfa - Hydrotherapy pool	On Target Same	No exception
Enhance the intervention work at Plas Brondyffryn and Tir Morfa in terms of play opportunities from Play Rangers.	On Target Same	No exception
Increase the opportunities for unpaid young carers to take part in three year national Short Breaks fun package (via Carers Trust Wales).	Closed	Organisations commissioned to support young carers in Denbighshire facilitate access to short breaks. These are grant-based and funded by Welsh Government up until 2025.
Work to maintain status as a Dementia Friendly organisation with the Alzheimer's Society (annual assessment).	Closed	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 continue to enhance provision for people living with Dementia and those caring for them.

Title	Status	Exception
Work in partnership regionally to embed the All Wales Dementia Pathway of Standards.	On Target	No exception
Work to enhance and extend the Access to Play project throughout the county.	At Risk Same	A significant funding reduction puts this programme at risk. Further external grants are being explored as demand for the service continues to grow.
Expand the Play Rangers offer Let's Play Out Programme throughout the county	At Risk Same	A significant funding reduction puts this programme at risk. Further external grants are being explored as demand for the service continues to grow.
Work to reduce the Youth Services waiting list for support in Denbighshire.	On target Same	No exception
Enhance the Story Pals Project and Arts programme to deliver intergenerational activities (delivered through the Denbighshire Arts Strategy).	On Target Same	No exception
Undertake a review of independent professional advocacy for all service provision.	On Target	No exception
Work towards becoming an age-friendly Denbighshire, with World Health Organisation, in partnership with Ageing Well in Denbighshire multi-agency group.	On Target	No exception
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	No exception

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)	On Target	No exception

A round up of news

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

In April, Denbighshire’s Anne Roberts was nominated as an ‘[Amazing Social Work Manager](#)’ as part of this year’s British Social Workers Association campaign to recognise and celebrate the profession. In May, Sara Thelwell won the [Royal College of Occupational Therapists Innovation Award](#). Funded through the award, a research trip to Belgium has enabled Sara to learn more about the Turn Only Once bed care approach which has the potential to greatly reduce the complications associated with advanced dementia.

Over 285 people attended a [Family Focus information sharing event](#) at Rhyl Town Hall in April. Run by Families First and Flying Start teams, over 30 stands provided advice to families on a range of topics.

In May, the council held a [drop in well-being event](#) in Rhyl where people could have a warm drink and learn about the support services available in Denbighshire. Twenty different organisations attended, including services advising on health, finance, employment and homelessness.

During [Dementia Action Week](#), the council held Café Mornings in Denbigh and Llangollen. Designed to highlight the support available, the events held in May were part of the Alzheimer’s Society’s annual awareness campaign.

[Denbighshire’s Talking Points](#) announced that its service is available for well-being support in a different library across the county throughout the week. Information, advice and assistance is offered from Community Navigators working with a number of key support services to help residents. Please note we have no Talking Point on a Thursday and the Thursday Talking Point in Rhuddlan has moved to Fridays.

In June, Talking Points partnered with Digital Communities Wales [giving carers access to support as well as a ride on a digital bike](#). During Carers Week, some of Denbighshire's libraries showcased the bike, which is thought to be beneficial to care home residents who can go back in time and virtually cycle through the streets where they grew up.

The council has been supporting residents to set up their own [micro-provider service](#) locally, supporting older and disabled people in their own homes. Over 30 businesses provide some 520 hours of care in Denbighshire to over 140 residents each week.

In May, County Council received a [motion in respect of the 'Alex Angels' petition](#) for a feasibility study to reinstate bed capacity at the Royal Alexander Hospital, Rhyl. Lead member Councillor Elen Heaton's proposed amendments were approved, including that councillors should pledge their support for the redevelopment of the Royal Alexander hospital in its entirety (known as the North Denbighshire Community Hospital Project). The project awaits a decision from the Welsh Government before it can progress.

Cabinet approval was given in June for Denbighshire County Council to act as the Lead Body on behalf of the six local authority partners and the Health Board in North Wales on the Invitation to Tender for the [renewal of the Regional North Wales Domiciliary Care Agreement](#).

A learning and growing Denbighshire

Measures: Acceptable

Projects: Experiencing Obstacles

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. Some measures in support of this theme are still being determined, such as attainment measures. This theme includes many annual measures, some of which have not yet been published. Analysis about annual measures already available can be viewed in our [performance self-assessment update report January to March 2023 to 2024](#).

As reported previously, primary school and secondary school attendance continues to be a concern in the wake of the Covid-19 pandemic, as does the percentage of Year 11 Leavers known Not to be in Education, Employment or Training (NEET) and the percentage of Year 11 pupils that do not have an identified Post-16 pathway in place. This is being monitored closely and new data is due in the autumn.

The number of Schools in Estyn review, Significant Improvement or Special Measures has dropped from three to two and is now categorised as 'Good'. The percentage of pupils (using Pupil Attitudes to Self and School - PASS) who respond positively against pupils' feelings about school has risen to 82% in the most recent survey and performance is considered 'Good'.

The completion of Care Leaver Pathway Plans within statutory timescales 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%).

Measurement has begun this quarter on the number of employment opportunities secured and jobs protected through our Community Benefits Policy on projects over £1m. No opportunities or jobs were secured or protected during April to June 2023, and this is not yet cause for alarm. During the period of our last Corporate Plan, 22 jobs were created through the work of the Community Benefits Hub. Our ambition is to secure or protect one full time equivalent per project, and one short-term training place delivered to the benefit of Denbighshire residents. We will also look to measure deeper supply chain benefits through

our reporting, as per upcoming UK and Wales legislation. By the end of the current Corporate Plan, we aspire to create or protect 40 job contracts through supply chain reporting and 20 work experience placements will be secured for Working Denbighshire clients per annum. This ambition needs to be reflected in new thresholds, which need to be agreed.

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) this period is zero on the basis of there being no applicable contracts i.e. none over £1m.

This report includes an amendment to the percentage of young people in Denbighshire reached by Youth Services (Cumulative), which was misreported as 23.6% for October to December 2022. The table below reports accurate data, and performance is considered a 'Priority for Improvement'.

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) increased from 34 in the last period to 43 during April to June. We are hoping to develop a means to assess and evaluate well-being outcomes as a result of support.

We have been working internally to establish the source for the number of volunteering opportunities offered by the council through its corporate website. We have concluded that a sample measure that gives us an indication of how well things are working is the best measure we can use, given it is an impossibility to measure all volunteering opportunities offered across the council. Until such time a more suitable measure becomes available, we are using the number of enquiries about Edge of Care volunteering opportunities via an [online enquiry form](#). The form was launched in January 2023.

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.

Quarterly or Biannual Measures

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
The number of children taking part in the childcare offer – Benchmarked Locally	732 Excellent Better	477 Acceptable Worse	521 Acceptable Better	570 Acceptable Better	570 Acceptable Same
The percentage of parents supported through the work of the Family Link Service that report a positive difference – 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	95% Excellent	96% Excellent Better
The number of schools in either Estyn Review, Significant Improvement or Special Measures – Benchmarked Locally	2 Good Worse	2 Good Same	3 Acceptable Worse	3 Acceptable Same	2 Good Better
The percentage of pupils (using Pupil Attitudes to Self and School - PASS) who respond positively against pupils' feelings about school – Benchmarked Locally	No data. No Survey	No data. No Survey	81.8% Good Worse	No data. No Survey	82% Good Better
The number of voluntary / work experience placements offered through Llwybrau – 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	Date pending. Expected September 2023
The number of volunteering opportunities offered by the council through its corporate website – Count Only	No data. New to 2023 to 2024	No data. New to 2023 to 2024	No data. New to 2023 to 2024	8	9

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
The percentage of young people in Denbighshire reached by Youth Services (Cumulative) – Benchmarked Locally	3.76% Priority to Improve Worse	5.12% Priority to Improve Better	6.39% Priority to Improve Better	20.93% Acceptable Better	2.82% Priority to Improve Worse
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) – Count Only	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	43
The number of people with learning disabilities in paid sustainable employment as a result of the council's Work Opportunities Job Finding Service – Count Only	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	2
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) – 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	100% Excellent	0
The number of employment opportunities secured / jobs protected through our Community Benefits Policy on projects over £1m – Count Only	No data. New 2023 to 2024	No data. New 2023 to 2024	No data. New 2023 to 2024	No data. New 2023 to 2024	0

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
The percentage of people that, through Working Denbighshire, have travelled a positive distance on their journey towards or into employment – Benchmarked Locally	88% Excellent Better	81% Good Worse	82% Good Better	82% Good Same	82% Good 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
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 – Benchmarked Locally	53% Acceptable	58% Good Better
<i>Attainment measure(s) to be determined</i>	<i>No data</i>	<i>No data</i>
The percentage of pupil attendance in primary schools – Benchmarked Locally	No data. Covid-19	90.8% Priority to Improve Worse (than 2019)
The percentage of pupil attendance in secondary schools – Benchmarked Locally	No data. Covid-19	86% Priority to Improve Worse (than 2019)

Title	2021 to 2022	2022 to 2023
The percentage of pupils engaged through Llwybrau that achieve a positive outcome, including level 1 or 2 qualifications – Benchmarked Locally	No data. New to 2022 to 2023	88% Acceptable
The number of schools providing education through suitability and condition categories C and D – Benchmarked Locally	27 Excellent Same	27 Excellent Same
The percentage of schools able to host community focussed activities – Benchmarked Locally	No data. New to 2022 to 2023	Data pending. Available in autumn
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 – Benchmarked Nationally	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 – Benchmarked Locally	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 – Benchmarked Locally	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 – Benchmarked Locally	20% Priority to Improve	71% Priority to Improve Better
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 – Count Only	5	7

Wales Index of Multiple Deprivation Measures

Wales Index of Multiple Deprivation (WIMD) data is published infrequently, every four to five years. Unless new data is published, we will not comment on WIMD data but we will retain the measures in this report as they provide important context and help to inform our overall measures status for each theme.

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) – 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) – Benchmarked Nationally	12% Priority to Improve Worse	12% Priority to Improve Same

Corporate Plan Performance Framework: Project Update

There are sixteen projects and activities within this theme, seven of which are ‘On Target’, and five are ‘Experiencing Obstacles’. One is complete: the Implementation of the Childcare Offer for Wales Digital Platform project. A new project for Working Denbighshire Strategic Programme – UK Shared Prosperity Fund Delivery has been added and is currently at project brief stage.

As previously reported, there is one project currently ‘At Risk’. The Modernising Education Programme is experiencing delays largely due to issues with contractors and the site, as described in more detail below.

Both the Flying Start Expansion and Recommissioning of Families First projects are now ‘On Target’. Recruitment into Childcare and Early Language Development has been successful with children being accepted into new Flying Start settings in June 2023.

Projects or Activities

Title	Status	Exception
Implementation of the Childcare Offer for Wales Digital Platform	Complete	
Flying Start Expansion	On Target	No exception
Recommissioning of Families First	On Target	
Support the regional project on Emotional Health, Well-being and Resilience Framework, which will provide resources for parents	Experiencing Obstacles	Capacity issue – to be discussed with new principal education manager when in post.

Title	Status	Exception
Review Early Years provision in the context of WG Early Years Transformation funding and the Early Childhood Education and Care (ECEC) agenda	Experiencing Obstacles Same	No progress due to current demand and available staff capacity to progress.
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	No exception
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	No exception
Implement requirements of the of ALN Reform Act within Education and Children's Services to ensure compliance	On Target Same	No exception
Implement School Improvement Guidance: Framework for evaluation, improvement and accountability	On Target	No exception
Support schools in developing digital competency through educational leadership of the EdTech project	On Target	No exception

Title	Status	Exception
Modernising Education Programme	At Risk Same	<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 is 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 Welsh Government in November (decision pending).</p> <p>Ysgol Dewi Sant stalled due to drainage issues, but project has been resubmitted for the next funding round.</p>
Community Focussed Schools: Prestatyn High Pilot	On Target	No exception
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	Experiencing obstacles	This is subject to some delays as statutory guidance and social clauses are not yet in place. We are working with Welsh Government to develop the statutory guidance that will inform the Statutory Instrument that will support the new Act.
Through our Community Benefits Policy, secure business led strategy workshops for the benefit of residents seeking to upskill	Experiencing obstacles	This is also impacted by statutory guidance and social clauses not yet being place.

Title	Status	Exception
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	Experiencing Obstacles	The Rapid Rehousing dashboard has taken some time to develop however it now provides meaningful data for analysis. A new project group has been established and will meet in the next quarter.
New: Working Denbighshire Strategic Programme (UK Shared Prosperity Fund Delivery)	At project brief stage	No exception

A round up of news

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

Denbighshire County Councils Families First and Flying Start Teams held two successful, [Family Fun Time](#) events in May and June. The events were focussed on children's health and well-being, in line with Mental Health Awareness Week. Children had the opportunity to take part in messy play, sensory and arts and crafts activities and were provided with a free, healthy lunch.

Several new areas in Denbighshire have been added to the [Flying Start Childcare Offer](#) meaning many more families are eligible to benefit from 12.5 hours a week funded childcare. Families can access the funded childcare from the beginning of the term after their child's second birthday, until the end of the term in which they turn three.

Denbighshire County Councils [Edge of Care Mental Health Team](#) made an appeal for volunteers to join them in supporting the mental health and well-being of others in the south of the county. For example, by going for walks, having a chat on the phone or by going to groups together. Volunteers don't have to be qualified professionals and can just be a caring person with or without experience who would like to support others. A package of training is in place and all volunteers are supported; with volunteers' interests and hobbies matched, where possible, to those of the people they will be supporting.

Following on from recent engagement in Estyn risk and assurance workshops, a [letter](#) was received by the authority detailing the outcomes of the workshop and work done with Estyn over the previous year.

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.

We are now able to report our road condition data for 2022 to 2023 for classified A, B and C roads. The road condition for principle classified A roads that are in an overall poor condition has improved from 2.6% in 2021 to 2022, to 2.2% (5.906 km of A roads) in 2022 to 2023 and remains 'Excellent'. This is the fourth consecutive year we have seen improvement from 3.63% in 2019 to 2020. Our commitment to retaining the condition has remained this year with a significant Surface Dressing programme which was recently completed and should ensure that any deterioration is mitigated.

Similarly, the road condition for non-principal, classified B roads that are in an overall poor condition has also improved from 3.8% in 2021 to 2022, to 3.5% (9.356 km of B roads) in 2022 to 2023 and also remains 'Excellent'. Again, this is the fourth consecutive year we have seen improvement from 5.25% in 2019 to 2020. In the current year we will be addressing lengths of the B5429 (the longest B road in the county) so this too should ensure further improvements.

The percentage of non-principal, classified C roads that are in an overall poor condition, however, has seen a significant decline in condition from 7.5% in 2021 to 2022, to 16.4% in 2022 to 2023. This equates to 148.549 km of C roads and this is considered a 'Priority for Improvement'. Following six years of improvement this is the first deterioration we have seen in our non-principal, classified C road data. The contract for determining the road condition is managed externally and requires a random 50% of the C roads to be surveyed. As there are 521 kilometres of this class of road it appears that we have been a little unlucky in the areas they chose to do but it helps to prove that further work is needed.

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 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.

This theme also includes measures in relation to personal and community well-being. Our Community Resilience Team has seen the number of projects or groups supported steadily rise from 33 for the same period last year to 78. Work is also ongoing to involve more of our tenants in community projects.

Quarterly data is now included for the percentage of damaged roads and pavements made safe within target time. Whilst this has improved from 18% for the same period last year to 29% between April and June, it remains a ‘Priority for Improvement’. This remains as an area of concern to the service and we are working hard to improve matters. We have re-vamped the team a little to help manage the workload better and this is beginning to pay off. As of mid September there are actually only 84 Cat 1 defects in total that require repair and in fact 13 of those are within the required timescale.

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](#).

Quarterly or Biannual Measures

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
Year to date average for the percentage of damaged roads and pavements made safe within target time (CAT1 - Category 1 defects dealt within timescale) Benchmarked Locally	18% Priority to Improve	18% Priority to Improve Same	16% Priority to Improve Worse	16% Priority to Improve Same	29% Priority to Improve Better
The number of projects or groups supported by the Community Resilience Team - Benchmarked Locally	33 Acceptable Better	55 Good Better	53 Good Worse	61 Excellent Better	78 Excellent Better

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
The number of tenants involved in community projects – Count Only	0	6	6	6	6

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
<i>Sustainable Transport Plan measures to be determined</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	2.2% Excellent Better
The percentage of non-principal/classified B roads that are in overall poor condition – Benchmarked Nationally	3.8% Excellent Better	3.5% Excellent Better
The percentage of non-principal/classified C roads that are in overall poor condition – Benchmarked Nationally	7.5% Excellent Better	16.4% Priority to Improve Worse
The percentage of premises that receive less than 30Mbps - Count Only	No data	4.57%

Title	2021 to 2022	2022 to 2023
The percentage of premises that receive less than 10Mbps - Count Only	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 - Count Only	No data. New to 2023 to 2024	65% Good
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 - Count Only	No data. New to 2023 to 2024	No data. New to 2023 to 2024
<i>Digital Telecare measures to be determined</i>	<i>No data</i>	<i>No data</i>
The number of community projects co-produced with the community and third sector - Count Only	7	7
The number of volunteer hours supporting community resilience and development activity - Count Only	No data	700 (estimate)
The number of contacts provided through the council's Edge of Care volunteer service - Count Only	No data. New to 2022 to 2023	795

Wales Index of Multiple Deprivation Measures

Wales Index of Multiple Deprivation (WIMD) data is published infrequently, every four to five years. Unless new data is published, we will not comment on WIMD data but we will retain the measures in this report as they provide important context and help to inform our overall measures status for each theme.

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) – Benchmarked Nationally	14% Priority to Improve Same	14% Priority to Improve Same

Corporate Plan Performance Framework: Project Update

Projects or Activities

This theme contains 19 projects and activities. Ten of which are 'On Target', four are 'Experiencing Obstacles', four are in development and one is complete. The project to "Develop a Sustainable Transport Plan (to include Active Travel)" is at the business case stage. This work will need careful management to ensure it is delivered with pace.

The activity "Delivery of the replacement Local Development Plan (LDP)", which takes forward local priorities for land use planning within the national policy framework, has been removed from this theme's performance management framework because it is a repetition of the Local Development Plan project included under our [Housing](#) theme.

Discussions with Welsh Government to secure funding to deliver the most viable option to replace Llannerch Bridge are ongoing. They are already supporting us in funding for the detailed design part of the process, which is currently taking place.

Title	Status	Exception
Implement an annual resurfacing programme on a number of roads across the county where the life has expired.	On Target	No exception
Implement an annual Surface Dressing programme on a number of high priority roads where this represents the most cost-effective method of prolonging the life-span of the road	On Target	No exception
Aim to deliver the most viable option to replace the Llannerch Bridge	On Target Same	No exception
Contribute to the development of the new Regional Transport Plan	Experiencing Obstacles Same	The Corporate Joint Committee is focussing on establishing appropriate governance arrangements before moving to delivery.
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	No exception

Title	Status	Exception
Develop a Sustainable Transport Plan (to include Active Travel)	At business case stage	No exception
EV Charging Hub Rhyl	Complete	The Rhyl-based multi electric vehicle charging hub went live in December 2022 and is now in use.
Four Great Highways (Clwyd South Levelling Up Round 2)	On Target	No exception
Wenffrwd (Clwyd South Levelling Up Round 2)	On Target	No exception
Corwen to Cynwyd Active Travel Route. Phase 1 (Clwyd South Levelling Up Round 2)	At project brief stage	No exception
2a Moel Famau country park new cycle paths & visitor facilities (Clwyd West Levelling Up Round 2)	At project brief stage	No exception
1a St Peter's Square (Clwyd West Levelling Up Round 2)	At project brief stage	No exception
Green Lane Car Park Corwen (Clwyd South Levelling Up Round 2)	On Target Same	No exception
Traffic modelling and design traffic improvement works	Experiencing Obstacles Same	Any potential changes to the traffic system have been paused with the focus instead on the Central Promenade project.
Electric Vehicle Infrastructure - Public Charging Points	Experiencing Obstacles Same	Awaiting two sites to become live.
Delivery of the replacement Local Development Plan (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 reflected in local planning policy and decision making.	Removed	This activity has been removed because it is repetition of the Local Development Plan project included under our Housing theme. It will continue to be managed via the Service Plan.

Title	Status	Exception
Progress towards digitalisation of telecare services before the 2025 deadline for ceasing of analogue telephone services.	Experiencing Obstacles	Options appraisal will allow decisions to be made in order to progress.
Develop a community resilience action plan	On Target	No exception
Replace our current backup infrastructure to remove the reliance on legacy technologies and improve resilience.	On Target	No exception

A round up of news

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

As reported previously, the [charging hub in Rhyl](#) is recognised as a great resource for both locals and visitors. In April, we elaborated on the benefit and impact the site is now having in supporting local businesses to invest in greener vehicles and boosting the town's footfall.

In June, one year on since two 50kw rapid [public charging stations at Kings Avenue, Prestatyn](#) became operational, we reported that they have delivered 69,377kwh of charge, which, using the average EV miles per kilowatt, equates to a single trip to the moon. This initiative, supported by funding from the Welsh Governments Ultra Low Emissions Vehicle Transformation Fund, has recorded 2,758 individual EV charges, with provision for an average of seven vehicles a day at the site.

[Essential roadworks](#) were carried out during April and May on the A525 at Nant y Garth which comprised of carriageway patching, road cleansing, gully emptying and undertaking the reconstruction of a damaged section of wall supporting the carriageway. Throughout June we undertook a multitude of [road resurfacing works in Rhyl](#). To ensure that the works were carried out safely, roads were closed to vehicles. However, to minimise disruption to the public and businesses the majority of the work was undertaken during the evening and overnight.

Denbighshire Libraries launched a [device loan scheme](#) which enables library members across the county to borrow a tablet or Chromebook from their local library just like they would borrow a book. This new service will help residents to access the online world, build

their digital skills and experience the benefits of being connected. The Library Service is also part of the National Databank, which offers free sim cards and data to people who are living in data poverty.

In June, [Performance Scrutiny Committee](#) received a report on Poor Internet Connectivity in Denbighshire. The Partnership Director for Openreach in Wales also attended the meeting by invitation. Supporting this theme for a better connected Denbighshire, the Committee requested that a further progress report on internet connectivity, future upgrading and roll-out plans, along with information on schemes or support available for hard to reach communities and properties in the county, be presented to them in six months' time.

Ensuring better digital networks is essential and supporting communities to achieve this is key. In June we highlighted to residents and businesses in Denbighshire our offer of [free advice and assistance from our Digital Officer](#).

A Greener Denbighshire

Measures: Acceptable

Projects: Experiencing Obstacles

Corporate Plan Performance Framework: Measures Update

Denbighshire County Council's Climate and Ecological Change Strategy (2021 to 2022 and 2029 to 2030) is scheduled to be reviewed and refreshed every three years. The first official review and refresh of the Climate and Ecological Change Strategy will be carried out this year, 2023 to 2024. 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.

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.

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, all of which were reported in our last report.

We are now able to report our figure for reducing carbon from our supply chains measure for 2022 to 2023 which is 46,738 tonnes. Data for previous years is being recalculated in light of significant methodology improvement providing greater comprehensiveness of data reporting in 2022 to 2023. The improved methodology is now being repeated for the 2019 to 2020, 2020 to 2021 and 2021 to 2022 spend data on our supply chain.

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.

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	12,205 Acceptable Worse	11,832 Priority to Improve Worse
The percentage of DCC owned and operated land in highest categories of species richness – Benchmarked Locally	40.62% Acceptable Better	42.00% Acceptable Better
Total carbon tonnage emitted (Corporately) through fleet – Benchmarked Locally	2,699 Priority to Improve Worse	2,302 Acceptable Better
Total carbon tonnage emitted (Corporately) through business travel– Benchmarked Locally	163 Excellent Better	251 Excellent Worse
Total carbon tonnage emitted (Corporately) through supply chains– Benchmarked Locally	Data pending	46,738 tonnes Priority to Improve
Capacity (in MW) of renewable energy equipment installed in our buildings (owned and operated) - Count Only	No data. New to 2022 to 2023	1MW
The percentage of municipal waste reused, recycled or composted - Benchmarked Nationally	67.67% Excellent	65.91% Good Worse
The number of properties with a high or medium risk of flooding (DCC wide) - Count Only	1,171	1,171
Area of moorland (heather, gorse and bracken) managed per annum – Benchmarked Locally	20 hectares	80 hectares Excellent Better

Wales Index of Multiple Deprivation Measures

Wales Index of Multiple Deprivation (WIMD) data is published infrequently, every four to five years. Unless new data is published, we will not comment on WIMD data but we will retain the measures in this report as they provide important context and help to inform our overall measures status for each theme.

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 Deprivation) – Benchmarked Nationally	2% Good Better	2% Good Same

Corporate Plan Performance Framework: Project Update

This theme is supported by the overarching Climate and Ecological Change Programme 2021 to 2030 and a further 18 projects and activities. Eight are 'On Target', eight are 'Experiencing Obstacles', two are in development and one remains 'At Risk', which is the Remodelling Waste Service Operations project.

The two Coastal Defence Improvement Schemes for Rhyl Central and Prestatyn Central remain 'On Target'. A Denbighshire County Council Working Group to oversee the development of a new Flood Risk Management (FRM) Strategy by 2024 is currently being re-established.

The project "Corporate Fleet EV Charging and EV Purchase, Phase 3" has been adjusted to focus solely on Phase 2. We are focussing on delivery of Phase 2 and this project's title has been updated to reflect that. Phase 3 will be delivered as business as usual going forward.

Projects or Activities

Title	Status	Exception
Climate and Ecological Change Programme 2021 – 2030	Experiencing Obstacles Same	Delays in project delivery, which means benefit realisation will also be delayed.

Title	Status	Exception
Reducing carbon from buildings	At business case stage	There are delays in mobilising projects and not completing works in schools during summer holidays.
Corporate Fleet EV Phase 2	On Target Same	No exception
Carbon sequestration on existing land holdings	Experiencing Obstacles Worse	Delays in the purchases of Moel y Plas and Llys Brenig will impact on woodland creation.
Wildflower Meadow project	Experiencing Obstacles Better	Concerns raised regarding project progress are being addressed.
Nature Reserve at Green Gates Farm, St Asaph	Experiencing Obstacles Same	New cost estimates, resource capacity and availability constraints, and planning issues about perceived traffic could impact on project milestones, budget, scope of work and potentially funding.
Behaviour change for climate action and nature recovery	On Target Better	No exception
Carbon reduction through procurement	Experiencing Obstacles	Decarbonisation Procurement Business Partner not in post until beginning September to progress the work plan.
Land acquisition for carbon and ecological purposes 2023 to 2024	Experiencing Obstacles	Delays in the purchases of Moel y Plas and Llys Brenig.
Implement Ash Dieback work as per the Action Plan across the county	On Target Same	No exception
Enhance biodiversity and promote the resilience of ecosystems in all of our Council service areas	Experiencing Obstacles	New from April 2023. Many of our projects rely of the support of volunteers and strong partnerships with

Title	Status	Exception
		landowners and land managers.
Rhyl Green Infrastructure	On Target Same	No exception
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 (ADMs) such as Denbighshire Leisure Limited (DLL)	Experiencing Obstacles Same	There are ongoing concerns regarding loss of income if the service were to stop selling drinks.
Deliver improvement and expansion projects for Denbighshire County Council allotments	On Target Same	No exception
Develop a new Flood Strategy for the county	On Target	No exception
Prestatyn Central Coastal Defence Improvement Scheme	On Target Same	No exception
Rhyl Central Coastal Defence Improvement Scheme	On Target Same	No exception
2b Loggerheads country park new visitor facilities and flood management (Clwyd West Levelling Up Round 2)	At project brief stage	No exception

A round up of news

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

April saw the expansion of our Electric Vehicle (EV) fleet when the [Oaktree Integrated Children's Centre](#) began using two Electric Vehicle (EV) minibuses to transport children to and from school and to events and holiday clubs. The Play Ranger Team also based at the centre took charge of an electric Play Ranger van to support their service in delivering open access play sessions in community areas across the county. In June, [StreetScene](#)

operatives also took delivery of two new electric vehicles (EVs) which will be used for street cleaning work during the tourism season, as well as general ongoing maintenance duties.

Our Property Section Energy Team worked in partnership with Denbighshire Leisure Limited (DLL) at Canolfan Hamdden Huw Jones and the North Wales Bowls Centre to successfully [reduce emissions from our property estate](#).

Work to improve coastal defences began in April on the promenade in Prestatyn as part of the [Central Prestatyn Coastal Defence Scheme](#). This multi-million pound scheme aims to protect over 2,000 properties in the area from floods and future coastal erosion. In May the Climate Change Minister, Julie James, [officially opened the East Rhyl Coastal Defence Scheme](#), which was completed under budget and almost a year ahead of schedule. The Minister also visited Central Rhyl and Central Prestatyn. The cost of these three projects combined of £125 million will reduce the risk of flooding to more than 3,500 homes and businesses.

In May, [Communities Scrutiny Committee](#) was presented with a report which sought their support on the proposal to re-establish a Denbighshire County Council Working Group to oversee the development of a new Flood Risk Management (FRM) Strategy by 2024. Members agreed the proposal and additionally requested that a representative be sought from each Member Area Group to serve on the Working Group; and that all stakeholders be made aware of the Working Group, invited and given sufficient notice of proposed meeting dates to ensure maximum attendance and engagement.

We urged people to share their [green views on tackling climate change](#) by launching an online survey (that closed on July 2) on how we can shape the next phase of our climate and ecological work to address the declared 2019 emergency. In June, [Performance Scrutiny Committee](#) were advised of the review and refresh of the Council's Climate and Ecological Change Strategy that is taking place during 2023 to 2024. It is the intention for the refreshed strategy to be adopted by Council by March 2024 to feed into Service Business Plans for 2024 to 2025.

Every year the Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (AONB) make an award to a community, individual or business that has made an outstanding contribution to the landscape of the AONB. In April, this was awarded in recognition of the work of [National Grid for their support of the 'Lost Landscapes' project](#)

funded through their Landscape Enhancement Initiative scheme, which has helped to restore some key features of the AONB.

The Clwydian Range and Dee Valley Area of Outstanding Natural Beauty is spearheading a national [all-Wales Dark Skies project](#) and has been granted funding through the Welsh Government's Sustainable Landscapes Sustainable Places programme to fund lighting schemes and retrofitting projects across the eight Designated Landscapes between 2022 to 2025.

To help start life the sustainable way during Reusable Nappy Week in April, we relaunched our support to families through the [Reusable Nappy Voucher scheme](#). This scheme provides modern, reusable and comfortable nappies that can not only save families money in the long-term, but also have a lower environmental impact and can reduce household waste.

We continued to drive forward on improving our local biodiversity to stronger support nature and community wellbeing into the future. On [Earth Day](#) we paid a big thank you to all community members who have invested time in creating new enhanced woodland areas early this year. In June, during [Volunteers' Week](#), we again celebrated and thanked all of our volunteers for their support in all of our biodiversity projects.

At the end of April we saw the [Little Terns return to roost for the summer season](#) with 162 nests recorded by the end of May. This is the largest breeding colony found in Wales and our Countryside Services and volunteers work hard to protect and support this important colony based in Denbighshire.

As part of The Great Big Green Week's encouragement for community action to tackle climate change and protect nature we carried our numerous activities that included creating a [brand new bug hotel in Rhyl Library's garden](#).

The presence of a species can serve as a barometer of the overall ecological integrity of an area and during the period we worked hard to protect and improve biodiversity areas. Such as for [Sand Lizards](#) at Gronant dunes, growing [Bithynian Vetch](#), a species of flowering plant in the pea family Fabaceae at our Tree Nursery and developing native grassland for [butterflies](#).

We held a [bat night at Nantclwyd y Dre](#) to allow the public to experience the mammals coming to life as the sun went down. The Grade I listed house is home to Lesser

Horseshoe, Brown Long-eared and Pipistrelle bats and has a unique 'batcam' for people to watch them in action when the house is open.

We continued to [expand our Wildflower Meadow Project](#) for 2023. During June we held our first ever [Wildflower Week](#) with events held throughout the county. For the first time, at a coastal wildflower meadow at [an event in Prestatyn](#) we discovered a [pyramidal orchid](#). By cultivating diverse wildflower meadows across the county, the project is providing a rich source of nectar and pollen for [beetles](#), attracting them in significant numbers.

To celebrate the last day of Wildflower Week, Countryside staff, the North Wales Scything co-operative and local residents were invited to the St Asaph Tree nursery to learn how to scythe or improve their proficiency in this [traditional meadow management skill](#) with the help of a local scything expert.

During May and the No Mow May campaign, which fits in with the ethos of the Wildflower Meadows Project, we appealed to those interested in climate change for their support to help suggest [new areas of land to add to the project](#).

We continued developing a community orchard based at the south of Brickfield Pond Nature Reserve with the introduction of [bird houses and bat boxes](#) to tempt winged wildlife to new homes at the site. Other vital homes were built by Countryside staff and volunteers supported by Nature for Health and Hedgehog Help, Prestatyn, in the form of [hedgehog houses and bug hotels](#). We also highlighted all of our work carried out at the [Rhuddlan Nature Reserve](#).

Dry stone walls play an important role for biodiversity by providing a habitat for many plants and animals and in May our Countryside Service staff, alongside volunteers supported by Nature for Health and local stonemasons started [redeveloping drystone wall areas](#) at Pen Coed (Mount Wood), Upper Denbigh.

As part of our work to improve recycling rates in the county, we announced in June details of [Denbighshire's new Absorbent Hygiene Products \(AHP\) collections](#) to be launched as a pilot scheme for LL16 and LL17 postcodes from September 2023. The free weekly service aims to reduce the AHP waste in residents' black bins, which currently constitutes 20% of waste in black bins.

In May, [Cabinet](#) received an update on the latest position with respect of Phase 2 Works Contract on the new DCC Waste Transfer Station (WTS), Colomendy Industrial Estate

expansion. Confirming that completion of the works was essential they agreed the preferred option whilst acknowledging the latest budget pressures. In June, Communities Scrutiny Committee received an [update for the Waste Service Remodelling Project](#). Providing an opportunity for them to scrutinise the updated Waste Collections Policy. Additionally, it provided an update regarding the roll out of the new Absorbent Hygiene Products (AHP) service and an update on the changes for non-standard households.

In May, we appealed to [dog owners to be mindful of keeping their animals on a lead](#) while walking through county beauty spots containing livestock.

In June, through a [Planning breach sentencing](#) a firm message was conveyed that the Council will take robust action against those who choose to flout the law and spoil Denbighshire's countryside.

A fairer, safe, and more equal Denbighshire

Measures: Priority for Improvement

Projects: Experiencing Obstacles

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. 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.

North Wales Police reported 99 repeat victims of domestic abuse for the period April to June 2023, which compared to 143 for the same period last year (a 30.8% reduction for Denbighshire). North Wales has seen a -27.5% decrease in repeat victims of domestic violence for April to June 2023. In terms of repeat offenders of domestic abuse reported for April to June, there were 6 offenders. This is -50% compared to the same time last year where 12 offenders were reported. The reduction is in contrast with the overall picture for North Wales at the end of April to June, which showed a 28.6% increase.

The measure regarding completion of our modern-day slavery and violence against women, domestic abuse and sexual violence e-learning module (not mandatory) was previously reported as an annual measure. Data is available quarterly and completion has improved since the last period and is considered 'Good'.

According to the latest data from the National Survey for Wales, the percentage of people living in households in material deprivation has increased from 9.1% in 2019 to 2020 to 14.8% in 2022 to 2023. On the basis of this deterioration - using our standardised methodology for calculating what poor and excellent performance looks like - performance is 'Acceptable'. During 2022 to 2023, Neath Porth Talbot had the highest percentage of people living in households in material deprivation at 21.5% and Monmouthshire the lowest at 8.4%.

21.1% of children in Denbighshire were living in workless households in 2021 and is a 'Priority for improvement'. We are awaiting the publication of national data for more recent updates to this measure.

The national basic income pilot has commenced and 100% of Denbighshire’s eligible care experienced young people are taking part in the scheme, which is considered ‘Excellent’.

Regarding “Measures of all households and vulnerable households living in fuel poverty in Wales (placeholder)”, we have made enquiries with colleagues in Data Cymru for suitable national measures of fuel poverty reported at a local authority level; however, it currently appears that non exist that are routinely reported upon. We are exploring whether any local measures exist or can be easily captured.

The percentage of eligible primary and secondary school pupils taking Free School meals during the summer term of 2023 will be available in our next report.

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.

Quarterly or Biannual Measures

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
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) - Count Only	143	266	386	537	99
The cumulative (year to date) number of repeat offenders of Domestic Abuse reported (3 or more in 12 months) - Count Only	12	28	42	56	6
The percentage of eligible primary school pupils taking Free School meals	New to 2022 to 2023	No data: does not apply	68.3%	Data pending	Data pending

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
(Denbighshire) – Count Only					
The percentage of eligible secondary school pupils taking Free School meals (Denbighshire) - Count Only	New to 2022 to 2023	No data: does not apply	80.52%	Data pending	Data pending
The percentage of personnel within DCC who have completed violence against women, domestic abuse and sexual violence e-learning - Benchmarked Locally	New to 2022 to 2023	New to 2022 to 2023	New to 2022 to 2023	82% Acceptable	87% Good Better

Annual or Biennial Measures

2019 to 2023 data

Title	2019 to 2020	2022 to 2023
The percentage of people living in households in material deprivation – Benchmarked Nationally	9.1%	14.8% Acceptable Worse

2021 to 2023 data

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% Priority to Improve

Title	2021 to 2022	2022 to 2023
The percentage of personnel within DCC who have undertaken modern day slavery e-learning module (not mandatory) - Benchmarked Locally	No data	25% Priority to Improve
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	34.9% Priority to Improve	28.1% Priority to Improve Better
The percentage of children living in workless households – Benchmarked Nationally	21.1% Priority to Improve	Data pending
Measures of all households and vulnerable households living in fuel poverty in Wales (placeholder) - Benchmarked Nationally	Data pending	Data pending
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	100% Excellent
The number of families resettled within Denbighshire – Count Only	6	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
The number of customer complaints received by the council related to race – Count Only	No data. New to 2023 to 2024	No data. New to 2023 to 2024

Wales Index of Multiple Deprivation Measures

Wales Index of Multiple Deprivation (WIMD) data is published infrequently, every four to five years. Unless new data is published, we will not comment on WIMD data but we will retain the measures in this report as they provide important context and help to inform our overall measures status for each theme.

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
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

Corporate Plan Performance Framework: Project Update

There are 22 projects within this theme of the Corporate Plan. One new project will commence July 2023 related to the Shared Prosperity Fund and an Accessible Play Area Provision.

A further eight projects or activities have started during April to June, taking the total number of those that are 'On Target' to 13. One activity to 'Support diversity and engagement by embedding the framework on a whole-school approach to emotional and mental well-being' is 'At Risk'. Following notification of a reduction of Welsh Government grant fund to support this work, the team is taking a more targeted approach. Two are 'Experiencing Obstacles', with exceptions for those reported below. "Work in Partnership to enhance the Community Cohesion Programme offer in Denbighshire" is now complete. Three projects or activities are due to commence during 2023 to 2024. One update is outstanding.

A contact list for key organisations and advocates supporting people, or with experience in, protected characteristics, has been created. We will start work to publish and publicise this list in the next period.

The activity to "Work in Partnership to enhance the Community Cohesion Programme offer in Denbighshire" is now complete. A Community Cohesion Manager is part of Community Safety Partnership meetings to ensure regular partnership working takes place.

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)	On Target	No exception
Develop and deliver Gypsy, Roma and Traveller awareness raising community events	On Target	No 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	This has received Shared Prosperity Funding and will commence from June 2023.
Work in Partnership to enhance the Community Cohesion Programme offer in Denbighshire	Complete	A Community Cohesion Manager is now part of the Community Safety Partnership meetings to ensure regular partnership working.
Commit to the Welsh Government's Anti-Racism Wales Action Plan through Service Business Plans	Experiencing Obstacles	The detail of some actions and lines of responsibility is still being agreed with services.
Deliver upon the pledge to promote zero racism in Denbighshire	On Target	No exception
<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>This activity is being scoped.</i>	No exception
Engage and support tenants most likely to be experiencing	On Target	No exception

Title	Status	Exception
social inequality to access services and take an active role in their community		
Bruton Park, Rhyl (working with Bruton Park residents to maximise community well-being).	On Target	No exception
Develop Croeso Cynnes hubs throughout the County.	On Target	No exception
Support diversity and engagement by embedding the framework on a whole-school approach to emotional and mental well-being	At Risk Same	Because of the reduction in grant funding and the requirement from Welsh Government we are using the grant to continue the workstreams from 2022 to 2023, but are taking a more targeted approach to supporting individual clusters with their whole school approaches. We are continuing to support trauma-informed and relational approaches to well-being.
Review and revise the Youth Council for Denbighshire.	On Target Same	No exception
Embed the DCC Anti-Bullying Strategy throughout all schools	On Target	No exception
Period Dignity.	On Target Same	No exception
Develop a network to engage people and groups with protected characteristics (through the Strategic Equality and Diversity Group)	On Target	A contact list for key organisations and advocates supporting people, or with experience in, protected characteristics, has been created. We will start work to publish and publicise this list in the next period.
Universal Free School Meals for all Primary School Pupils	On Target	No exception
Develop and deliver the county wide Food Strategy	Experiencing Obstacles	The vision of the project is under review. A mapping

Title	Status	Exception
and Food Partnership Network (including social supermarket project – Cogog) around Denbighshire		exercise of community food initiatives in Denbighshire is to be conducted.
Enhance the School Holiday Enrichment Programme to support children to eat well	On Target Same	No exception
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	Update outstanding	Update outstanding
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	On Target	No exception
New: Greener community infrastructure: Accessible Play Area Provision to deliver play areas in strategic locations across the county that are accessible to all by installing specialist equipment and making improvements to footways and street furniture in the public realm and immediate vicinity	Not Started	This is a new project and work will commence from July 2023.

A round up of news

The following news and committee items took place between April and June in support of this theme:

Since September 2022, the [Universal Primary Free School Meals \(UPFSM\)](#) offer in Denbighshire has been successfully rolled out to Reception, Year 1 and Year 2 pupils. Denbighshire’s hardworking catering team has served up a total of 139,296 Universal Primary Free School Meals from September of 2022 to June 2023. Denbighshire County

Council started to offer the Universal Primary Free School Meals offer to all Year 2 pupils in Denbighshire from the end of April. The offer is due to be extended to Years 3 and 4 from September 2023, and the phased delivery approach will see all primary pupils offered free school meals by 2024.

The Council is supporting Welsh Government in looking for more hosts so that [Ukrainian families have a safe place to call home](#). We have welcomed families and individuals to Denbighshire, offering education and employment, as families settle into Welsh life, making valuable contributions to our communities. [One of those that has found safety in Denbighshire](#) now lives with a sponsor, and is working on a 12-week placement as a Climate Change Support Officer, helping to process important climate change data.

The Council teamed up with a local Rhyl business PKS Watersports to provide the public with an opportunity to hire a [beach friendly wheelchair](#), improving accessibility for those who may need it. Wheelchair users can often struggle to manoeuvre through the sand and stones, and this can limit the users access to enjoying the pleasures of the beach.

Throughout the winter, the council, with the support of Denbighshire Voluntary Services Council [supported 38 local community groups and charities to offer a warm welcome during the cost-of-living crisis](#). Partners across Denbighshire joined together to provide warm and safe spaces for people who were struggling to cope with rising energy costs. 398 people have made use of any one of the warm hubs on a weekly basis. Community centres in Corwen, Ruthin and Rhyl have offered warm spaces with hot drinks, an opportunity to socialise and activities such as art and craft classes over the winter period. Local libraries also took part in the scheme. Third sector and community groups have also been able to offer a number of amenities, including free hot meals, debt and advocacy support, hot refreshments, day care support for people of all ages, men's and women's sheds and transport in the more rural areas of the county.

Council received a [Notice of Motion](#) in May, on behalf of the Welsh Conservatives Group, for consideration in relation to the council undertaking discussions to provide potential premises in Prestatyn town centre for use by North Wales Police as a local Police Station.

Denbighshire County Council marked [Reserves Day and Armed Forces Day](#) in June, with Welsh and English Armed Forces Day flags being flown at County Hall, Ruthin. Armed Forces Day, which takes place on June 24, is a chance to support the men and women

who make up the Armed Forces community, from currently serving troops to service families, veterans and cadets. Reserves Day celebrates their contribution to the Armed Forces and takes place on June 21.

A Denbighshire of vibrant culture and thriving Welsh language

Measures: Acceptable

Projects: Experiencing Obstacles

Corporate Plan Performance Framework: Measures Update

The number of people who could speak Welsh (aged 3 or older) as at the end of March 2023 stood at 35,000, which was 38%. Whilst the percentage of the population who could speak Welsh increased overall for the whole of Wales, this was not replicated in Denbighshire with 900 fewer people reporting they could speak Welsh (a 0.9% decrease) compared to the end of March 2022. The reasons for this are currently unknown. The proportion of the population who reported they speak Welsh daily and can speak more than a few words of Welsh (all ages) also decreased from 15% in 2021 to 2022 to 13% in 2022 to 2023.

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 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 had hoped to confirm our threshold for intervention, i.e. what will constitute a 'Priority for Improvement', in this report but it will be included in our next report.

By the end of June 2023, 80.3% of staff had completed Welsh language awareness e-learning (an increase from 73% at the end of March 2023) and is 'Acceptable'.

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 will be analysed in our next performance update report for July to September.

£44,224 of income was generated across Ruthin Gaol and Nant Clwyd y Dre sites in 2019 to 2020. Income was significantly lower during 2022 to 2023, at £12,861, due to Ruthin Gaol being closed to visitors whilst repairs were underway following significant flood damage to the site. Our ambition is to see an increase in income generated each year of

between 2-3%. We will apply this ambition to figures from 2023 to 2024 onwards, using the 2019 to 2020 income as a baseline.

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.

Quarterly or Biannual Measures

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
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	73% Priority to Improve	80.3% Acceptable Better
Measure: The number of Denbighshire Artisans supported (DLL Contract KPI) - Benchmarked Locally	No data	No data	No data	55 (annual figure) Excellent	30 Excellent

Annual or Biennial Measures

2019 to 2023 data

Title	2019 to 2020	2022 to 2023
Heritage income generated over the year (£) - Benchmarked Locally	44,224 Count only	12,861 Count only

2021 to 2023 data

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	35,900 Acceptable Better	35,000 Worse Priority to Improve
The percentage of year 1 pupils receiving Welsh medium education - Count Only	27%	27.4% Thresholds pending
STEAM - The number of tourists visiting Denbighshire - Benchmarked Locally	4,350,000 Acceptable Better	Data pending. Expected July 2023

Corporate Plan Performance Framework: Project Update

This theme contains 20 projects and activities. 6 have not yet started and these are at various stages (from project brief to business case); nine are 'On Target' and two are 'Experiencing Obstacles'. The Denbighshire and Flintshire Joint Archive Project continues to be '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 (Flintshire County Council's Cabinet has endorsed the project in Mold), a funding application to the National Lottery Heritage Fund (Welsh capital grant funding) will be submitted in November 2023, and the outcome should be known some four months later. In the meantime, 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' is on hold and needs to be scoped to consider how best to deliver the pledge.

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 have now commenced following [Cabinet approval](#) on June 27, 2023. Actions that are needed to ensure we deliver the Strategy and Policy have been added to our service business plans for the year and deliver of the Strategy and Policy will be closely monitored by the Welsh Language Steering Committee within Denbighshire.

The activity 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” has been replaced with “Work with partners on the proposed designation of a National Park in North East Wales”. Natural Resources Wales is developing the process for designation and the council has been involved in an initial consultation. A briefing note was sent to all Members at the end of June. Natural Resources Wales will be holding public consultation events in October 2023.

Some Levelling Up Projects are live and others 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. Clwyd West project briefs continue to be in development. Whilst physical works have yet to commence, work to procure design teams and consultants is in progress, and public engagement will start in the autumn. Construction, subject to the outcomes of ecology surveys and consultation etc, is expected to commence from between April to July 2024. Clwyd South Round 1 projects are underway. The project at Plas Newydd, Llangollen: Enhance the visitor experience to include improvements to the grounds has started. The Horseshoe Falls project will be undergoing its procurement phase between September and November.

Projects or Activities

Title	Status	Exception
Implement the WESP to support 1 million speakers by 2050	On Target Same	No exception
Deliver the Welsh Language Strategy 2023-28 to promote and increase the use of Welsh in the county	On Target Better	No exception
Deliver the service delivery, policy making and operational standards of the Welsh Language Policy	On Target Better	No exception

Title	Status	Exception
SUGGESTED ACTIVITY: <i>Develop a cultural and heritage strategy and a programme of events</i>	<i>On hold</i>	<i>To be scoped during 2023 to 2024</i>
Denbighshire and Flintshire Joint Archive Project	At Risk Same	The 'at risk' status reflects that the 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.
Develop phase 1 Bodelwyddan Castle as a Country Park and a gateway to Denbighshire	Experiencing Obstacles Same	SPF Funding of £900,000 has been secured to deliver part of the project. Preparatory work including planning permission is currently underway and the completion date is December 2024.
Develop and deliver the Denbighshire Heritage Service Forward Plan 2023 to 2026	On Target	No exception
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	On hold	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	Complete	Discussions have taken place with NRW. Work is now included in new service plan and being progressed under the following activity "Work with partners on the proposed designation of a National Park in North East Wales".
Work with partners on the proposed designation of a National Park in North East Wales	On Target	No exception
Seek the designation of the AONB as a Dark Sky Community	On Target	No exception

Title	Status	Exception
	Same	
Support and implement the National Music Service	On Target Same	No exception
Develop a new Library Strategy for Denbighshire reflecting the priorities and ambitions of the DCC Corporate Plan and the Welsh Government Culture Strategy	Experiencing Obstacles	Awaiting publication of Welsh Government's Culture Strategy.
Plas Newydd, Llangollen: Enhance the visitor experience to include improvements to the grounds (Clwyd South Levelling Up Round 1)	On Target	No exception
Horseshoe Falls (Clwyd South Levelling Up Round 2)	On Target	No exception
Ruthin Clock Tower: Renovation of Clock Tower exterior (Clwyd West Levelling Up Round 2)	At project brief stage	Public engagement will start in the autumn, with works expected to commence from between April to July 2024.
Ruthin Gaol/46 Clwyd Street, Ruthin: Premises restoration including new access and improved public facilities (Clwyd West Levelling Up Round 2)	At project brief stage	Public engagement will start in the autumn, with works expected to commence from between April to July 2024.
Nant Clwyd-y-Dre, Ruthin: Restoration to the Grade 1 listed building (Clwyd West Levelling Up Round 2)	At project brief stage	Public engagement will start in the autumn, with works expected to commence from between April to July 2024.
Cae Ddol, Ruthin: Public Realm Upgrade and connect to the heritage theme (Clwyd West Levelling Up Round 2)	At project brief stage	Public engagement will start in the autumn, with works expected to commence from between April to July 2024.

A round up of news

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

A series of new interpretation panels were installed in April 2023 along the [Pontcysyllte Aqueduct and Llangollen Canal World Heritage Site](#), as part of a project to engage people

with the rich heritage of the area. The Our Picturesque Landscape project, a partnership scheme funded by the National Lottery Heritage Fund, has been working with partners from the Clwydian Range and Dee Valley AONB and Canal and Rivers Trust to develop the interpretation.

A number of projects have been completed in Denbighshire to support communities to host more sustainable and cost-effective [events](#) in their local areas. Further projects are expected to be completed by November 2023.

[Ruthin Gaol](#) was officially reopened in April following two years of flood recovery work. The restorations include a host of exciting new additions for visitors to explore, including a new cell, dedicated to share the story of the prisoners who were shipped off to Australia from Ruthin Gaol. Following reopening, the Gaol, during April alone, welcomed over 1400 [visitors](#); double the figures for April 2019. Easter events culminated in the Gaol hosting Ruthin Artisan Market within its grounds.

Bestselling and award-winning author Mike Parker visited Prestatyn Library in April to talk about his latest book, 'All the Wide Border: Wales, England and the places between'. Llangollen Library hosted three other bestselling authors in May; authors Norma Curtis, Trisha Ashley and Juliet Greenwood each discussed their latest novels, and what inspires them to write. Hosted by poet and author Pat Sumner, a free [Poetry Evening](#) was held at Ruthin Library in June to showcase the talents of local poets as part of Gwyl Rhuthun Festival. These events celebrate and highlight the importance of raising the profile of Welsh authors and poets, particularly those that explore our landscape, culture and language.

Ahead of the [King's Coronation](#) in May, some exciting royal competitions were held to bring the school community together in Denbighshire. One of the competitions was to design a flag for King Charles III's Coronation.

Denbighshire Libraries offer free access to access to [Find My Past and Ancestry services](#), giving library members the opportunity to take a look into their past, investigate their family background and hear the stories of generations past. Both services are easy to use on one of the library's computers, and only a library card and PIN are needed to get started. Libraries also host meetings by local history groups, book launches and talks, with plenty of [events to keep families entertained](#) during half term.

North East Wales Archives (NEWA), a service which is jointly run by both Flintshire and Denbighshire County Councils was awarded [Archive Service Accreditation](#). Archives Accreditation is the UK quality standard, recognising good performance in all areas of archive service delivery. Achieving accredited status demonstrates that the joint service has met clearly defined national standards relating to organisational health, collections management and the work undertaken with stakeholders.

In April, Cabinet approved a submission of an [expression of interest in hosting the National Eisteddfod of Wales](#). In June, the council congratulated children and young people from Denbighshire on their success at this year's [Eisteddfod yr Urdd](#). The Eisteddfod was held in Llandovery, Carmarthenshire (29 May to 3 June) and provided an opportunity for young people from across Denbighshire to showcase their talent.

In June, Cabinet approved the [Welsh Language Strategy 2023 to 2028](#), which seeks to promote the Welsh Language and facilitate its use within the county. The Strategy includes important actions four themes: children and young people; the community; business and economy and the council's internal administration.

A well-run, high performing council

Measures: Priority for Improvement

Projects: Experiencing Obstacles

As we explained in our previous report, we have held discussions to determine the right strategic set of measures and activity to monitor through these performance reports. There is though, still some work to do before a indicator set is reached that incorporates new indicators for projects or activities that have yet to commence. The new Board will be instrumental in taking this theme forward.

Performance Framework: Measures Update

This theme includes many annual measures. Comments about those are available in our [performance self-assessment update report January to March 2023 to 2024](#).

Sickness absence data for the period April to June 2023 is pending. There are some technical issues with the sickness absence dashboards that are being fixed by IT specialists. 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 June 2023, the percentage of staff who were eligible for one or three one-to-one meetings and who had at least one or three one-to-one meetings in the last 12 months stood at 58%, down from 61% in the last period. This is a rolling total. The percentage of employees that have completed all 9 mandatory e-learning modules (excluding schools) stood at 51% as at June 2023 (up from 49% in the previous period) and is a 'Priority for Improvement'.

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 [report](#) following 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 was published in May 2023. The report states that in common with many areas across Wales, the challenges in recruitment and retention of staff across key agencies in Denbighshire is impacting on safeguarding children's arrangements. Despite this context, overall, the report says systems and relationships are in place to facilitate effective partnership working where a child is at risk of abuse and neglect, and that partners are working to a shared ethos of safeguarding children at different levels of

vulnerability. It concludes that there are, however, areas of child protection practice that are inconsistent and require attention. The report will be presented to Governance and Audit Committee as a confidential Part 2 item in September 2023.

There were two projects not updated during the reporting period April to June, namely 'People are involved in shaping and improving services' (project has been closed July 2023) and Improving Energy Efficiency in Council Houses (which is 'At Risk', updated 1 March 2023). 96% projects had updates completed. This is an improvement of 1.9% on the last reporting period. There were no projects presenting as 'Compromised'.

Our Corporate Risk Register, as at February 2023, had 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'. Our next scheduled review of the register will be undertaken in September 2023.

Just under half (48.3%) of all Corporate Plan measures were showing as a 'Priority for Improvement' during April to June, which is considered 'Acceptable'.

Our measure on budget variance for the period (i.e. what we have and receive versus what we are spending) was £3.348million. The council's reserves remained at £5.531million.

As reported previously, 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 2021 to 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.

For information about performance in relation to procurement (the council's spend with local suppliers and contracts containing community benefits), please see our [prosperous theme](#). No collaborative procurements were awarded during the period, and one collaborative procurement opportunity was missed.

The percentage of negative news stories about the council (taken as a proportion of all news stories about the council) has decreased from 14% to 12.5% between April to June 2023, and is a 'Priority for Improvement'. The percentage of external complaints upheld or partly upheld over the last quarter has decreased further from 42% to 29%. This represents 17 from 58 complaints upheld or partly upheld and is considered 'Good'.

'The number of vacancies advertised during the quarter' has been removed but will continue to be monitored via the Corporate Support Service: People Service Plan.

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

Quarterly or Biannual Measures

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
The percentage of Corporate Plan Measures showing as 'Priority for Improvement' – Benchmarked Locally	51% Priority to Improve Worse	51% Priority to Improve Same	No data: does not apply	49.5% Acceptable Better	48.3% Acceptable Better
The number of projects on the project register showing as 'Compromised' – Benchmarked Locally	1 Good Same	2 Acceptable Worse	1 Good Better	1 Good Same	0 Excellent Better
The percentage of projects whose delivery confidence was updated in the last three months – Benchmarked Locally	95% Good Worse	100% Excellent Better	95% Good Worse	96% Good Improved	96% Good Same
The percentage of corporate risks inconsistent with the council's risk appetite statement – Benchmarked Locally	No data: does not apply	55% Priority to Improve Better	No data: does not apply	55% Priority to Improve Same	No data: does not apply

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 2023 to 2024
The cumulative number of negative reports from external regulators – Benchmarked Locally	0	0	0 Excellent Same	0 Excellent Same	0 Excellent Same
The cumulative number of Internal Audit low assurance reports, financial year to date – Benchmarked Locally	0	0	0 Excellent Same	0 Excellent Same	0 Excellent Same
Corporate and Service Budget Variance (£k) – Count Only	1,109	2,661	2,189	1,585	3,348
Council reserves (£k) – Count Only	7,135	7,135	7,135	5,531	5,531
Negative news stories as a percentage of all news stories about the council – Benchmarked Locally	10% Priority to Improve Worse	11% Priority to Improve Worse	12% Priority to Improve Worse	14% Priority to Improve Worse	12.5% Priority to Improve Better
The percentage of external complaints upheld or partly upheld over the last quarter – Benchmarked Locally	46% Good Better	67% Priority to Improve Worse	53% Acceptable Better	42% Good Better	29% Excellent 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	100 Excellent

Title	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Quarter 3 2022 to 2023	Quarter 4 2022 to 2023	Quarter 1 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	10.18 Priority to Improve Worse	10 Priority to Improve Worse	9.8 Priority to Improve Better	9.8 Priority to Improve Same	Data pending. Technical issues being resolved
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	45% Priority to Improve Better	52% Priority to Improve Better	53% Priority to Improve Better	61% Priority to Improve Better	58% Priority to Improve Worse
The percentage of staff for whom we have equality monitoring information – Benchmarked Locally	51.4% Good Worse	76% Excellent Better	72% Excellent Worse	71.5% Excellent Worse	67% Excellent Worse
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	49% Priority to Improve Better	51% Priority to Improve Better
The number of actual collaborative procurements – Count Only	5	2	1	2	0
The number of missed collaborative procurements – Count Only	0	0	0	1	1

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 group, have a disability, are gay or bi-sexual, or had their gender reassigned – Count Only	15%	4%	21%

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

Title	2021 to 2022	2022 to 2023
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
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

Title	2021 to 2022	2022 to 2023
Revenue outturn expenditure per head of population (£s) - Count Only	2,913.25 Thresholds pending	Data pending. Available October 2023

Corporate Plan Performance Framework: Projects Update

The new Well-Run, High Performing Council Board, providing governance for this theme, will be established in October 2023. The Board will be asked to agree a way forward to progress the theme's five pledges, which are aligned to our Council's five Principles, to ensure clarity and consistency and to develop further meaningful performance measures. The suggested activity to develop action plans following the five staff-led task and finish groups has been closed and will be inform the work of this new Board.

Currently, nine activities are 'On Target', three are 'Experiencing Obstacles', one is 'At Risk', two are closed and the remaining six are due to start between 2023 to 2024.

A measure and activity to promote and enable career pathways, where possible, to support workforce development and progression has closed. Enabling careers pathways is an embedded part of business as usual and no additional work is required.

Projects or Activities

Title	Status	Exception
Prepare for Peer Review for Local Government and Elections (Wales) Act 2021	On Target Better	No exception
SUGGESTED ACTIVITY: <i>Deliver action plans identified by the five staff-led task and finish groups</i>	Closed	The actions from the five staff-led task and finish groups, linked to the council's five principles, will inform the work of the new Well-Run, High Performing Council Board. This action is no longer needed.
SUGGESTED ACTIVITY: <i>Develop and launch a new customer service framework (linked to our Welsh Language Strategy and Policy)</i>	On hold	This suggested activity will be considered by the new Board in October 2023.

Title	Status	Exception
SUGGESTED ACTIVITY: Procure a new corporate CRM (timescale 2025)	On hold	This suggested activity will be considered by the new Board in October 2023
Implement the Public Participation Strategy	Not started	Work to commence during from July 2023.
Develop a co-production strategy (DCC wide)	Not started	Update available from October 2023.
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)	On Target Better	No exception
Develop and secure Asset Management Group adoption of new Asset Management Strategy	Experiencing Obstacles Same	The first revised portfolio plan will be reported to the Asset Management Group in September. Portfolio plans will inform the development of the new Asset Management Strategy. 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, as part of the New Ways of Working project.
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	Work has commenced on the remaining portfolio plans and these will be presented to Asset Management Group over the remainder of the year.
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 are balanced by considering service quality and social value.	On hold	This suggested activity will be considered by the new Board in October 2023.
Establish the Ethical Liaison Group	On Target	No exception

Title	Status	Exception
Update the Members' Code of Conduct to include a timeframe within which Members are expected to have completed Code of Conduct training	At Risk	A report will be taken to Council in the autumn of 2023.
Develop a framework to guide councillors in handling harassment, abuse and intimidation	On Target	No exception
Implement the new requirements of the UK Elections Act 2022 and other electoral reform	On Target	No exception
Ensure that the Constitution is fit for purpose following the changes brought about by the Local Government and Elections (Wales) Act 2021	On Target	No exception
Raise awareness of mental health issues across the council through delivery and embedding of the Time to Change action plan	On Target Better	No exception
Embed the new agile working policy and support any learning and development needs from it	On Target Same	No exception
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	A data collection activity will take place before the end of 2023 to ensure that we have as much data in the HR system as possible.
Deliver the Corporate Workforce Action Plan	Closed	This is a duplicate activity of "Undertake an annual review of the Corporate Workforce Plan 2022 to 2027" above.
Deliver the action plan of the Social Care Recruitment and Retention Operational group	On Target Better	No exception

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. Corporate Planning is about how the council sets out and makes arrangements to deliver on its strategic objectives.

Corporate Plan Governance Arrangements

During this period, a great deal of work has taken place to develop and agree the final governance arrangements for the new Corporate Plan's themes of work. A session with the Corporate Executive Team and Cabinet took place on April 25 to agree some key principles, to discuss proposals for new Boards where they were felt to be needed, and to agree responsible strategic leads. Final arrangements are to be shared with [County Council](#) in July.

Senior Leadership Team

During this period, two senior leadership appointments were confirmed, namely Ann Lloyd as the new Head of Adult Social Care and Homelessness; and Paul Jackson as the Head of Highways and Environmental Services. Further appointment panels for the two Heads of Corporate Support Service: People, and Corporate Support Service: Performance Digital and Assets will take place in July. Additionally, a new Head of Finance and Audit will also now need to be recruited during this period. For more information on the new structure, [visit our website](#).

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

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.

The Welsh Local Government Association (WLGA) has now shared with the council their model for Panel Peer Assessments. This was shared with the Corporate Executive Team on June 26. Following discussions with Cabinet Briefing in July, a paper outlining necessary changes to the constitution so as to accommodate the new arrangements for the Panel Peer Assessment will be discussed with Governance and Audit in September, and finally shared with County Council for approval in November. This is with a view to holding our first Panel Assessment in the summer of 2024.

Financial Planning

Below are improvement actions that have been identified in support of this area of governance. Financial planning relates to the management of our income and expenditure.

Finance Update Reports

At its [meeting in May](#), Cabinet was updated on the final revenue outturn position for 2022 to 2023. The council's net revenue budget for that financial year was £233.696million. The final position on service and corporate budgets (including schools overspend of £3.509million) was an overspend of £5.095million. Excluding schools, which are considered separately, the position was an overspend of £1.585million. Unearmarked reserves of £1.604million were used to fund this overspend, and to cover the shortfall in Council Tax collection of £0.019million. As a result, the council's reserves decreased to £5.531million, which is above the £5million threshold considered to be a prudent level to cope with unforeseen financial pressures. The position on schools' balances was better than projected and reserves of £3.509million (leaving a balance of £8.939million) were used to address that overspend. Taking account of funding and schools, variance on the total budget was an overspend of £5.114million. The 2022 to 2023 budget required service savings and efficiencies of £0.754million to be identified and these are assumed to have been achieved.

In June, Cabinet received a [finance report](#) detailing the latest financial position and progress against the agreed budget strategy (up until the end of May). It was noted that the full Budget Summary Report for 2023 to 2024 was delayed and would be submitted to a future Cabinet meeting. The net revenue budget for 2023 to 2024 was £250.793million (up from 233.696million in 2022 to 2023). The position on service and corporate budgets

was a forecast overspend of £3.348million. The 2023 to 2024 budget required service savings and efficiencies of £8.172million to be identified and these are assumed to have been achieved. At the end of May, the council's borrowing totalled £250.143million at an average rate of 4.18%. Investment balances were £13million at an average rate of 3.38%.

In the report, the budget for Education and Children's Services was identified as an area of concern as the forecast overspend was £1.6million due to pressures in children's social care. The Adult Social Care and Homelessness Service budget also remained a high-risk area; with the outturn prediction being £1.664million due to pressures in placement costs (£1.5million) and (£0.2million) in Homelessness. For schools, the budget agreed by the County Council for 2023 to 2024 included a total net additional investment (excluding increases in Welsh Government grants) in schools delegated budgets of £3.03million. The first monitoring period for schools is at the end of June when the detailed monitoring reports are submitted. Corporate Budgets were projected to break-even in the report, however, risks around pay settlements, energy and other inflationary pressures were highlighted as requiring close monitoring in future months due to it being difficult to quantify them at this early stage of the year.

With regards to the Housing Revenue Account (HRA), the latest revenue position assumed a decrease in balances at year end of £818k compared to £922k at the time the budget was approved. The decrease related to a reduction in estimated rental income, offset by a reduced contribution to the HRA capital programme. HRA balances are therefore forecast to be £750,000 at the end of the year. The Capital budget of £19.5million reflects the reduced revenue contribution.

The report also gives a summary of the council's Capital Plan. The approved Capital Plan for 2023 to 2024 is £104.5million with expenditure to date of £4.9million. Supported by the Capital Scrutiny Group, Cabinet members approved plans to contribute £178,000 of capital funds to support the Welsh Government's National Empty Homes Grant Scheme to bring empty property back into use. Members also noted the projected overspend of £186,000 on the Botanical Gardens Depot (phase 1) capital scheme due to delays and increases in material costs. The scheme was described as near completion and the overspend was to be funded from the overall contingency within the capital programme, which stood at £764,000.

Statement of Accounts

The council has a statutory duty to produce a statement of accounts that complies with approved accounting standards. As was reported in the previous quarterly performance update report, a technical issue affecting all Welsh local authorities was resolved in December 2022. However, two more specific issues concerning Denbighshire County Council's council house asset values caused further delays to work being completed in order for Audit Wales to approve the [Statement of Accounts for 2021 to 2022](#). An audited final set of accounts for 2021 to 2022 is expected to be taken to the Governance and Audit Committee for approval in September 2023.

The first draft of the Annual Statement of Accounts for 2022 to 2023 is on target to be submitted to the external auditors prior to submission to the Governance and Audit Committee in September for information. After consulting with Audit Wales, it is currently planned that the audited accounts will then be presented to the Governance and Audit Committee early in 2024 for formal approval.

Annual Treasury Management

The council's [Treasury Management](#) activity during 2022 to 2023 was reported in the previous quarterly performance update report for January to March 2023. The [Treasury Management Strategy Statement](#) (TMSS) for financial years from 2023 to 2026 showed how the council would manage its investments and borrowing, including Prudential Indicators which set limits on the council's Treasury Management activity. 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 June, the Governance and Audit Committee received a [budget process update](#) from the Head of Finance and Audit. Members were updated on the revised financial projections for the three-year period to March 31, 2027. The [Medium Term Financial Strategy Update](#) had also been discussed by Cabinet in April.

The budget reports 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%). As the settlement generated £14.231million, and pressures amounting to £25.116million were calculated, a funding gap of £10.885million was identified. The gap

was bridged by increasing Council Tax by 3.8% (£2.713million), one-off corporate savings (£6.095million), small service savings (£1.261million) and 1% school savings (£0.816million). Though no cash from reserves was required to support the budget for 2023 to 2024, a number of risks around energy costs, pay increases and those services that have historically struggled to stay within the budgets set at the beginning of the year were highlighted as areas for concern.

For the financial year from 2024 to 2025, the draft settlement included a slightly increased indicative average settlement increase of 3.0%. The Council is placed in a very difficult financial position, having never experienced a period of prolonged very high inflation and a return to well below inflation settlements, as is expected in 2024 to 2025. Projections made within the reports reflect the uncertainty of the figures, with a three-tiered approach to estimating pressures. High level estimates amount to pressures of £37million (compared to £25million in 2023 to 2024). To illustrate the scale of the issue, even with income from a 3% Revenue Support Grant, a Council Tax increase, plus increased savings and fees, there is likely to be a budget gap of at least £20million.

To reduce the projected net expenditure, a number of key areas have been considered in the Budget Strategy for 2024 to 2025. Services will be expected to deliver 1% efficiencies, as well as make large scale service changes. Fees and charges are expected to increase, and the level of Council Tax is likely to need some consideration. Generating ideas to reduce areas of overspend will be key, with staff, member and general stakeholder involvement strongly encouraged.

Performance Management

Below are improvement actions that have been identified in support of this area of governance. Performance management means the structures and processes we have in place to ensure that we deliver what we said we would, whilst encouraging active involvement and challenge from across the council, our elected members, and residents.

Update on Audit Reviews and Capacity

In April, the [Governance and Audit Committee](#) received an update on the work of Internal Audit. Due to vacancies within the team over the last year, a number of reviews have been delayed and will now be undertaken during 2023 to 2024. However, in this last period, all Internal Audit vacancies have now been addressed, with the final vacancy for the Principal

Auditor being filled in June. Arrangements are in place to support those employed on a Career Grade Pathway.

At the same meeting, Audit Wales presented their Audit Plan for the year ahead. In [June](#), the council's Chief Internal Auditor presented the Internal Audit Charter and Strategy for 2023 to 2024, and gave his overall opinion on the adequacy and effectiveness of the Council's framework of governance, risk and control during the year, which will inform the Annual Governance Statement.

Self-Assessment of Performance

During this last period, and concluding our annual process for ongoing Self-Assessment in 2022 to 2023, the council produced its fourth (end-of-year) performance update report covering January to March. This included an Executive Summary that pulled together key conclusions from all four of our performance update reports, and was tabled for input with the Senior Leadership Team, [Cabinet](#), [Scrutiny](#) and the [Governance and Audit Committee](#), prior to going for [County Council](#) approval in July. Identified Improvement Actions will be taken forward through Service Plans and, where appropriate Corporate Plan Boards or strategic leads. Progress will be monitored through our quarterly reports. To view our final reports, visit denbighshire.gov.uk/performance.

Corporate Plan 2022 to 2027: Performance Management Framework

Through the production of this report, the Strategic Planning and Performance Team have continued to work closely with Services to embed the new Corporate Plan's Performance Management Framework, addressing aspects still in need of development and any gaps to fill. This work continues, but significant progress has been made, and should continue to be made with each passing report as understanding of reporting against the framework becomes more routine.

Update Performance Management Guide

Following agreement of the new Corporate Plan's Performance Management Framework and governance arrangements, as well as changes to the Senior Leadership structure, it is timely to review the council's Guide to Improving Services – the guide that explains the council's approach to performance management. Work has been ongoing on this through the summer, and should be finalised by the autumn.

Annual Stakeholder Survey

Following the reporting of results in the previous end-of-year Performance Update Report, officers have met to review lessons learned from the survey thus far, and to agree how to take it forward in 2023 to 2024. It is hoped that the survey will be launched again towards the end of the summer, running until February 2024. In the meantime, a detailed report on the results will be shared with senior managers to inform service improvement. The results of the next survey will again feed into our end-of-year Self-Assessment report.

Service Performance Challenge

The Service Performance Challenge Programme for 2023 to 2024 started during this period, with challenges being held for both Planning, Public Protection and Countryside Services; and for Highways and Environmental Services. Key actions arising from these discussions will be noted with the Improvement Actions below, and progress will be captured in future Performance Update reports.

Risk Management

Below are improvement actions that have been identified in support of this area of governance. Risk management refers to our planned approach to identify, assess, control and monitor risks and opportunities facing the council.

Corporate Risk Register

Our [Corporate Risk Register](#), as at February 2023, had 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'. Our next scheduled review of the register will be undertaken in September 2023.

Workforce Planning

Below are improvement actions that have been identified in support of this area of governance. Workforce planning means the process by which we analyse, forecast and plan workforce supply and demand, and assess gaps to ensure that we have the people and skills - now and in the future - to deliver our services and fulfil our strategic objectives.

Staff Training, Development and Mental Health

A review of our current flexible working policy and guidance is complete and the Agile Working policy has been approved by [Cabinet](#) and [published](#). A communications campaign supported by induction materials and sessions to support staff and managers with the new ways of working are in place, with training sessions for managers scheduled to take place between July and September.

The Time to Change action plan is nearly complete. The newly appointed Learning and Development Specialist (appointed to oversee and deliver the mental health action plan) will be working alongside Mental Health Champions, once they are in place, to ensure support for mental health and well-being is embedded across the council.

Improve the information we have about our workforce

This action includes equality information to support more detailed analyses in future Public Sector Duty Reports. Due to continual changes in staff the equality information we have about our workforce tends to fluctuate. By the end of June, we had equality information for 67% of staff, compared to 71.5% at the end of March 2023. Notwithstanding this dip in performance, performance has improved greatly since June 2022, at which point we had information for 51.4% of staff. A data collection activity will take place before the end of 2023 to ensure that we have as much data in the HR system as possible.

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. A fresh workforce planning process will commence once the new senior leadership structure is in place, with all new Heads of Service in post later this year.

The Welsh Language Strategy and Welsh Language Policy were approved in June 2023, 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.

An Internal Audit review of workforce planning is due to take place this financial year, 2023 to 2024.

Service Challenge Action: DBS Compliance

Safer recruitment remains a high priority for the council. Weekly monitoring by the HR Assistants has improved the process and additional reports have been created to assist the HR Manager with performance monitoring. This has resulted in an increase in compliance to 96% (up from 92% in the previous period). The remaining 4% are in progress and the reasons for their outstanding status are due to staff needing to complete the link; staff being required to return their documents to be verified; or waiting for the DBS process to be concluded and the certificate produced.

Documentation has been revised to remind recruiting managers of their obligations in the recruitment process 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.

Other developments in the last period

Agency staff

In April, Cabinet approved a collaborative procurement process with Flintshire County Council to commence tendering for a process to provide both councils with [agency staff](#) via a managed service. The Council currently has a contract in place with an external supplier to provide agency staff via a managed service, which is due to end on 28th August 2023.

Pay Policy Statement

The Localism Act 2011 requires local authorities to prepare pay policy statements. These statements must articulate an authority's own policies towards a range of issues relating to the pay of its workforce particularly its senior staff (or "chief officers") and its lowest paid employees. Pay Policy Statements must be approved by County Council on an annual basis and published on the relevant website. In May, County Council accepted the recommendation from the Senior Leadership Remuneration Panel and approved the [Pay Policy for 2023 to 2024](#).

Assets

Below are improvement actions that have been identified in support of this area of governance. By assets we are referring to our management of the council's estate (including office buildings and highway infrastructure owned and / or controlled by the council) and digital assets.

Asset Management strategy

A new member of staff has been appointed to our Property Team and the first revised portfolio plan will be presented to our Assets Management Group in September 2023. The development of portfolio plans will inform the new Corporate Asset Management Strategy.

Procurement

Below are improvement actions that have been identified in support of this area of governance. Procurement is the process by which the council meets its needs for goods, services, works and utilities in a way that achieves value for money and good outcomes for society, culture and the economy, whilst contributing to decarbonisation and nature's recovery.

Decarbonisation Procurement Expertise

A decarbonisation business partner has been appointed and will commence in post at the beginning of September 2023. The postholder will revisit regional contracts as they expire with the aim to, where possible, reduce carbon emissions in the future and identify community benefits in council contracts that reduce carbon and increase carbon absorption. They will also work with business and suppliers in the county to encourage lower carbon practice.

Biodiversity Protection and Decarbonisation in Procurement

Biodiversity protection and improvement is considered in all council procurements and to enhance this we are working with our Climate Change team to develop specific questions to include in procurement notices. Biodiversity protection and improvement also forms part of our approach to community benefit 'asks' of contractors, which can range from improved planting schemes to protect or improve biodiversity to work with school children to raise awareness of ecology and biodiversity.

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.

Supporting Businesses and Partners to Adapt

As reported previously, due to new and developing legislation from Welsh and UK governments the expectations around procurement (in terms of what and how we procure) are significant and will be quite a change on current practice; for the council and its procuring services, businesses and the supply chain. Guidance from Welsh Government on the new Act is not yet complete.

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 strategy is in its final draft and is scheduled to go to Cabinet in September.

Other developments in the last period

Following the success of the North Wales Construction Framework, and the benefits in procurement time, cost and value added provided by it, Cabinet in May, approved the initiation of a project to procure the [North Wales Construction Framework Phase 3](#) (phase 2 is due to end in May 2024). The Framework has been a catalyst for engagement and upskilling of local contractors operating within the regional supply chain, and this will encourage local contractors to become part of phase 3.

Improvement Actions

Below are new improvement actions that has been identified through this report.

Service Performance Challenges have taken place for Highways and Environmental Services and Planning, Public Protection and Countryside Services. These actions will be reported on within the main body of this report in the next period.

- Highways and Environmental Services' actions include a commitment to reducing the use of plastic in the school catering service; ensuring regular one to ones take place; consider how best to promote the circular economy (i.e. reuse, repair and recycle) from household items that it collects (e.g. promote repair shops, resale of items at recycling centres etc); improve the way the service works with our customer service system, particularly in relation to queries and responses from members; and to work with ICT to improve the way the service delivers its functions.
- Planning, Public Protection and Countryside Services' actions include: continuing to work with HR to consider different options to address issues with recruitment; collaborating more to deliver specialist functions, such as, for example, specialist ecology or minerals and waste planning functions; develop town regeneration summaries; progress the development of the Sustainable Transport Plan; review bus stops (and provide further information to members) and explore innovative ways for people to access transport; develop an Economic Strategy; continue to engage with members and to keep them informed at all stages regarding service matters; and to expand the council's tree nursery activities.