Dear Councillor

You are invited to attend a meeting of the PERFORMANCE SCRUTINY COMMITTEE to be held at 10.00 am on THURSDAY, 13 JUNE 2019 in CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.

Please note that a briefing session will be held for all members at 9.15am, immediately prior to the main meeting. All members are asked to make every effort to attend this session.

Yours sincerely

G. Williams
Head of Legal, HR and Democratic Services

AGENDA

PART 1 - THE PRESS AND PUBLIC ARE INVITED TO ATTEND THIS PART OF THE MEETING

1 APOLOGIES

2 DECLARATION OF INTERESTS (Pages 5 - 6)
   Members to declare any personal or prejudicial interests in any business identified to be considered at this meeting.

3 APPOINTMENT OF VICE-CHAIR (Pages 7 - 8)
   To elect the Committee’s Vice-Chair for the municipal year 2019/20 (copy of the role description for Scrutiny Member and Chair/Vice-Chair enclosed)
4 URGENT MATTERS AS AGREED BY THE CHAIR
Notice of items which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972.

5 MINUTES OF THE LAST MEETING (Pages 9 - 18)
To receive the minutes of the Performance Scrutiny Committee meeting held on 21 March 2019 (copy attached)

10.05am – 10.10am

6 DRAFT DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT FOR 2018/19 (Pages 19 - 54)
To seek the Committee to scrutinise the Director of Social Services Annual Report (copy attached) on the Council’s performance in delivering children’s and social care services during 2018-2019, prior to its submission to Care Inspectorate Wales (CIW). The report also provides the Committee with an opportunity to identify any performance issues or concerns that may benefit from further scrutiny

10.10am – 11am

7 CORPORATE RISK REGISTER (Pages 55 - 76)
To consider a report by the Planning and Performance Officer (copy attached) which seeks the Committee to consider and comment on the amendments made to the Council’s Corporate Risk Register

11am – 11.30am

~~~~~BREAK 11.30am - 11.40am~~~~~

8 THE EFFECTIVENESS OF WELL-BEING IMPACT ASSESSMENTS (WIA)
(Pages 77 - 92)
To consider a report by the Planning and Performance Officer (copy attached) which reviews the effectiveness of the Council’s approach to impact assessing its decisions and seeks the Committee’s views on how Members can support effective challenge and scrutiny of these impact assessments

11.40am – 12.15pm
9  ANNUAL PERFORMANCE REVIEW 2018-19  (Pages 93 - 162)

To consider a report by the Strategic Planning and Performance Team Leader (copy attached) which presents the Council’s draft Annual Performance Review for 2018-19 prior to its presentation to County Council, and seeks the Committee to determine whether any further actions are required to respond to any performance related issues highlighted within the report

12.15pm – 12.45pm

10 SCRUTINY WORK PROGRAMME  (Pages 163 - 184)

To consider a report by the Scrutiny Coordinator (copy enclosed) seeking a review of the committee’s forward work programme and updating members on relevant issues.

11 FEEDBACK FROM COMMITTEE REPRESENTATIVES

To receive any updates from Committee representatives on various Council Boards and Groups

MEMBERSHIP

Councillors

Councillor Huw Jones (Chair)  Councillor Hugh Irving
Ellie Chard  Arwel Roberts
Ann Davies  Peter Scott
Martyn Holland  David Williams
Geraint Lloyd-Williams

COPIES TO:

All Councillors for information
Press and Libraries
Town and Community Councils
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LOCAL GOVERNMENT ACT 2000

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, (name) 

a *member/co-opted member of ("please delete as appropriate) Denbighshire County Council

CONFIRM that I have declared a *personal / personal and prejudicial interest not previously declared in accordance with the provisions of Part III of the Council's Code of Conduct for Members, in respect of the following:- ("please delete as appropriate)

Date of Disclosure:

Committee (please specify):

Agenda Item No.

Subject Matter:

Nature of Interest: (See the note below)*

Signed

Date

*Note: Please provide sufficient detail e.g. ‘I am the owner of land adjacent to the application for planning permission made by Mr Jones’, or ‘My husband / wife is an employee of the company which has made an application for financial assistance’.
(vi) **Role:** Scrutiny Member/Chair  
**Salary:** Band 3 (Chair only)

*Please note: items highlighted are specific to the role of Chair*

1. **PRINCIPAL ACCOUNTABILITIES**
   - To Full Council

2. **PURPOSE OF ROLE**
   - Providing leadership and direction
   - To participate fully in the activities of the Scrutiny Committee, the development and delivery of its work programme and any associated task and finish groups.
   - To assist in the development and monitor impact of Council policy
   - To hold the executive to account, monitoring performance and service delivery and challenge decisions through the call in arrangements where appropriate.
   - To develop a forward work programme of the committee.
   - To report on progress against the work programme to Council, and others as appropriate
   - To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making ensuring that meeting objectives are met, and the code of conduct, standing orders and other constitutional requirements are adhered to.
   - To act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function.
   - To encourage effective contributions from all committee members in both committee and task and finish groups
   - To assess individual and collective performance within the committee and liaise with the relevant Group Leader to progress training and development opportunities.
   - Fulfil the accountabilities of the elected member role.

3. **VALUES and EXPECTATIONS**
   - To be committed to the values of Denbighshire County Council and the following values in public office:
     - Pride
     - Integrity
     - Respect
     - Unity
     - Attend all relevant meetings
     - Carry out business electronically i.e. meetings and communication, wherever possible
     - To attend mandatory training as specified in the code of conduct and the constitution.
     - To participate in an annual development review to continually improve the performance of the member and the Council.
· To explain and account for personal performance as a County Councillor on a regular basis, particularly through the publication of an Annual Report on the Council's web site.
PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 21 March 2019 at 10.00 am.

PRESENT

Councillors Ellie Chard, Ann Davies, Huw Jones (Chair), Geraint Lloyd-Williams and Arwel Roberts.

Lead Members, Councillors Tony Thomas, Brian Jones and Julian Thompson Hill attended at the Committee’s request.

Observers – Councillors Meirick Lloyd Davies, Alan James, Rhys Thomas, Julian Thompson-Hill, Graham Timms and Emrys Wynne

ALSO PRESENT

Chief Executive (JG), Lead Officer - Corporate Property & Housing Stock (DL), Lead Officer - Community Housing (GD), Service Manager – Localities (JM), Head of Highways & Environmental Services (TW), Fleet Performance Manager (CB), Service Improvement Manager (VR), Head of Business Improvement & Modernisation (AS), Performance & Systems Administrator (EJ), Scrutiny Co-ordinator (RE) and Democratic Services Officer (KE)

1 APOLOGIES

Apologies were received from Committee members Councillors Rachel Flynn, Hugh Irving, Martyn Holland, Bob Murray and David Williams.

In addition apologies were received from Councillors Bobby Feeley and Richard Mainon Lead Members for items five and seven respectively.

2 DECLARATION OF INTERESTS

There were no declarations of interest.

3 URGENT MATTERS AS AGREED BY THE CHAIR

There were no urgent matters.

4 MINUTES OF THE LAST MEETING

The minutes of the meeting of the Performance Scrutiny Committee held on 29 November 2018 were submitted and agreed for accuracy.
Matters Arising:

Verified External Examination Results:
- (page 8) the Scrutiny Coordinator had asked the Head of Education and Children’s Services for suggestions on which aspects of the management of school governing bodies may benefit being reviewed by scrutiny.
- (page 9) a letter had been sent to the Chief Executive of Qualifications Wales and a response had been received (both were included in the Information Brief document previously circulated). The Chair had a meeting scheduled the following week with North Wales Regional Assembly Member Lŷr Gruffydd to discuss the matter. A number of other Assembly Members had responded to the letter stating that similar concerns to those of the Committee had been raised with them by constituents and schools etc.

Library Standards (page 10) – the Council’s Team Leader: Tourism, Marketing and Events and Assistant Manager of Rhuddlan and St. Asaph Libraries had been in discussion regarding the provision of tourist information panels at Rhuddlan Library. It was anticipated that this could be facilitated in the next financial year.

Resolved that, subject to the above, the minutes of the Performance Scrutiny Committee meeting held on 31 January 2019 be received and approved as a correct record.

5 HOUSING SERVICES

The Lead Member for Housing, Regeneration and the Environment introduced the joint report by the Lead Officer Community Housing and the Lead Officer Corporate Property and Housing Stock (previously circulated). The report presented the Council’s response to the findings of the Wales Audit Office (WAO) Service User Perspective Review of August 2018, in relation to the Welsh Quality Housing Standard and the Authority’s work with tenants.

During his introduction the Lead Member thanked the Committee for the opportunity to respond to the two proposals for improvement proposed by the WAO following its review. The lead Member drew members’ attention to the results of the Survey of Tenants and Residents (STAR) 2019 (Appendix 3 to the report) which had returned a 90% satisfaction rate in response to the question on their views on the overall quality of their home, which was extremely pleasing.

The Lead Officer Community Housing reminded the Committee that Denbighshire County Council had achieved the Welsh Housing Quality Standard (WHQS), nevertheless maintenance and improvement works to the Council’s housing stock continued, albeit on a smaller scale than that to achieve the WHQS. Referring to the WAO Service User Review the Lead Officer Community Housing advised that the WAO had undertaken doorstep interviews with 122 tenants out of the Authority’s total number of 3,385 housing tenants. That survey had concluded that the Council should consider:

- providing help to those experiencing damp and homes that were not adequately heated, fuel efficient, or well insulated and
• reviewing the long-term impact of the ending of the resident warden service from its sheltered housing schemes

With respect to damp and the fuel efficiency of homes the Lead Officer advised that it was important to understand that 23% of tenants surveyed by the WAO had mentioned that they suffered “damp and condensation” issues, however the WAO had not undertaken any follow-up investigations to the tenants’ problems or their sources.

A similar survey had been undertaken in other North Wales local authority areas, the sample size in Ynys Môn was similar to that in Denbighshire and 37% of tenants there stated they had experienced similar problems. The Head of Service advised that condensation problems could be caused by inadequate heating of a home through inefficient or intermittent use of the heating system, and/or inadequate ventilation measures not being taken by the occupier.

In order to provide advice and support to tenants the Council had produced an information leaflet (Appendix 2 to the report) on how to help avoid condensation in the home. It had also, in partnership with Citizen Advice Denbighshire (CAD), arranged a dedicated advisor to support council tenants in relation to fuel poverty, damp and condensation issues.

If damp was an issue, structural work could be undertaken to address the problem. As Denbighshire had achieved the WHQS all properties renovated under that programme would have sufficient heating and be free of damp related problems. The head of Service advised that it was extremely pleasing to report that the STAR survey had rated Denbighshire’s Housing Service as the top local authority in Wales for the ‘overall quality of the home’ and for the way the Service dealt with repairs and maintenance.

Responding to members’ questions in relation to the improvement proposal relating to damp and heating the Lead Member and officers:

• confirmed that the WHQS maintenance work had been financed in the main through Welsh Government (WG) funding and via rental income received by the Council from its tenants. However, going forward Denbighshire was aiming for the quality of its refurbishment work to be of a higher standard than the WHQS;
• highlighted that the STAR survey had identified a need to ensure that in addition to having nice houses to live in it was also important for tenants to feel that their neighbourhood was also a pleasant place to live. Having achieved the WHQS the focus of some of the work undertaken since in relation to the housing stock was on environmental and exterior work i.e. hedges, fencing etc. Although it was sometimes difficult to achieve uniform fencing and boundaries on estates, particularly where a large number of properties had been sold and were now in private ownership as not all private owners wanted to change their fencing;
• assured that when upgrading heating systems in properties the Council always installed the latest systems. Airing cupboards would not be removed where they already existed, instead the old hot water cylinder would be
replaced by a background heater for the purpose of airing clothes etc. However, some of the smaller Council properties did not have any room for an airing cupboard. The worst performing properties energy-wise would be identified for replacement heating systems first as their tenants would benefit the most from an upgrade;

- accepted that if tenants refused to have their heating systems upgraded, which could result in the Council failing to achieve the target it had set itself in the Corporate Plan, there may be provision to class this as an ‘acceptable fail’ as the authority would have made every attempt to achieve the target;
- expected that the proposed new council housing that was to be built in the near future would be so energy efficient that they would not require an independent heating system to be installed;
- confirmed that extractor fans were installed as a matter of course when properties were refurbished;
- advised that the majority of Council owned properties had been fitted with a new central heating boiler within the last 8 years;
- assured that Housing Officers dealt with enforcement matters, such as over grown hedges, untidy gardens etc. as part of their day to day duties; and
- advised that in a bid to listen better to tenants and act on their concerns the role of the Housing Officers would be changing from April 2019. From this date onwards tenants would contact one officer in relation to all housing and tenant enquiries. Housing Officers would be visiting community centres on a regular basis to meet tenants, and where no community centres were available they would be visiting the estates with a van to meet residents and answer enquiries. Councillors would in due course be informed who the Housing Officer(s) were for their area.

Committee members congratulated the Housing Service team for the advice leaflet on avoiding condensation, they felt the leaflet would be useful to all householders in the county. A number of members had recently visited refurbished Council owned properties in their wards and commented how impressed they had been about the quality of the renovation work undertaken at the properties.

With respect of the WAO’s second proposal for improvement, to review the long-term impact of ending the resident warden service from its sheltered housing schemes, the Lead Officer Community Housing emphasised that the Council fully understood that the wardens were valued and well-liked by the tenants, however in latter years their presence had been more reassuring than anything else.

With the shift in focus of social care provision to be more about re-ablement and promoting independence the presence of wardens in housing complexes had the potential to indirectly make some residents more isolated and less likely to seek social interaction. Under the Supporting Independent Living (SIL) programme targeted social provision could be shared across the county irrespective of whether residents lived in Council accommodation, private rented accommodation or their own properties as all could have equal access to the services they required. Under SIL residents of some of the former sheltered housing complexes arranged their own social events in the community centres adjacent to the complexes, this reduced the risk of social isolation.
The Service Manager: Localities (Community Support Services) explained the transition process that had been followed for those sheltered housing tenants who had identified ‘needs’, outlined in Appendix 4 to the report. She advised that of the 66 residents who received support via the SIL service only two had complained, one of whom required additional support and was granted it in due course.

The SIL service continued to support about 15 tenants, but the majority of tenants in former sheltered housing accommodation were now tenure-neutral. In the near future the SIL Service would be re-aligned with the Re-ablement Service.

The new role for the Housing Officers from April 2019 would include allocating one half day a week working in one of the former sheltered housing complexes in their area to support, help and advise the tenants. All tenants in former sheltered housing schemes would be visited by the Housing Officer on at least an annual basis. In addition work was underway to examine the feasibility of introducing a ‘mobile caretaker’ service for the purpose of undertaking light maintenance work at the on-site community centres of the former sheltered accommodation complexes. That maintenance provision, for which a service charge could be levied as part of the rent, would be a presence on site on a rotational basis to liaise with residents and assist them with minor maintenance tasks. If that was a feasible option tenants would be consulted on the proposal prior to its introduction.

In response to members’ questions officers advised that:

- one of the biggest challenges for officers from both the Housing Service and Community Support Services was to persuade people to attend social events etc. and see it as a way of improving their well-being and quality of life;
- the Council’s working relationship with Age Connect was proving extremely successful, it hosted the Community Navigator service, a service that was funded via the Integrated Care Fund (ICF). It was pleasing that the ICF funding for the Service had recently been confirmed for 2019/20.

At the conclusion of an in-depth discussion the Committee:

**Resolved: subject to the above observations –**

(i) to receive the information submitted and support the Housing Service and Community Support Services’ efforts in addressing the two improvement proposals in relation to Council tenants arising from the Wales Audit Office’s (WAO) Service User Perspective Review – Welsh Housing Quality Standard (WHQS); and
(ii) that an Information Report be provided to the Committee in the summer of 2020 following a ‘Review of the effectiveness of the new working model for Housing Officers’.
6 DRAFT FLEET MANAGEMENT STRATEGY

The Lead Member for Highways, Planning and Sustainable Travel introduced the joint report by the Principal Manager: Service Improvement and Fleet and the Fleet Manager which presented the Committee with the revised draft Fleet Strategy for the Council’s vehicle fleet. Copies of the report and draft strategy had been published and circulated in advance of the meeting. During his introduction the Lead Member emphasised the need for the Council to reduce its carbon emissions, but in doing so it was important that its fleet was fit for purpose to deliver vital services.

The Head of Highways and Environment advised that the default position would be, when replacing vehicles, not to automatically replace them with diesel vehicles. When a Service required to replace a vehicle it would need to consider replacing it with electric or alternative fuel vehicles in the first instance. If the Service was of the view that such vehicles would not be fit for the purpose for which they were required, they would then need to evidence the case why a diesel vehicle was the only suitable replacement. He emphasised that the Strategy related to how the Authority purchased and disposed of its vehicles and how that process fitted in and contributed towards the Corporate Plan, specifically to the work stream relating to reducing the Authority’s carbon emissions.

Responding to members’ questions the Lead Member, Head of Service, Principal Manager: Service Improvement & Fleet, and the Fleet Manager:

- confirmed that, as a pilot project, two electric vans had already been purchased for use by the Council’s Business Improvement and Modernisation Service. These would be brought into service once electric charging points were installed in the main office and depot locations;
- advised that for the foreseeable future charging points installed on Council premises would be restricted for use to charge Council vehicles only;
- reassured that work was currently underway on a regional basis with partners to explore who was interested in working with local authorities in relation to establishing an electric vehicle charging infrastructure across North Wales;
- confirmed that the Council currently purchased its vehicle and heating fuel via the national fuel framework. The contract for its provision had recently been out for tender;
- asserted that, whilst purchasing electric vehicles could contribute towards reducing carbon emissions from the Council’s fleet, driving techniques for all vehicles had a greater contribution to make to the carbon reduction agenda;
- assured that all Council vehicles were required by law to be equipped with Tachographs in order to monitor driver activity. Of the Authority’s 400 vehicles, all but approximately 15, the majority of which were school minibuses, were fitted with telematic systems. Schools were advised when enquiring on replacing minibuses to ensure that they were fitted with telematics systems;
- agreed that all new vehicles in future would be fitted with more detailed information systems which would detail driving techniques data and their impact on fuel consumption and carbon emissions etc.;
• emphasised that all vehicles currently had to meet European emission standards and that diesel was not as bad as media publicity portrayed it;
• advised that battery power technology was currently developing at an increasing rate;
• explained the reasons why Liquid Petroleum Gas (LPG) powered vehicles were not being considered for inclusion in the Council’s fleet, mainly because the majority of LPG vehicles were either hybrid or converted vehicles as manufacturers did not produce LPG only vehicles;
• advised that the Council procured its vehicles via a framework agreement, similar to the way it purchased its fuel;
• confirmed that when disposing of vehicles they were cleaned and valeted and all traces of names or logos were properly removed ahead of their sale;
• agreed that the Council did have a lot of vehicles on the road at the same time, whilst there was risk that this may be perceived by some as a waste of the Council’s resources all vehicles undertaking journeys at the same time were delivering specific services to residents and businesses from a very wide range of services i.e. Highways, Social Care, refuse collections etc.;
• advised that circa 90% of the work in commissioning vehicles for the Council’s use was undertaken by the Authority’s own Fleet Department;
• explained that consideration had been given to permitting staff and the general public to use the proposed 20 new electric charging points to be located at various Council run locations by the end of 2020/21, however it had been decided not to permit this for the foreseeable future. The reason being that if the Council’s own fleet of electric vehicles increased during this period the Authority could have to withdraw permission for staff and the public to use the charging points, which would damage the Authority’s reputation in the long-run;
• confirmed that the provision of vehicle charging points for public use was being considered as part of the Council’s draft Sustainable Travel Plan which was currently being drawn-up. This draft plan was scheduled to be presented to the Committee in early 2020 for consideration. Vehicle charging points would be available for public use at the car park that would be developed on the site of the former Post Office in Rhyl;
• clarified the role of the Corporate Hire Desk Facility;
• explained that the Council could not share ‘spare’ lorries etc. with neighbouring authorities as it had to hold an Operator’s Licence for every Heavy Goods Vehicle (HGV) it operated. Also, spare specialist vehicles such as gritting lorries were likely to be required by all authorities at the same time, due to the specific type of service they were used for delivering. It was however pleasing to report that the WG had recently purchased two gritting vehicles specifically for the purpose of keeping the A55 key travel route open on and around Rhualt Hill; and
• advised that it seemed unlikely at present that electric powered vehicles would be suitable to collect refuse, even under the proposed new waste and recycling model. Whilst electric vehicles were being developed for all types of purposes, at present it seemed more probable that larger vehicles may in future be powered by hydrogen.
The Lead Member for Finance, Performance and Strategic Assets undertook to raise with the Procurement Team whether there were any specific requirements under the procurement process - apart from Corporate Plan considerations - that when setting up a tendering process for replacing vehicles consideration should initially be given to purchasing electric vehicles, then alternative fuel vehicles ahead of vehicles fuelled by fossil fuels.

Members welcomed the proposed new strategy and its aims and ambitions. They also congratulated officers for producing a well written, clear, concise and easy to understand document.

At the conclusion of the discussion the Lead Member and officers, in response to the Committee’s request, agreed to include a reference in the Strategy to the fact that all vehicles would be fitted with tracking/telematics equipment for monitoring purposes to ensure that all vehicles are driven efficiently. It was therefore:

Resolved: - subject to the above observations and the inclusion of a section on fitting vehicle tracking and telematics equipment to Council vehicles to aid efficient driving practices, to support the Strategy’s adoption

At this juncture the Committee became inquorate but continued to transact its business on an informal basis.

7 STREET NAMING AND NUMBERING POLICY

The Head of Business Improvement and Modernisation introduced the Street Naming and Numbering Officer’s report (previously circulated) which provided the Committee with the current Street Naming and Numbering Policy. The report sought members to review and determine whether any changes were required to the policy.

Members were advised by the Street Naming and Numbering Officer that the policy had been adopted in 2014, with the latest amendments to it being approved, via a Lead Member Delegated Decision, in August 2018. The Policy stipulated that all new street names in Denbighshire should either be Welsh or bilingual. It was important that street names were consistent with the local heritage for the area and clear for the purpose of property location for deliveries and emergency services’ purposes. Of the 20 street names approved in recent years 18 had Welsh only names, with the remaining 2 having bilingual names.

Responding to members’ questions officers:

- advised that where English only street/road names were currently shown on signs, they would not be replaced with bilingual ones until such time as the signs were broken/required replacing due to the additional costs involved. If town and community councils were willing to fund the costs of new signage, the Council would replace the English only ones with bilingual signs;
confirmed that where bilingual names existed it was Royal Mail’s policy to publish the English version of the address and hold the Welsh version in the background;

explained that, whilst the policy discouraged the practice of naming streets after specific individuals, alive or deceased, the Authority had permitted the naming of six new streets in Rhyl after local servicemen killed in action. As the Town Council had put forward the names of a total of eight local service personnel killed in action, the names of the next two streets to be built on the development would bear the remaining two servicemen’s names;

affirmed the latest addition to the list of approved names that could be used was ‘Cae’;

advised that whilst postcodes were useful when attempting to locate the area where a property was located, as they covered quite a large area having easily identifiable street names was helpful when narrowing the search down for a specific property, particularly for the emergency services and for delivery purposes;

confirmed that the local authority had the final decision on the naming of a street or road; and

agreed that all street names should be displayed in a standard format and a standard font size. If this was not adhered with members should raise the matter with the Council’s Highways Service.

Members queried a number of anomalies or inconsistencies within the Policy. Amongst these were the following:

- **English version - Section B:** paragraph 2 ‘mead’ should read ‘mede’;
- **no direct translation of ‘cae’ included in the English version;**
- **Welsh version – Section B:** paragraph 2 ‘heol’ should be included as it did exist in local street names already;
- **Section B:** paragraph 2.2 – the prohibition of the use of the definite article ‘The’ in English and consequently of ‘Y/Yr’ in Welsh did cause a problem in Welsh as the definite article (‘y fannod’) was a requirement in Welsh as a prefix to certain names;
- **Section B:** paragraph 2.4 – the use of North/East/South and West needs to be revisited as the meaning may not always be clear in the Welsh version;
- **Section D:** paragraph 3.3 in both English and Welsh versions the reference to “between 2013 and 2016” needs to be updated/deleted; and
- **Section D:** paragraph 4.1 in both Welsh and English versions – names of partner organisations need to be updated to reflect current official titles e.g. North Wales Fire Service should read North Wales Fire and Rescue Service, Dee Valley Water should be replaced with Hafren Dyfrdwy.

The Committee was of the view that the policy would benefit from a thorough review to ensure it was up to date and contained no inconsistencies. Members therefore:

**Recommended:** - that officers having regard to the above observations –

(i) undertake a thorough review of the Street Naming and Numbering Policy;
(ii) that as part of the review the Council’s Welsh Language Steering Committee is consulted on its contents and the accuracy of the draft policy; and
(iii) that the revised draft Policy is presented to Performance Scrutiny Committee in the autumn of 2019 for consultation prior to being submitted to Cabinet for approval and adoption

8 SCRUTINY WORK PROGRAMME

The Scrutiny Co-ordinator introduced the report (previously circulated) seeking Members’ review of the Committee’s work programme and providing an update on relevant issues.

A copy of the “Member’s proposal form” had been included in Appendix 2. The Scrutiny Co-ordinator requested that any proposals be submitted to herself. The Cabinet Forward Work Programme had been included as Appendix 3, the table summarising recent Committee resolutions, advising on progress with their implementation, had been attached as Appendix 4.

The Scrutiny Coordinator highlighted the Performance Scrutiny Committee meeting scheduled for May only contained one agenda item – the Corporate Risk Register.

With the Committee’s consent it was agreed that unless any items were, in the meantime, agreed for the Committee’s examination that the Corporate Risk Register in May would be deferred to June’s meeting and May’s meeting would subsequently be cancelled.

Resolved that subject to the above the Forward Work Programme be approved.

9 FEEDBACK FROM COMMITTEE REPRESENTATIVES

Councillor Ellie Chard reported that she had attended the Education Service Challenge lines of enquiry meeting and was due to attend a further meeting in April.

Meeting concluded at 12:35pm
1. What is the report about?

1.1 Every Statutory Director of Social Services in Wales is required to produce an annual report which summarises their view of the effectiveness of the authority’s social care services and priorities for improvement.

1.2 A draft annual report for 2018-2019 is attached at Appendix I. The report is intended to provide the public with an honest picture of services in Denbighshire and to demonstrate a clear understanding of the strengths and challenges faced.

2. What is the reason for making this report?

2.1 To enable Members to scrutinise the draft annual report prior to it being submitted to the Care Inspectorate Wales (CIW).

3. What are the Recommendations?

That Members consider whether:

3.1 the report provides a clear account of performance in 2018-2019; and

3.2 the report raises any performance issues/concerns that require further scrutiny.

4. Report details

4.1 Overall, the report shows that Denbighshire County Council continues to provide good quality social services for children, adults and carers, and that we achieved some excellent performance in areas that are important to our communities. We also continue our transformation of social services in response to the challenges posed by reducing public sector funding at a time of increasing cost pressures, and the demands of the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016.
4.1.1 **Highlights of Key Achievements included in the report**

- Continuing to develop a shared understanding and language regarding corporate safeguarding responsibilities. The corporate Safeguarding Plan has focused on delivering mandatory training across the Local Authority via an E-Learning Module.
- Over the last 12 months we have widened the Collaborative work with partner agencies and widening the remit of Child Sexual Exploitation (CSE) Panels which has seen us work more collaboratively with the police.
- Single Point Of Access (SPoA) has continued to evolve and adapt throughout the year and we have established a Well Being Information point in Ysbyty Glan Clwyd.
- We have established 2 Community Resource Teams and have another 2 coming on stream during 2019/2020. We are on our way to achieving our joint vision, with Betsi Cadwaladr University Health Board (BCUHB) for the provision of comprehensive, flexible and responsive community services.
- The Reassessment project has had positive results in ensuring that every citizen who is in receipt of a care and support package is reviewed in line with the Social services and Well-being Act and are achieving the outcomes that matter to them.
- Our peer forums, reflective practice, workshops and direct payments are helping to unlock the creativity in staff. Our asset based approach across our whole adult service has led to a drop in the number of citizens requiring council funded care and support.
- Homelessness prevention Lived Experience Advisory Board has been established, whereby citizens have been offered, and will continue to be offered, training to build capacity and take full ownership of the group and have a clear voice in homelessness prevention planning in Denbighshire.
- We now have a Homelessness Navigator based within Rhyl Jobcentre Plus who is supporting citizens at the point of their engagement with the Job Centre.
- We have developed a landlord offer to increase and improve suitable temporary accommodation for those households experiencing homelessness.
- Having secured funding from the Integrated Care Fund we have held Dementia training, which has been opened up to partners, internal and external to the Council.
- Working Denbighshire has actively engaged with NEWCIS and the Supporting Carers Project and are supporting those carers who wish to find employment.
- A disability wellbeing navigator has been employed by our Children’s Services to support parent carers.
- Children’s Services have successfully implemented a range of regionally agreed documentation in accordance with the Social Services and Well-Being Act 2014.
- We have integrated Families First and Flying Start into one service under a new management team, continuing to receive positive feedback.
- The Children with Disabilities Team has transformed to incorporate a single unit to support children with disabilities and life limiting illness across the range of need from Early Intervention to acute statutory interventions. This approach recognises that both the child and carers needs and circumstances will change over the course of childhood and the desire of both children and parents to have consistency of support from a single service.
- Strengthened our links with families who elect to home educate their children, developing with Library Services to access resources, utilising Leisure Service to provide opportunities for families and supporting pupils back into school or for 14-19 year olds into employment or training, if that is appropriate.
4.2 The report also identifies a number of areas where we aim to further improve performance and the plans we have in place to address these issues.

4.2.1 Highlights of Areas for Further Work included in the report
- Increase capacity (in house and third sector) for preventative services to support greater number of carers coming forward for support as a direct result of the Supporting Carers in Denbighshire Project.
- To implement and embed recommendations and actions from the Welsh Government’s Measuring the Mountain Initiative.
- Actively work towards a Dementia Friendly Denbighshire County Council.
- To conclude our review of the roll out of Support Budgets, developing processes and guidance from lessons learned; embedding a positive risk taking approach; and work closely with our partners and providers to ensure that our citizens have full choice and control over their care and support needs.
- Children’s Services will continue with their implementation of revised practice and processes in line with Social Services and Well-Being Act 2014. Children’s Services are currently reviewing a range of operational functions to ensure value for money and leaner systems.
- We will continue to develop and implement our Community Resource Teams, learning from our established teams and introducing new Teams in Denbigh and Prestatyn. Developing a more seamless health and social care service within Denbighshire should help us to reduce the number of delayed transfers of care from hospital.
- Within our mental health services we will be developing a learning programme with a recovery and wellbeing approach where sessions are held in appropriate and accessible settings in the community as a means of efficiently and economically delivering low level services. The Denbighshire Learning Partnership has been established to support this development and we are currently exploring areas of good practice through the North Wales Learning for Wellbeing Network.
- The Heads of Service Group are developing a Multi-Agency Policy and Practice Guide, to compliment the National Guidance and support its application across North Wales. This will include an information sharing protocol, agreed distinction between children being reported as missing and a child being reported as absent, and clarity on the shared purpose of Return Home Interviews and appropriate multi-agency response.
- Review and enhance access for Looked After Children (LAC) and Care Leavers in Denbighshire with the opportunity to participate in a local authority work placement and/or traineeship scheme.
- To develop a 2/3 day residential placement for a total of 40 LAC which will involve Life Skills e.g. cooking, budgeting/finances, employment, mental wellbeing and social interaction/skills.
- To implement any learning and/or recommendations from the Care Inspectorate Wales (CIW) recent inspection.

5. How does the decision contribute to the Corporate Priorities?

5.1 The report specifically relates to our contribution to delivery on the following two corporate priorities:
- Everyone is supported to live in homes that meet their needs; and
• The Council works with people and communities to build independence and resilience.

6. **What will it cost and how will it affect other services?**

6.1 The production and publication of the report itself does not cost anything (except for officer time), and does not impact on other services. The future plans and actions identified for social services within the report will be delivered within existing budgets. However, some of the themes covered by the report, e.g. supporting independence and enhancing wellbeing, are corporate agendas rather than the responsibility of social services alone. For the Council as a whole, this will mean ensuring that all our services, for example housing, highways, planning, environmental services and leisure, are designed to optimise independence.

7. **What are the main conclusions of the Well-being Impact Assessment?**

7.1 The annual report itself does not require a Well-being Impact Assessment because it provides a retrospective evaluation of performance during 2018-2019, and the publication of the report has no potential impact on future generations. However, Well-being Impact Assessments will be undertaken in relation to any future plans or development of services which have been mentioned within this annual report, as and when required.

8. **What consultations have been carried out with Scrutiny and others?**

8.1 Feedback from service users and carers about our services forms part of our existing quality assurance system and as such has contributed considerably to the development of this report.

8.2 As with usual practice, the draft report will be circulated to partners (e.g. health, 3rd sector) for comment, prior to publication.

8.3 The draft report has been considered by officers within Community Support Services and Education & Children’s Services.

8.4 The draft report is due to be put onto the County Conversations Portal for public consultation by 17th June 2019 for 2 weeks.

9. **Chief Finance Officer Statement**

9.1 The cost implications of any emerging issues in the annual report must be considered within the context of the council’s wider budget position and Medium Term Financial Plan.

10. **What risks are there and is there anything we can do to reduce them?**

10.1 There is a detailed risk register for both Community Support Services and for Education & Children’s Services. As this is a report about Social Services in Denbighshire, any risks associated with the issues covered by this report (and actions to mitigate and manage them) are captured in the service risk registers.
11. **Power to make the Decision**

11.1 Statutory Guidance (including the requirement to publish an annual report) is issued within the Code of Practice on the Role of the Director of Social Services under Part 8 of the Social Services and Well-being (Wales) Act 2014.

11.2 Section 7.4.2(b) of the Council’s Constitution outlines Scrutiny’s powers with respect of reviewing and scrutinising the Council’s performance in relation to policy objectives.

**Contact Officer:**
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Section 1. Introduction

Denbighshire County Council’s Director of Social Services Annual Report demonstrates how we have promoted well-being and accounted for the delivery of well-being standards under the requirements of the Social Services and Well-being Act 2014 and Regulation and Inspection of Social Care (Wales) Act 2016. Within the report we will clearly lay out the improvement journey we have taken in providing services to those citizens who have accessed information, advice and assistance and those individuals and carers who receive care and support across Denbighshire.

Within the report which we will provide an evaluation of Denbighshire County Council’s performance in delivering social services functions over the last year. In producing this report we have engaged with a range of key stakeholders including citizens who have shared their experiences of receiving care and support from our Social Services and partners who have helped us deliver that support.

We will explain how we have achieved the Welsh Government’s 6 quality standards for well-being outcomes:-

1. Working with people to define and co-produce personal well-being outcomes that people wish to achieve

2. Working with people and partners to protect and promote people’s physical and mental health, and emotional well-being

3. Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

4. Supporting people to develop safely and to maintain healthy domestic, family and personal relationships

5. Encouraging and supporting people to learn, develop and participate in society

6. Protecting and safeguarding people from abuse, neglect or harm
Section 2. Director’s Summary of Performance

Nicola Stubbins
Corporate Director for Communities and Statutory Director for Social Services
Section 3. How Are People Shaping our Services?

Feedback from People Using Our Services
Within Denbighshire the citizen remains at the heart of our services and we strive to engage people wherever we can when shaping, developing and reviewing services. We take many different approaches, from ensuring the citizen is fully engaged when agreeing care and support needs, through to helping us recruit our staff and providing feedback, either through our compliments and complaints procedures, our annual survey or through general discussion with a wide range of staff and elected members.

Since 1st April 2018 11,000 referrals for information, advice and assistance were made to our Single Point of Access (SPoA). Having contacted SPoA for information, advice and assistance 2300 citizens received an assessment, which resulted in 25% of citizens then receiving a package of care and support.

Have Your Say Survey
During Autumn 2018 we completed our annual Have Your Say Survey. 266 citizens who had received support from our Adult Services completed and returned the questionnaire. 24 children/young people and 41 parents responded from our Children’s Services.

We are pleased to see that we had more positive responses compared to our 2017 survey for carers who felt they had been treated with dignity & respect and that they felt safe. However we saw a drop in the number of carers who were happy with the support they have had and who feel supported to continue

For adults who have received services we are pleased to report that we have seen an increased number of adults say that they are happy with their quality of life and feel safe, as well as feeling they had the right information and advice. We did however see a drop in numbers of those adults knowing who to contact about their care.

95% of parents stated they were actively involved in all decisions about how their child/children’s care and support was provided.

Of those 16 /17 year olds who took part in the survey 100% said they had received help, advice and support to prepare them for adulthood.

However only 71% of children surveyed said they were happy with the people they live with.

We are in the process of developing an action plan to address the areas of the survey that indicate we need to improve and as part of that work we recently received feedback on our services from two carers in Denbighshire – see their interview on Page 22.

Complaints, Representations, Concerns & Compliments
During 2018/19 we recorded 51 complaints – 34 involving adults’ services and 17 involving children’s services. This is slightly up on 2017/18 (47 complaints) and down on 2016/17 (68 complaints). We received an increased number of complaints regarding Homelessness Prevention and overall the highest category of complaints was staff behaviour. All complaints were dealt with within expected timescales and 55% were either upheld or partially upheld. Additionally we handled 52 concerns (91 last year) that we were able to resolve informally

We have provided training to both Adults’ and Children’s Services staff to gain additional skills to manage citizen’s expectations of the Service and understand how to deal with conflict. Approximately 24 staff attended sessions in Q4, and sessions are planned throughout 2019/20.
One complaint during 2018/19 has identified a service improvement/lesson learned, which is the need to ensure that a Secondary Officer is identified at the beginning of the complaint investigation as a fall-back should any difficulties arise. This is due to a complaint being late through no fault of the Investigating Officer.

Over the last 12 months we have seen a significant increase in the number of compliments received going up from 222 in 2017/18 to 324.

Below are various ways in which we have engaged citizens to help shape our individual services within both Community Support Services and Children’s and Education Services -

- **CESI (Community Equipment Service)** – during 2018/19 this service has engaged with over 2500 citizens to provide a range of equipment and assistive technology. Through our citizen feedback process we have received 100% positive feedback

- **Homelessness Prevention Team** – co-production is now embedded into all of our service development. We worked with citizens and project staff to develop and deliver our first co-produced annual Homelessness Prevention Event, ‘Homes and Hopes’. The day was extremely well attended by both citizens and staff, with each session of the day having everyone working together to showcase what matters, and raise awareness of key issues in homelessness prevention. The learning from the planning and event has fed into the Supporting People/Homelessness Prevention Local Commissioning Plan 2019-22. Citizens are also involved in developing awareness raising / staff training, focussing on the understanding diversity, empathy and compassion within homelessness.

Citizens were also engaged in other ways to inform the content of this Plan, including through a number of formal and informal consultation exercises. Citizen feedback has helped the Homelessness Prevention Team to reflect on practice and help staff recognise the impact of their practice. This has included a commitment made to develop more psychologically informed paperwork/processes within the homelessness prevention service. One outcome of this has been that the statutory assessment form was reviewed by a group of citizens and frontline staff, and has now been replaced by a ‘what matters’-focused conversation.

Citizens were heavily involved in our recent review of emergency, temporary accommodation through Imogen Blood & Associates and the recommendations from that report are currently being actioned.

- **Learning disabilities** – we collate the findings from each person centred review and from this we identify how best to respond and we develop an action plan. This is done jointly with citizens.

We have rolled out an enablement project for people with Learning Disabilities, Autistic Spectrum Disorder and Acquired Brain Injury. This service aims to develop individual skills in increase
independence and reduce the reliance on statutory services.

We work alongside an Occupational Therapist to complete a functional assessment and then identify what support is required to meet a specific outcome. We then develop a personal action plan for the individual reducing the intensity of support as skills develop.

We continue to co-produce new approaches including the use of personal support budgets, 24 hour supported living projects and are currently developing new models of support such as own front door, outreach, etc.

Based on feedback from citizens and their families, we have continued to develop the hub approach to supporting citizens, parents and other partners. We have three hubs addressing the need for multi-disciplinary assessments for new referrals, existing citizens and those in community living and their support agencies and carers.

We continue to develop services in response to the findings of the Person-Centred reviews and are reviewing the “working together for change” action plan in each Person-Centred Plan meeting, a group which is attended by partners and citizens from a number of backgrounds.

The group formerly known as the Strategic Planning Group has been renamed as the Denbighshire Participation group and the purpose of that group has been redefined. In future the group will look at specific issues and feed into developments on that basis. The agenda will be planned in advance and time will be allowed to plan participation events. The first event is planned to look at the review of work opportunities services.

We have involved individuals and their families in the development of service specifications and tender questions for new community living schemes. This includes working with individuals, staff and families to identify important outcomes

- **Carers** - We have set up a corporate project ‘Supporting Carers in Denbighshire’ with the overarching objective to ensure all Carers in Denbighshire are well supported. The project covers all ages including Parent Carers and Young Carers. The priorities of the action plans have been directly derived from a county conversation exercise, surveys results from adult family carers and our annual Have Your Say Survey.

We are currently setting up a project on the Denbighshire County Council website to facilitate engagement as part of the Supporting Adult Carers Project. The aim is to gather views and comments from interested carers in relation to the project objectives to help shape future actions.

We celebrated Carer’s Week (June) Carers Rights Day (November) and Young Carers (January) by promoting events in connection with partner organisations. There is an established and active carer’s strategy group in Denbighshire and carers living in Denbighshire are also involved at a regional level as part of the carer’s reference group that feeds into the Regional Partnership Board.

Working closely with Age Connects we have asked older people what matters to them and responded to these requests. In discussions in forums around the county, carers have told us that traditional respite does not work for them. They want the opportunity to do the leisure activities they used to enjoy, in a safe space to give them a break.
The most common activity older carers missed was gardening, as a result Age Connects have set up ‘Perennials’ in which carers can go with the person they care for to garden at the Tweedmill retail outlet in St Asaph. Whilst there the carer can take a break for a coffee or a snack and to share experiences with other carers.

During the last 12 month a local carer was involved in the recruitment of the new Commissioning Officer for Carers and we had a Denbighshire Carer involved in the Welsh Government ‘Moving the Mountain’ project which is due to be launched during 2019.

Moving forward, we have explored citizen participation during our recent Social Worker peer forums, and have identified other carers who may be happy to support us in the future. We all agree that their input is vital if the support we provide is going to make a positive difference to the citizens and carers we support’.

- **Talking Points** – On 7th March 2019, Denbighshire Talking Points held its annual Pause & Review event providing staff, citizens and 3rd sector organisations the opportunity to share their thoughts and experiences to help plan the next stage of the journey towards delivering a more person centred, community based service to citizens, in partnership with our local communities.

  Supported by the National Development Team for Inclusion (NDTi), the emphasis was to spend the day reflecting on how far we have come in achieving our goals, explore successes and challenges and develop a clear plan as to where we want to be heading.

  During the day we heard an update on the current status of Talking Points/Community Led Conversation (CLC) work in Denbighshire, reflected on how far we have come in achieving our original plan, explored successes and challenges, and thought about what this tells us, as we embark on the next stage together.

- **Older People** – wherever possible we encourage the involvement of and seek feedback from our citizens, especially those who are or have accessed our services. This ongoing engagement and feedback allows us to continuously improve our services to ensure they are meeting the needs of our citizens and that the residents of Denbighshire are instrumental in shaping services.

- Recently we have been able to involve local citizens in the recruitment of new posts for Dementia Support Workers and the training of staff.

  “In my opinion, Joyce and Jim brought a new dimension to the interview process, with their wealth of knowledge and real life experience. It provided a 2 way learning process for the panel, in learning more about the experience of living with early onset dementia, and for Joyce and Jim in learning more about our social services processes and community opportunities. They were brilliant at helping to draw out the emotional intelligent skills of our interviewees. It was a long two days, having had an excellent response to our Advert. Joyce and Jim kept our spirits up with their narratives and humour and even brought us cakes to enjoy with our coffee!” Deputy Team Manager, Prestatyn Community Resource Team
• **Children’s Services** — During the last year we have reviewed and updated all consultation documents allowing us to ensure that we capture voices of children and young people at LAC Reviews and Child Protection Conferences. The young people are encouraged to complete the consultation forms in advance of Child Protection Conference and LAC Reviews particularly if they do not want to attend them. This enables conference members to hear things from the young person’s perspective and sometimes when discussing concerns the voice of the young person can be missing.

We also utilise specific surveys to seek the views of children, young people, parents or carers that have been supported by our service, in relation to the impact the support has had, how they were involved and any suggestions for improvements, this includes safeguarding.

• **KIC Club (Kids in Care – Young People’s Forum)** is for Denbighshire’s looked after young people aged 8 to 15 who live with foster carers to meet each other, share their experiences, say what is going well and what they would like to change and feedback from members is that they enjoy and value the sessions.

During the year activities for the KIC Club have included an Art Workshop from a local artist, a Street Dance Session and a Development Officer from Children in Wales facilitated a session on Children’s Rights.

A local Rotary Club have presented the club with a cheque to help fund their Summer activity and the Business Development Officer attended one of their meetings to thank them for their kind contribution and to show them what the money has gone towards.

Representatives from the Care Inspectorate Wales attended the Foster Carers Coffee Morning in September 2018 and an informal session with 5 members of the KIC Club to gain their views and experiences of the Fostering Services and about the care and support they’ve received. Their views along with other young people and carers in Wales will be featured in a national report published later in the year.

We continue to involve services users and young people in our recruitment process, including this year interviews for the advocacy tender and the Young Persons Positive Pathway Co-ordinator interviews.
Section 4. Promoting and Improving the Well-being of Those We Help

a) Working with people to define and co-produce personal well-being outcomes that people wish to achieve.

This is what we said we would do

- Support our citizens to have more choice and control over the packages of care and support to help them achieve the outcomes that matter to them, by rolling out our Support budget model to citizens receiving a new package of care and support.
- Engage both adults and carers who currently receive services, through a peer forum to help shape services and focussing on those areas within our annual Have Your Say survey where we have not scored as well as we would have liked e.g. I can do the things that are important to me
- Continue with the development of our Single Point of Access (SPoA) focussing on: establishing a robust quality assurance framework; improving joint working with the hospital and community based health and social care services; and making SPoA more accessible to support GP practices and promote public health messages.
- We will fully implement the new regionally agreed templates for assessments and care and support plans and embed and new service pathways within our existing case management systems in Children’s services.
- Towards the end 2017 we initiated a project to build new referral, assessment and care and support plan templates into our current case management database to further reinforce the shared culture of working with people to co-produce solutions to their problems. We will build on this during the next 12 months.
- Children’s services will become fully compliant with guidance and the spirit of the Social Services and Wellbeing (Wales) Act establishing a shared understanding across all partner agencies.

This is what we have done and achieved

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<tr>
<th>Percentage</th>
<th>Description</th>
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<tr>
<td>84%</td>
<td>84% of adults felt involved in decisions about their care &amp; support</td>
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<tr>
<td>77%</td>
<td>77% of carers said they were involved in decisions about their cared for person’s care &amp; support, but only 69% felt involved in decisions about their own support</td>
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<tr>
<td>82%</td>
<td>82% of children and young people said that their views about their care and support have been listened to</td>
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<tr>
<td>96%</td>
<td>96% of children and young people know who to speak to about their care and support</td>
</tr>
<tr>
<td>88%</td>
<td>88% of children had their assessments completed within statutory timescales</td>
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Throughout 2018/2019 we have continued to support Citizens to have more choice and control by promoting Support Budgets and Direct Payments, with a range of options depending on the amount of involvement the individual wishes to have in planning and control. An example of the difference a support budget can make is the story of Martha and her daughter:

We are fully committed to rolling out Support Budgets as our default offer and that is why, in response to staff, we have embarked on a review of the processes and practices that underpin the roll out. We want staff to be confident in offering Support Budgets but recognise that some of our current processes are challenging.

Last year we asked people who responded to our Have Your Say survey if they would like to participate in an engagement group, but there was not enough take up to progress this idea. Instead we have engaged with existing fora to try to identify key areas to work on. This engagement is ongoing.

**Single Point Of Access (SPoA)** has continued to evolve and adapt throughout 2018 and this will continue as our Community Resource Teams co-locate and develop integrated working practices such as introducing shared referral points. SPoA will remain as our first point of contact to provide Information, Advice and Assistance to the citizens of Denbighshire. In January 2019 we decided to strengthen the links between SPoA and the Step Down Team, a small countywide team that focusses on hospital discharge. We believe this model where focus is on Information, Advice, Assistance, prevention, coordination and facilitating discharge, will strengthen the service we provide.

This year we have also established a Well Being Information point in Ysbyty Glan Clwyd, which is supported by our SPoA Well-being Coordinator. It means that our Hospital colleagues can signpost patients to the Information Point, in recognition that social prescribing will be of benefit to the patient. Having the information point strengthens and supports the work of the Hospital Patient Advice and Support Service (PAS) which provides information and support to patients and their visitors. PAS will also be able to identify patients who will benefit from the Well-being Point and signpost them accordingly.

To improve quality assurance a robust review of SPoA operations has started, namely in recognition of the increased volume of work demanded of SPoA. Part of this review will include ensuring that we have an operational model that is efficient and effective and our Information Technology is fit for purpose. We will continue our engagement with GPs across the County, which has seen our Community Navigators increase their presence in GP practices and GPs making appointments for patients in our community based Talking Points.

Martha’s outcome was ‘for my daughter and son-in-law to be able to go on holiday or to go the cinema’ Martha was in residential care and wanted to go home to live with her family. She requires support throughout the day and night, her daughter is willing to support but needs help. Following discussion a support budget was put in place to employ personal assistants. A truly personalised care and support plan was produced, clearly setting out ‘how’ and ‘when’ support should be provided e.g. ‘I love my tea. Please offer me first thing in the morning as this gets me moving.” Both Martha and her daughter found the experience of developing a care plan really positive.
Advocacy - Overall referrals to our advocacy services, during the last 12 months, have remained more or less constant and we have invested in initiatives to raise awareness of these services and what they can offer, working with the Older Person’s Commissioner and Golden thread advocacy project. We have had few referrals for under 65s but this service is out to tender.

Children’s Services have successfully implemented a range of regionally agreed documentation in accordance with the Social Services and Well-Being Act 2014 i.e. we have continued to work with partner agencies in a variety of forums to ensure a shared understanding and commitment to the spirit of the Act.

In the last year we have integrated Families First and Flying Start into one service under a new management team. We continue to receive positive feedback regarding communication between the services commissioned by Families First and the families they support.

The ‘team around the family’ approach promoting collaboration and co-production to resolve problems and increase resilience has been promoted across early intervention and prevention teams, has resulted in a high (fig) percentage of cases closed with a positive outcome.

**This is what we still have to do**

| 84% of adults know who to contact about their care – 87% last year |

- To conclude our review of the roll out of Support Budgets, developing processes and guidance from lessons learned; embedding a positive risk taking approach; and work closely with our partners and providers to ensure that our citizens have full choice and control over their care and support needs.
- We will continue to adapt and improve SPoA in line with the development of Community Resource Teams and to ensure we have a fully competent team to deliver good quality Information, Advice and Assistance to the citizens of Denbighshire.
- Children Services will continue with their implementation of revised practice and processes in line with Social Services and Well-Being Act 2014. During the next 12 months focus will be given on identified training needs including; collaborative conversations and assessing eligible needs being the priority for 2019.
- In addition Children’s Services are currently reviewing a range of operational functions to ensure value for money and leaner systems. These individual projects have their own terms of reference and are chaired by officers from across the service.
b) Working with people and partners to protect people’s physical and mental health and emotional well-being.

This is what we said we would do

- Having developed a co-located community resource team (CRT) in Rhyl during 2017-18, we will be working towards a further 3 integrated CRTs across Denbighshire with our colleagues from BCUHB in order to deliver seamless health and social care support to the adults of Denbighshire.
- We will be completing a review of the Adult Day Services within the Mental Health Service to ensure they are fit for purpose and are modernised in line with new legislation.
- We will continue with the planned development of extra care housing in Denbigh and Ruthin and the externalisation of our in-house provision, including Dolwen Residential Home.
- In response to the Additional Learning Needs Transformation Programme we are reviewing our structure for supporting children with complex needs due to disability or ill health and will be developing a new team of staff from social care, early intervention, transition and independence support and the statutory Education Service for Additional Learning Needs to provide an integrated response to supporting families throughout the full year and across their home, social and school life.
- Review our structure for supporting children with complex needs due to disability of ill health to deliver a more integrated response for families and ensure that we are compliant with both the Social Service and Wellbeing (Wales) Act and Additional Learning Needs and Education Tribunal (Wales) Act

This is what we have done and achieved

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<th>Percentage</th>
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<tr>
<td>86%</td>
<td>Adults said they live in a home that best supports their well-being – 82% last year</td>
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<tr>
<td>89%</td>
<td>Adults were happy with their care &amp; support – 87% last year</td>
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<td></td>
<td>The average age of adults entering residential care homes (excludes nursing) is now 83, compared to 88 at the start of the last financial year.</td>
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<tr>
<td>62%</td>
<td>Adults who completed a period of re-ablement either have a reduced or no package of care and support 6 months later</td>
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<tr>
<td>43%</td>
<td>Looked After Children were registered with a dentist within 3 months of becoming Looked After.</td>
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<tr>
<td>100%</td>
<td>Looked After Children were registered with a GP</td>
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We have established 2 Community Resource Teams in Denbighshire and have another 2 coming on stream during 2019/2020. We are well on our way to achieving our joint vision, with Betsi Cadwaladr University Health Board (BCUHB) for the provision of comprehensive, flexible and responsive community services.

The Community Resource Teams are made up of District Nurses, Community Nurses, Specialist Nurses, Social Workers, Occupational Therapists, Physiotherapists, Social Care Practitioners and Community Navigators.

For the citizens of Denbighshire, Community Resource Teams means they will be receiving seamless health and social care support. Following initial assessment and understanding ‘what matters’ to the individual, the right professional will support at the right time to keep our citizens independently living at home as long as possible.

During 2018 we completed a review of our Mental Health Day Centre in Denbigh, which resulted in its closure. The small number of individuals who used to attend the centre are now accessing various community resources. We have also started a review of our day services in Rhyl to ensure we are delivering services that meet the needs of our citizens.

Awel y Dyffryn, the new Extra Care Housing facility in Denbigh is now under construction and should be completed by Autumn 2020. This will provide 71 units of accommodation – 51 units of extra care housing for older people, 12 units of general needs accommodation for older people and 8 units of supported housing for adults with complex disabilities.

Joint working continues with Grwp Cynefin around the development of Llys Awelon in Ruthin to increase the capacity from 21 units of extra care accommodation to more than 50 units.

Over the last 12 months we have seen Hafan Deg Day Centre in Rhyl outsourced and is now run by KL Care. Activities now include pamper sessions, computer classes and gardening and services have increased to include a laundry service and a luncheon club.

We conducted a tendering exercise for the outsourcing of Dolwen Residential Home in Denbigh, but we did not receive enough interest to complete this. Currently discussions are ongoing with partners including Betsi Cadwaladr University Health Board to look at the health and social care needs for the town. This partnership approach will ensure any new developments will provide sustainable health and social care solutions for at least the next 25 years.

A review is currently being undertaken of our Learning Disability Day Services and Work Opportunities with a report due in the early summer 2019.
In the past year the Children with Disabilities Team has transformed to incorporate a single unit to support children with disabilities and life limiting illness across the range of need from Early Intervention to acute statutory interventions. This approach recognises that both the child and carers needs and circumstances will change over the course of childhood and the desire of both children and parents to have consistency of support from a single service. As a result families are not being referred between teams when their situations change and can access an appropriate level of support within a single familiar team.

During 2018/19 Families First has mobilised the newly commissioned Family Life Skills service, delivered by Barnardos Cymru and has supported 472 individuals. The service supports families to develop the skills and confidence to look after their own well-being. The service is supporting families to promote good family relationships, look after their children’s health, promote positive parenting skills, prevent risky or damaging behaviour, financial literacy and management skills, live in good homes, and to work well with schools and colleges.

**This is what we still have to do**

| 84% of adults felt involved in decisions about their care & support – 85% last year |
| Adults experiencing a delayed transfer of care from hospital (cumulative) has risen to 1.95 from 0.61 over the last 12 months |

- We will continue to develop and implement our Community Resource Teams, learning from our established teams in Rhyl and Ruthin and introducing new Teams in Denbigh and Prestatyn. Developing a more seamless health and social care service within Denbighshire should help us to reduce the number of delayed transfers of care from hospital.
- Within our mental health services we will be developing a learning programme with a recovery and wellbeing approach where sessions are held in appropriate and accessible settings in the community as a means of efficiently and economically delivering low level services. The Denbighshire Learning Partnership has been established to support this development and we are currently exploring areas of good practice through the North Wales Learning for Wellbeing Network.
- We will implement the findings of the Learning Disability Day Services & Work Opportunities review.
c) Protecting and safeguarding people from abuse, neglect or harm

This is what we said we would do

- Ensure consistency of approach by all designated lead managers (DLMs)
- Ensuring Safeguarding is everyone’s business
- Developing quarterly lessons learned reports which will be shared across all of Community Support Services
- Review and develop our Return Home Interview system to better manage potential criminal and sexual exploitation of children
- Aim to work with Police to respond to challenges and risks posed to children and young people in Denbighshire by organised crime and gang activity
- Focus on how we recruit and retain staff in an environment of increasing complexity and decreasing resources (See our workforce development section on page 26)
- Continuing to ensure that schools effectively undertake all aspects of safeguarding responsibilities, particularly in relation to site safeguarding.

This is what we have done and achieved

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>83% of carers said they feel safe – 71% last year</td>
<td></td>
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<tr>
<td>75% of adults said they feel safe – 73% last year</td>
<td></td>
</tr>
<tr>
<td>3% of re-registrations of children on local authority child protection register</td>
<td></td>
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<tr>
<td>The average length of time for all children who were on the child protection register during the year</td>
<td>253.05 days</td>
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</table>

Ensuring Safeguarding is everyone’s business has seen a variety of actions and processes being embedded into practice over the last 12 months. This includes:-

- Continuing to develop a shared understanding and language regarding corporate safeguarding responsibilities. The corporate Safeguarding Plan has focussed on delivering mandatory training across the Local Authority via an E-Learning Module - Safeguarding & Violence Against Women. The Training has been completed by all staff in Community Support Services and Children’s Services.
- Quarterly process meetings being held with Designated Lead Managers (DLMs) which also includes a focus on good practice in the form of discussion about individual case studies. External speakers from partner organisations such as Police and Health are also invited.
- DLMs have also been involved in completing the quarterly audits of safeguarding cases.
- Safeguarding is highlighted throughout the business of adult services ensuring it is included in all work streams e.g. review of Individual Care and Support plans and Support Budgets. It is also a standing item on management meetings.
- Summaries of lessons learnt and/or action plans from Adult Practice Reviews / Quarterly Audit Reports are also discussed in management and team meetings with any relevant actions / learning implemented.
Over the last 12 months we have widened the Collaborative work with partner agencies and widening the remit of Child Sexual Exploitation (CSE) Panels which has seen us work more collaboratively with the police. Those young people known to Education & Social Services who are assessed as High Risk are regularly reviewed and risk plans monitored. The membership of the group has increased to include third sector as well as the statutory agencies. The Panel has been an encouraging development, combining the expertise and resources of several bodies in order to identify children at risk of exploitation.

We continue to strengthen our working relationship with the Police in respect of organised crime and gang activity through the inclusion of this exploitation within the CSE panel and the Multi-Agency Strategy Meetings, ensuring intelligence sharing and appropriate multi-agency response. North Wales Police have provided a number of training events to a variety of audiences on the County Lines challenge.

The function of the Safeguarding & Review Unit has been to focus on practice quality across Children’s and Education Services and how we develop a more effective quality assurance function. We routinely monitor the quality of services against local standards. This has been partially achieved by developing an escalation process where Independent Safeguarding & Reviewing Officers escalate practice concerns, this enables us to routinely challenge our practice and thinking.

We complete regular audits which are thematic and include Looked After Children and those on the Child Protection Register to enable us to learn from our practice and of others to improve our service to children and their families.

We have created Social Care practitioner posts to undertake Return Home Interviews to ensure a level of independence from allocated Social Workers. Working with the other North Wales Local Authorities we have agreed a recording format and provided training.

**This is what we still have to do**

| 622 adult protection enquiries were completed in the year, with 68% of adult enquiries completed within 7 days. |

- Given the revised National Guidance the Head of Service Group are developing a Multi-Agency Policy and Practice Guide, to compliment the National Guidance and support its application across North Wales. This will include an information sharing protocol, agreed distinction between children being reported as missing and a child being reported as absent, and clarity on the shared purpose of Return Home Interviews and appropriate multi-agency response.
- Audits identified that we need to continue to improve quality of care planning including child protection plans. We will continue to develop workers’ standard of analysis and subsequent identified outcomes through both training and embedding the new reporting formats that assist in the focus on outcomes.
- During the next 12 months we will be introducing at least one safeguarding reflective practice from every practitioner in Adult Services.
- We will be evaluating the implementation of the Self Neglect and Hoarding Protocols
d) Encouraging and supporting people to learn, develop and participate in society

This is what we said we would do

- We need to continue with the reassessment project to ensure every citizen who is in receipt of a package of care and support in Denbighshire is reviewed in line with the Social Services and Well-Being Act and are achieving the outcomes that matter to them.
- Within our Complex Disability Services we are looking to build upon and develop the work of self-advocacy with the independent sector. During the last 12 months the participants within this group have been supported to advocate with Arriva Buses over some issues with using public transport and the involvement of some members of the group with North Wales Police Hate Crime campaign.
- In mental health services we will be reviewing our day services and developing those into recovery and learning models.
- We will work with the ‘Working Denbighshire’ project creating career pathways / apprenticeships for looked after children & care leavers.

This is what we have done and achieved

<table>
<thead>
<tr>
<th>Metric</th>
<th>Achieved</th>
<th>Last Year Percentage</th>
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<tbody>
<tr>
<td>54% of adults said they can do the things that are important to them</td>
<td>52%</td>
<td></td>
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<tr>
<td>46% of carers said they can do the things that are important to them</td>
<td>45%</td>
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<tr>
<td>67% of carers said they are happy with support from friends/family/neighbors</td>
<td>64%</td>
<td></td>
</tr>
<tr>
<td>86% of adults said they are happy with support from friends/family/neighbors</td>
<td>84%</td>
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<tr>
<td>73% of children achieving the core subject indicator at key stage 2</td>
<td>5% at key stage 4</td>
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<tr>
<td>6% of looked after children experienced one or more changes in school</td>
<td>during periods of being looked after that were not due to transitional arrangements</td>
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Complex Disability Self Advocacy - We have supported individuals to become part of the Police Disability Equality Group and are working with a third to enable them to join too. This is to ensure there is powerful learning disability contingent on the group. We feel that the type of support we are offering the members is particularly enabling, one long standing representative has movingly fed back following a meeting “I heard my voice for the first time and I was listened too”.
The Reassessment project has had positive results in ensuring that every citizen who is in receipt of a care and support package is reviewed in line with the Social services and Well-being Act and are achieving the outcomes that matter to them. We have seen changes to care and support packages, leading to increased independence, flexibility and choice and control via equipment and Direct Payments.

Our peer forums, reflective practice, workshops and direct payments are some of our efforts to unlock the creativity in staff.

Mary dropped by the Talking Point whilst visiting the Library for a book. Mary spoke to the Community Navigator and explained that she had only recently moved to the area to enjoy her retirement, but knowing no one felt lonely. After a conversation it transpired that Mary enjoyed walking so she was provided with information about local walking groups. The Navigator was also aware of a group of retired ladies who visit the library, weekly to return books, on their village walkabout. He set up a meeting and Mary now walks with the ladies, has made new friends and is benefiting from the exercise. Something very simple, but Mary felt that the Community Navigator had really listened to her.

Ron’s experience of ‘specialist equipment’ which delivered on his outcome to be able to manage his own personal care after a stroke.

Ron was determined to do more for himself - he had a wet floor shower in place and was able to shower without support, but he continued to require assistance with drying. A body dryer adaptation was identified and fitted, allowing Ron to remain in the shower space after washing while the dryer blows warm air to dry him. Ron was delighted with the dryer as he had achieved the one thing he had been unable to manage independently for the last 8 years.

Effective ‘what matters conversations’, Talking Points and Community Navigators can also evidence the prevention of citizen’s needs for care and support. Overall, we are proud to report that our asset based approach across our whole service has led to drop in the number of citizens requiring council funded care and support. This is better for citizens, in maintaining independence and for the Council, in reducing demand on our limited budgets.
Homelessness prevention Lived Experience Advisory Board has been established, whereby citizens have been offered, and will continue to be offered, training to build capacity and take full ownership of the group and have a clear voice in homelessness prevention planning in Denbighshire. Co-production group (including citizens) established to develop and deliver homelessness prevention awareness raising training.

We have completed a satisfaction and consultation exercise with individuals who attend in-house work opportunity services and their families. This will help to inform the review and the future design of services Working Denbighshire has actively engaged with NEWCIS and the Supporting Carers Project and are supporting those carers who wish to find employment.

During the last 12 months engagement with Denbighshire’s Flying Start service, supporting vulnerable families to ensure that their children have the best start in life, has increased by 4% to 80%. One aspect of delivery involves the delivery of quality childcare providing opportunities for children to develop and socialise to prepare them to engage in education as they get older, opportunity to identify and respond to speech, language and communication difficulties early and allow parents to access support to engage in education and learning or employment.

The increased engagement from families along with the widened use of the Wellcom Speech and Language screening tools have enabled the service to identify and address development issues at the earliest possible stage to deliver better future outcomes for the children supported.

The Youth Support consortium, part of the range of support available through the integrated Families First and Flying Start Early Help service, supports vulnerable young people aged between 11 and 18 years and up to 25 years for those affected by disability to achieve their goals regarding their independence, educational and employment.

A disability wellbeing navigator has been employed by our Children’s Services to support parent carers.

Out & About Service – supports on average 16-18 children with significant and limiting disabilities during the school holidays to socialise with peers and go out on trips and activities in the community.

We have developed a Career Pathway role (Work Start Scheme) for a Looked After Child (LAC) which will commence on 1st April 2019. This is a permanent role within the Council starting at Grade 2 and on completion and achievement of qualifications with rise to a Grade 5. Working collaboratively with Barnardo’s and Working Denbighshire the young person will receive bespoke mentoring support to ensure they are fully equipped with the right skills needed in the workplace. A toolkit is being developed as part of this scheme to enable the model to be replicated with a further 14 individuals in 2019/20.

“I have gone from taking different medications, lacking confidence, getting up at 3pm in the afternoon to getting up at 6am and working all day, received my first pay check, could not have done without your backing.”
This is what we still have to do

| 56% of carers said they are happy with support had – 61% last year |
| 58% of adults said they feel part of their community – 59% last year |

- The Reassessment Project continues, we have appointed an experienced Occupational Therapist to take the project to the next stage which is a review of citizen’s who have complex needs and packages, with a view to see if we can reduce dependency on care and support with specialist equipment, thus promoting independence, dignity and delivering on what matters.
- We want to see our Community hubs in Complex Disability mature and deliver the best possible outcomes for the citizens. We want to see our Community Navigator service develop, a Community Navigator is integral to each Community Resource Team. We want to see more examples of citizens being connected with their local communities and more examples of exciting joint initiatives with libraries, Arts and Schools.
- This year we will be acting on the findings of the Talking Points Pause and Review in making our 8 Talking Points across Denbighshire even better for the citizens of Denbighshire. We want our Communities to ‘own’ Talking Points. Together with partners we want to see the set -up of more Well Being Information points at the heart of communities and the identification of champions, in post offices, hospitals etc.
- Work with Supporting People commissioned projects to establish better mechanisms/support offers to encourage and allow young people in supported housing to take up employment.
- The review of work and day opportunity services (Learning Disability services) is due to be completed by June 2019
- We will continue to investigate options for Lifespan services for people with learning disabilities. We have bid for funding to allow an Occupational Therapist to join the Community Living Cluster to work with individuals who are transitioning from youth services to carry out assessments and early planning to secure more sustainable activities and accommodation.
- To develop a toolkit to allow the Work Start Scheme to be replicated to a further 14 individuals in 2019/20.
- To review and enhance access for Looked After Children and Care Leavers in Denbighshire with the opportunity to participate in a local authority work placement and/or traineeship scheme.
- To develop a 2/3 day residential placement for a total of 40 LAC which will involve Life Skills e.g. cooking, budgeting/finances, employment, mental wellbeing and social interaction/skills.
- To demonstrate an increase in the number of young people leaving care who have been supported into employment, education or training.
e) Supporting people to develop safely and to maintain healthy domestic, family and personal relationships

This is what we said we would do

- Refresh the Carer’s Strategy and agree new actions; to achieve this we will undertake engagement and consultation with carers, Third Sector Providers and advocates.
- We will continue to work with NEWCIS (who have former carers as volunteers) by funding training for the carers to support the facilitation of Elderly Mental Health Groups.
- Develop processes to promote positive relationships between parents and schools to maintain their children’s educational attendance and outcomes.
- We will work closely with our colleagues in BCUHB to support carers and ensure the completion of carer’s assessments is embedded within proposed Community Resource Teams.

This is what we have done and achieved

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<tbody>
<tr>
<td>86% of adults said they are happy with support from friends/family/neighbours – 84% last year</td>
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<tr>
<td>61% of adults said they are happy with their quality of life – 53% last year</td>
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<tr>
<td>77% of carers said they were involved in decisions about their cared for person’s care &amp; support, but only 69% felt involved in decisions about their own support – last year 71% &amp; 67% respectively</td>
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<tr>
<td>58% of adults said they feel part of their community – 59% last year</td>
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<tr>
<td>71% of all care leavers were in education, training or employment 12 months after leaving care and 50% after 24 months</td>
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<tr>
<td>15% of all care leavers experienced homelessness during the year</td>
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The supporting Carers in Denbighshire Project 2018-2022 supports the corporate priority for building independent and resilient communities as part of the corporate plan 2017-2022. We have refreshed the Denbighshire Carers Strategy

We continue to work in partnership with Third Sector carer support organisations and chair and facilitate the Denbighshire Carers Strategy Group, a forum of organisations that represent carers. Terms of Reference and membership of the Strategy group were reviewed in 2018.

A reading group has been launched to help those living with Dementia and their Carers. We are working with NEWCIS and piloting the Read and Remember reading group at Rhyl Library and One Stop Shop. Working in partnership with the Library Service has also led to increasing the range of books of interest to carers and the housebound library service brings books to people’s homes each month including clinically approved books to help people living with Dementia, their families and carers to understand the conditions.

NEWCIS Volunteers also attend Talking Points to provide information and advice to carers.
We have engaged with 2 local carers to learn from their experiences – see their discussion here.

Denbighshire County Council and Betsi Cadwaladr University Health Board fund a Healthy Carers Worker based in our Single Point of Access (SPoA). The role provides 1-1 Support for carers including home visits for those who may need support with their own health and helping them to provide confident and skilled care and support for the person they care for.

Children’s Services have employed a Disability Well-being Navigator to provide support for Parent Carers.

We have commissioned Age Connects to deliver the Perennials Gardening Project at Tweedmill in St Asaph, providing opportunity for carers, including those caring for people living with Dementia, to come and ‘cultivate community connections’ learn about plants and grow flowers and food to take home.

Family Link Workers – are currently supporting 41 primary schools across the County with 2018 /19 seeing the expansion of the service into rural communities and smaller schools.

The purpose of the Family Link Worker is to reduce the impact that difficult family circumstances have on children’s learning and wellbeing. It is a supportive model where parents are empowered to identify their difficulties and then supported to find solutions. Early intervention underpins the service and the implementation of the ‘Understanding your child’ and ‘Online Parenting’ Courses has proven very beneficial to the families involved.

To date 72 parents have attended the 10 week Understanding Your Child course, hosted in 8 schools, and a further 69 parents have accessed the Online Parenting course. Training for 36 school and setting staff has also been provided to ensure continuity of approach in managing children’s behaviour in the home, pre-school setting and school.

Elective Home Education – we have been working hard to strengthen and develop our links with families who elect to home educate their children. This has been achieved by developing stronger links with our Library Services to access resources, utilising our Leisure Service to provide opportunities for families to develop their health and wellbeing and supporting pupils back into school or for 14-19 year olds into employment or training, if that is appropriate. Over the last 12 months we have seen an increase from 50 to around 100 pupils who are no longer home educated, this can be attributed to several factors, increased identification, and a national trend of more pupils being withdrawn and demographic changes.
This is what we still have to do

| 42% of carers said they feel part of their community – 48% last year |
| 46% of carers said they can do the things that are important to them – 45% last year |

- We will learn from the experiences of our local carers by making information more accessible and ensure we have 1 Carer Assessor in each Community Resource Team to continue building on the links between Health and Social Care and break down barriers for carers.
- We will continue to implement and widen delivery of our Supporting Parent project to offer the ‘Solihull Understanding Comes Before Change’ approach to promote positive parenting to all parents in Denbighshire.
- Increase capacity (in house and third sector) for preventative services to support greater number of carers coming forward for support as a direct result of the Supporting Carers in Denbighshire Project.
- To implement and embed recommendations and actions from the Welsh Government’s Measuring the Mountain Initiative.

f) Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs
This is what we said we would do

- Continue working with communities and partners to increase the number of Dementia Friendly Communities and Organisations in Denbighshire in line with the Corporate Plan, led by our Ageing Well Denbighshire Partnership.
- Continue to work with all Council Departments, Registered Social Landlords, Third Sector Organisations and Private sector Landlords to increase the range and amount of suitable emergency and temporary accommodation within Denbighshire.
- We will continue to develop our Homelessness Prevention Services in line with the Housing Act to ensure we deliver more prevention work. We will also develop online tools for citizens to use if at risk of homelessness including signposting to appropriate help and support.
- We will introduce a Housing Specific Community Navigator to work in partnership with Jobcentre Plus to support those citizens at risk of homelessness due to Welfare Reform.
- We will aim to recruit new Foster Carers to expand the choice, scope and coverage of placements for children taken into care. We will continue to work with the National Fostering Framework to standardise payments for Foster Carers across Wales
- We will work with partners to manage the impact Universal Credit is going to have on some of our more vulnerable families, for example; those experiencing domestic abuse, learning difficulties and families vulnerable due to risk of losing their tenancies
- Continue to identify suitable accommodation for our care leavers
This is what we have done and achieved

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
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<tbody>
<tr>
<td>83%</td>
<td>83% of people reporting they chose to live in a residential care home</td>
</tr>
<tr>
<td>86%</td>
<td>86% of adults said they live in a home that best supports their well-being – 82% last year</td>
</tr>
<tr>
<td>87%</td>
<td>87% of carers said they live in a home that best supports their well-being – 75% last year</td>
</tr>
<tr>
<td>97%</td>
<td>97% of carers were able to use their preferred language – same as last year</td>
</tr>
<tr>
<td>98%</td>
<td>98% of adults were able to use their preferred language – 97% last year</td>
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Sharing our experience of supporting citizens living with dementia and their carers we have contributed to the development of the Corporate Plan project ‘Working towards a Dementia Friendly Denbighshire County Council’.

Having secured funding from the Integrated Care Fund we have held a range of Dementia training, which has been opened up to partners, internal and external to the Council. We brought The Dementia Bus to Denbighshire and the experience was extremely popular, to really bring home what it is like to live with Dementia.

We are members of a steering group contributing towards Denbigh Town becoming a Dementia Friendly Town. Our particular focus is working with GP practices in the town.

As part of delivering on the Dementia Action Plan we now have Dementia Social Care Practitioners attached to each of our Community Resource Teams.

We have developed a landlord offer to increase and improve suitable temporary accommodation for those households experiencing homelessness, and over the last 3 months have increased our portfolio to over 50 properties.

To reduce the number of households becoming homeless we have introduced a couple of initiatives during the last 12 months this includes a Triage Officer. This officer will undertake mediation if homelessness is because of family breakdown, signpost to other agencies e.g. Citizens Advice for budgeting support or to the Discretionary Housing Payment team for financial assistance to clear rent arrears.

We now have a Homelessness Navigator based within Rhyl Jobcentre Plus who is supporting citizens at the point of their engagement with the Job Centre. This helps us to support those citizens who also need help to claim the right benefits such as Universal Credit.

We are also working with partners such as Citizens Advice Denbighshire to ensure we are supporting citizens to claim Universal Credit, and our Community Navigators have supported citizens to access Food Banks if there has been delays in receiving payments. Training has also been provided for Frontline Staff to ensure they have an awareness of Universal Credit.

We have commissioned 3 new community living schemes for adults with complex disabilities.

“Just to say I was lucky enough to go on this tour bus, a really eye opening experience and I highly recommend it to everyone.”

Mr A come into the Job Centre, he had a job offer but his lack of housing was preventing him taking the job. The Navigator liaised with the Homelessness Prevention Team who offered financial assistance towards a deposit and rent in advance. With everyone working together, he secured accommodation and a job.
The Young People’s Positive Pathway has been established since July 2018, and supports young people (aged up to 25) to prevent homelessness, through identifying housing resources and providing mediation and emotional support. This includes identifying suitable accommodation for Looked After Children.

Denbighshire County Council continue to be active members of the National Fostering Framework, and over the last 12 months some of the key activities have included:-

- Marketing, Recruitment and Retention
- Harmonising Fees and Allowances
- National Training, Learning and Development Framework

**This is what we still have to do**

- Embed the role of Dementia Social Care Practitioner within each of the 4 Community Resource Teams and look to see how these roles can support the development of dementia friendly communities and organisations in Denbighshire.
- Actively work towards a Dementia Friendly Denbighshire County Council
- Continue to develop Talking Points as ‘safe places’ based on feedback from the recent Pause and Review.
- Continue to work with both Registered Social Landlords and Private Rented Sector Landlords to identify suitable accommodation for supported housing projects - this would include those young people with complex mental health needs.
- Aim to develop a programme of work, including a DVD presentation developed by young people for use in schools, identifying the issues and challenges of homelessness for the individual, and the impact on the emotional health of the young person.
- Continue to work towards increasing numbers of foster carers in an extremely competitive market.

**Section 5. How we do what we do.**

**Workforce Development**

We have rolled out training to all staff and providers in relation to Active Support and plan to set up a Community of practice/steering group to ensure the continuation and sustainability of the approach. We have made a joint bid with health to Integrated Care Fund to further embed Active Support within Denbighshire.

Peer Forums are working well to positively involve staff in decision making and to ensure consistent responses to families and citizens regarding new packages of support and reviews of existing services. Person-Centred Planning training has been carried out with operational teams and providers around the proportionate and preventative approaches to support with people with Learning Disabilities and Autism.

Our South Locality team who have been nominated in BASW Cymru’s 2019 Social Work awards in the Social Work Team category. The team have received a certificate of achievement from BASW for their hard work and contribution to social work in Wales.

Our Community Equipment Service have also embarked on providing training placements in collaboration with the Citizens advice Bureau, work opportunities service and Grwp Llandrillo. The latter has provided Health and Social Care students access to the service where they have benefited from working directly with service provision and our citizens.

The Homelessness Prevention staff have attended training around cuckooing, county lines and modern day slavery.
Community Support Services Workforce Development Team runs training courses for carers covering all aspects of caring including safeguarding and challenging behaviour and special courses for those caring for a person with Dementia.

Within our Children’s Services there is ongoing promotion of a learning culture and have delivered themed learning events across the service including:
- Universal Credit
- Early Help Pathways
- Care Planning and Child Protection
- Statutory Duties to looked after children

Every effort continues to be made to retain existing staff members in an increasing complex and competitive environment. Training, including: learning seminars; service days; professional development; supervision; de-briefing, and one to one support in respect of emotional resilience are all employed to ensure we provide appropriate support to staff. We have been fortunate in not having to rely on agency staff, and this is reflected in the stability and consistency in much of the casework, particularly in relation to stable numbers of looked after children together with court work and permanency placements.

**Mwy ‘na Geiriau – More than just words**

During 2018/19 we have focused on a continuation of awareness raising activity around the ‘Active Offer’ and creating favourable conditions for the use of the Welsh Language within our frontline services. This has been achieved through promoting specific cultural events such as ‘Dydd Santes Dwynwen’, ‘Dydd Miwsig Cymraeg’ and St. David’s Day.

The Regional ‘More than Just Words’ group met. Agreed interim actions for delivery during 2019-20 which have been incorporated into the CSS Business Plan. Actions centre on three themes:
- Theme 1: Increasing the number of Welsh speakers
- Theme 2: Increasing the use of the Welsh language
- Theme 3: Creating favourable conditions – infrastructure and context

A presentation about the ‘More than just words’ framework was delivered in a recent Provider Event and included information about the Active Offer, available resources and free Welsh language training for the Care Sector.

As part of the Dementia training, 4 courses were delivered on ‘Communication in Dementia’ and included the bilingual context of Wales and the importance of the Active Offer within Dementia Care.

The Welsh Language Champion has attended key meetings and groups within the Local Authority to promote the ‘Active Offer’, such as the RISCA Task & Finish group where attendees were made aware of the basic principles and support available in implementing the approach within our in-house Provider Services including our Independence at Home Team and Residential Care Homes.

A weekly informal Welsh group is now being held in Russell House (‘Paned a Sgwrs’). This is being facilitated by the Council’s Welsh language officer. Staff have also been made aware of opportunities to attend a free residential Welsh language course at Nant Gwrtheyrn for those who want to improve their Welsh language skills.

Welsh language skills are always considered as part of recruitment for key posts engaging with citizens and partner organisations.
Managing our Resources and Planning for the Future

We are about to have a benchmarking activity looking at where we are now as a service in relation to the Draft North Wales Learning Disability Strategy and to identify actions for closer adherence to the principles of the strategy and actions that need to take place to transform service and the community in line with the aims of that strategy.

Financial Planning and Budget Monitoring

Monthly financial outturn reports are presented to the executive forecasting the year-end position. Exceptions or pressures are referenced in the reports, with mitigating actions. The annual budget is set following a lengthy process of reviewing of pressures and savings across all services and engaging with elected members and others as part of that process.

In the medium term, the council has a rolling three-year Medium term Financial Plan which sets out the council’s estimated funding position over the period and, working with services, builds in estimates of required savings or additional funding requirements. This medium term planning process helped to Identify and secure, through the council’s budget, additional funding of £2m in 2019/20 to help support growing pressures in adult social care and children’s services.

Main stream financial internal planning takes place on a monthly basis at Service leadership / management team meetings. There is a focus on performance and financial monitoring areas of the areas under greatest pressure. The Service finance officers also meet regularly with Heads of Service and the Management Executive Team.

Working in Partnership, Political and Corporate Leadership, Governance and Accountability

The council has very robust internal governance arrangements in place to support the effective management of Community Support Services and Children’s and Education Services. Reports are taken to various Scrutiny Committees throughout the year to enable Elected Member to scrutinise policy and performance in relation to social services, including reports to monitor the progress of any actions required in response to the Director’s annual report or the CIW’s annual report.

We also have a very well established service performance challenge process, where each head of service is challenged annually on areas such as service performance and leadership. The panel for each service challenge meeting includes the Chief Executive; Corporate Directors; Lead Members; Scrutiny Members and our external regulators (the Wales Audit Office and the Care Inspectorate Wales).

In addition to the service challenge process, the council also has a very robust performance management framework, which includes regular performance reports being presented to the Senior Leadership Team (SLT); Scrutiny; and Cabinet, and various reports being presented to scrutiny periodically on service specific issues, such as Compliments and Complaints.

Providing an integrated and collaborative approach to health and social care is a statutory requirement of the Social Services and Well-Being Act (Wales) 2014, whilst providing seamless services to our citizens is also a corporate priority. Within Denbighshire our Community Support Services team are working closely with Betsi Cadwaladr University Health Board (BCUHB) and Conwy Borough Council as well as 3rd Sector and Independent Sector partners to form integrated Community Resource Teams (CRTs) across Primary Care and community services. The aim is to provide a consistent approach to meeting health and social care needs and enable improved levels of integrated working between Primary Care and community services across health and social care, delivering a seamless service for citizens.
The Director for Social Services also represents Denbighshire County Council on the Regional Partnership Board and host the team who conduct the work on behalf of the Board. The Board is made up of representatives of the six North Wales Local Authorities, Betsi Cadwaladr University Health Board, Housing Associations and the Third Sector. The Board's vision is “Together improving the health and well-being of people and communities”.

There are well-established relationships and partnership working going on across both adult and children’s Social Services with a variety of organisations including a host of Third Sector organisations, North Wales Police, the Fire and Rescue Service along with many private sector Care Providers including Domiciliary and Residential care.

Section 6. Accessing Further Information and Key Documents

Links to the Website for those documents and plans we have mentioned.
This page is intentionally left blank
1. **What is the report about?**

An update on the review of the Corporate Risk Register (the Corporate Risk Register, in full, can be found at appendix 1).

2. **What is the reason for making this report?**

To update the Committee on the latest review of the Corporate Risk Register.

3. **What are the recommendations?**

That Performance Scrutiny Committee considers the amendments to the Corporate Risk Register (appendix 2), and has the opportunity to comment.

4. **Report details**

4.1 The Corporate Risk Register enables the council to manage the likelihood and impact of risks that it faces by evaluating the effect of any current mitigating actions, and recording deadlines and responsibilities for further action that should enable tighter control.

4.2 The Corporate Risk Register\(^1\) is developed and owned by the Corporate Executive Team (CET) and Cabinet. It is formally reviewed twice yearly by Cabinet and CET at Cabinet Briefing. However, as a live document it is updated as necessary throughout the year.

4.3 Following each formal review, the revised register is presented to Performance Scrutiny Committee and is shared with Corporate Governance for information. It is also shared with our Senior Leadership Team, Head of Internal Audit and WAO lead.

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\(^1\) Our guide to risk management, including the matrix, can be accessed [here](#). The matrix can be found at appendix 3.
4.4 Since the review undertaken during the autumn of 2018, it has become necessary to consider risks associated with a no-deal Brexit and some actions were also due for completion. As a result, some minor amendments have been made and these are highlighted in appendix 2.

5. **How does the decision contribute to the Corporate Priorities?**

The purpose of the Corporate Risk Register is to identify the potential future events that may have a detrimental impact on the council’s ability to deliver its objectives, including its corporate priorities. The identified controls and actions are therefore crucial to the delivery of the corporate priorities.

6. **What will it cost and how will it affect other services?**

The cost of developing, monitoring and reviewing the Corporate Risk Register is absorbed within existing budgets.

7. **What are the main conclusions of the Well-being Impact Assessment?**

This Corporate Risk Register documents identified risks and current and proposed mitigating actions. The process of developing and reviewing the register itself does not impact adversely on any of the well-being goals. However, any new process, strategy or policy arising as a result of a mitigating action should be accompanied by a well-being impact assessment at service delivery level.

8. **What consultations have been carried out with Scrutiny and others?**

Details of the consultation process to review the Corporate Risk Register are contained in paragraph 4.

9. **Chief Finance Officer Statement**

There are no financial implications arising from the process outlined in this report for developing, monitoring and reviewing the Corporate Risk Register.

10. **What risks are there and is there anything we can do to reduce them?**

No risks are associated with this report.

11. **Power to make the Decision**


11.2 Section 7.2.1 of the Council’s Constitution stipulates that Scrutiny should review or scrutinise decisions made or actions taken in connection with the discharge of any of the Council’s functions whether by Cabinet or another part of the Council.

**Contact Officer:** Planning and Performance Officer: Strategic Planning Team  
Tel: 01824 708075
Risks

00001 The risk of a serious safeguarding error where the council has responsibility, resulting in serious harm or death

Description

This risk - concerning children and adults at risk - is increasing as the environment is changing, with growing expectations around our duties in relation to third party provision. The cumulative impact of reducing resources across the public sector may impact agencies' ability to appropriately recognise safeguarding risks which may also create extra pressures for the Local Authority.

Impact / Consequences

1. Individual(s) experience significant harm or death.
2. Significant reputational loss.
3. Possible intervention by Welsh Government.
4. Legal/compensation costs.

Inherent Risk

Controls to Manage Risk (in place)

1. Safeguarding policy & procedures are in place
2. Corporate Safeguarding Training Programme
3. Framework of self-assessment for schools in relation to safeguarding has been established.
4. Section 28 Audits, and annual reporting requirement for services to demonstrate how they are discharging their duties in relation to safeguarding.
5. Section 28 Audit tool in place for voluntary sector to ensure safeguarding practices are in place.
6. Compliance with safeguarding practices is part of the annual HR audit of schools.
7. Regional arrangements for safeguarding a) children and b) adults at risk are in place. The Regional safeguarding boards set priorities and actions regionally, eg training and policies & procedures.
8. Risk assessments in place for recruiting staff who require a DBS check and/or references and this is monitored and scrutinised by the Corporate Safeguarding Panel.
9. Safeguarding policy review has taken place with Schools and new guidance has been developed.
10. Corporate Safeguarding Panel has been reviewed including the terms of reference, roles and responsibilities.
11. Heads of Service have been asked to ensure they consider safeguarding when reviewing their risk registers and that safeguarding be included in service challenge where appropriate.
12. Key posts within the Council that could have an impact on safeguarding have been identified and Heads of Service are reviewing the posts to ensure that adequate checks are undertaken by the Council or an external body. All new employee contracts make reference to safeguarding.
13. Briefing sessions on safeguarding and Child Sexual Exploitation have been delivered to County Council and the Leader has included corporate safeguarding in his portfolio.
14. Improvements have been made to safeguarding arrangements with contractors including (i) DBS contract checks, (ii) ensuring that Council staff responsible for the contractor and managing the contract are aware of their responsibilities in respect of safeguarding, (iii) ensuring contact forms and conditions (including ICT) in relation to DBS checks are appropriate, (iv) ensuring that safeguarding arrangements are part of contract management are appropriate.
15. The Corporate Safeguarding Policy has been reviewed and updated in line with new legislation.
16. Safeguarding e-learning module in place and compliance is monitored and scrutinised by the Corporate Safeguarding Panel.
17. Recording and sharing safeguarding incidents and near misses is a standing item of the Corporate Safeguarding Panel, it also shares case reviews where there is a corporate perspective for lessons learned. Service representatives are responsible for reporting any key messages from panel meetings to members of staff within their services.

Residual Risk

Further Actions

00076 Monitor the completion of the Safeguarding e-learning module

Description

Report on the percentage of staff that have completed the safeguarding e-learning package This is to be monitored and scrutinised by the Panel.

59.9% of staff had completed Violence against Women, Safeguarding and Data Protection training. This is an annual indicator and new data will be available in May 2019.

Action Due Date

31/03/2020

Person Responsible

Nicola Stubbins

00078 Monitor performance in relation to the percentage of eligible staff (corporate and schools) that have an up to date DBS and reference check or risk assessment
### 00008 The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income.

**Description**

The latest draft budget settlement (-0.5%) is disappointing but not unexpected, and the next one will probably also be very low, affecting our ability to effectively plan for the medium term.

Furthermore, Welsh Government population estimates were shown to be inaccurate upon release of the last Census results. It resulted in Denbighshire having reduced funding.

The potential consequences of Brexit could include an economic downturn in the short to medium term and reduced funding over the medium to long term, which could lead to increased demand for council services.

**Impact / Consequences**

The council suffers from a significant reduction in income, leading to an inability to deliver current levels of service provision.

**Inherent Risk**

C1

**Controls to Manage Risk (in place)**

1. The council has no control over the global economy or the WG settlement. Therefore the inherent risk score likely to remain high.
2. Annual, detailed budget setting process that considers economic environment.
3. The Medium Term Financial Plan (MTFP) contains different scenarios to ensure it can deal with changes in the external environment, and is considered on a quarterly basis. It has revised its expectations further downwards.
4. A robust budget-setting process raises awareness of implications of significantly reduced income due to the economic environment. It also identifies a range of proposals should cuts be incurred.
5. Regular (usually monthly) financial planning meetings between services and management accountants are in place.
6. Service's budgets and budget proposals are scrutinised by the Lead Member for Finance and the Head of Service during budget-setting talks.
7. Establishment of the 'Reshaping the Council Budget' programme board.
8. CET has considered risks associated with population estimate inaccuracies and the potential impact on future funding. A Welsh Government funding floor now applies which will help mitigate any impact, if this risk should transpire (where case impact would be felt in 2022-23). CET will continue to monitor this risk.
9. SLT will actively manage risks associated with Brexit on a monthly basis, until such time the risks can be managed corporately or at a service-level.

**Residual Risk**

C3

### Further Actions

00081 CET to consider the residual risk score in light of Brexit

**Action Due Date**

31/08/2019

**Person Responsible**

Judith Greenhaigh

**Lead Member(s)**

Councillor Julian Thompson-Hill

**Active**

Yes

**Risk Owner**

Judith Greenhaigh
Impact / Consequences

1. Significant disruption to core services.
2. Serious injury or fatality due to road network closure, poisoning or infection.
3. Reputational risk to the council if unable to deal with issues.

Inherent Risk

Controls to Manage Risk (in place)

1. The control environment in this area is the Regional Emergency Planning Service (Wrexham, Flintshire, Denbighshire, Conwy, Gwynedd and Anglesey), and local emergency management response groups have been established. There is significant partnership working with a regional emergency planning team coordinating plans and responses across North Wales.
2. We also continually review our procedures for winter highways maintenance and flood response. Secondary rota established and operational.
3. Service disruption is minimised through our arrangements for business continuity and emergency planning, with separate Directors responsible for Response and Recovery.
4. There’s an emergency on-call rota in place for CET.
6. Vulnerable people mapping tool is in operation.
7. New chairs for the Communications and Operational Response Groups have strengthened arrangements.
8. Gold & Silver training in place for new representatives.
10. Trial business continuity exercise took place in DCC in October 2017. Overall the exercise was successful.
11. Planning and Public Protection has plans in place to manage responses to pandemics such as bird flu or foot and mouth for instance, with a focus on how we will work with partners in such times.
12. The Corporate Director, Economy and Public Realm chairs quarterly meetings of all the chairs of various response groups in emergency planning and is also attended by regional emergency planning representatives. The purpose of this group includes to provide assurance that systems are in place and to test procedures.

Residual Risk

Further Actions

**00000** Develop and gain SLT approval for a new policy to ensure business continuity whereby staff take essential equipment home at the end of each day

<table>
<thead>
<tr>
<th>Action Due Date</th>
<th>01/09/2019</th>
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<tbody>
<tr>
<td>Person Responsible</td>
<td>Alan Smith</td>
</tr>
<tr>
<td>Lead Member(s)</td>
<td>Cllr Mark Young</td>
</tr>
<tr>
<td>Active</td>
<td>Yes</td>
</tr>
<tr>
<td>Risk Owner</td>
<td>Graham Baase</td>
</tr>
</tbody>
</table>

**00012** The risk of a significantly negative report(s) from external regulators.

Description

Negative reports from regulators could lead to a range of impacts that could be negative for Denbighshire County Council. The council is committed, however, to responding to reports and working with partners, including external regulators, to addressing any concerns that may arise.

Impact / Consequences

1. A wider lack of confidence in Council services.
2. Reputational damage.
3. Potential intervention by the WG.
4. Significant resources may be required to be diverted to deliver immediate and substantial change.
Controls to Manage Risk (in place)

1. The corporate performance management framework (PMF) is the main control in this area.
2. Head of Business Improvement & Modernisation, Strategic Planning Team Manager and Head of Audit meet monthly with Wales Audit Office to understand and respond to their concerns.
3. Regulations sit on Service Performance Challenges.
4. Research & Intelligence team creates Needs & Demands, and Comparative reports to support service self assessment and Service Performance Challenges.
5. Annual Governance Statement and Performance Self Assessment now combined.
6. Protocol developed for addressing recommendations from WAO National Studies: services’ response will be the subject of performance scrutiny and service challenge.
7. Regulation we’re subject to includes: CIW (Care Inspectorate Wales); WAO Office, Estyn, HSE (Health & Safety Executive); ICO (Information Commissioner’s Office).

Residual Risk

Further Actions

<table>
<thead>
<tr>
<th>Lead Member(s)</th>
<th>Councillor Hugh Evans</th>
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<tr>
<td>Active</td>
<td>Yes</td>
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<tr>
<td>Risk Owner</td>
<td>Judith Greenhalgh</td>
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</tbody>
</table>

00013 The risk of significant liabilities resulting from alternative models of service delivery

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<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Liabilities could arise due to financial, HR, safeguarding, or general management problems and could impact on the sustainability of service provision</td>
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</table>

<table>
<thead>
<tr>
<th>Impact / Consequences</th>
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</thead>
<tbody>
<tr>
<td>1. Financial liabilities.</td>
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<td>2. Property Liabilities.</td>
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<tr>
<td>3. Reduction in levels of service provided to the community, or increased revenue costs to continue delivery.</td>
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<tr>
<td>4. Reputation damage to the council</td>
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</table>

Inherent Risk

<table>
<thead>
<tr>
<th>Controls to Manage Risk (in place)</th>
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</thead>
<tbody>
<tr>
<td>1. A rigorous process is in place to ensure appropriate governance and contract management is in place as ADMs are established.</td>
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<tr>
<td>2. Council is entitled to representation on Boards, and Heads of Service providing strategic advice to facilities.</td>
</tr>
<tr>
<td>3. Heads of Service advise DCC on any emerging issues and risks.</td>
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<tr>
<td>4. Financial support and/or subsidies being provided.</td>
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<td>5. Processes are in place to manage relationships between DCC and Arm's Length organisations.</td>
</tr>
<tr>
<td>6. Intervention measures are exercised by DCC if relationships with Arm's Length organisations are difficult to manage.</td>
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<tr>
<td>7. Resources have been committed to improve financial monitoring of facilities and services</td>
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</table>

Residual Risk

Further Actions

<table>
<thead>
<tr>
<th>Lead Member(s)</th>
<th>Councillor Julian Thompson-Hill</th>
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<tbody>
<tr>
<td>Active</td>
<td>Yes</td>
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</table>

Updates

<table>
<thead>
<tr>
<th>Updates</th>
<th>21/08/2017</th>
</tr>
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<tbody>
<tr>
<td>Risk Owner</td>
<td>Judith Greenhalgh</td>
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00014 The risk of a health & safety incident resulting in serious injury or the loss of life. (Where H&S is referred to, this incorporates fire safety)

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<tr>
<th>Description</th>
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<tr>
<td>This could be as a result of unsafe acts, unsafe work places or ineffective H&amp;S management.</td>
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<table>
<thead>
<tr>
<th>Impact / Consequences</th>
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<tbody>
<tr>
<td>1. Serious injury or death of an employee and/or any other person.</td>
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<tr>
<td>2. Significant reputational damage.</td>
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<tr>
<td>4. Criminal prosecution of staff or the organisation.</td>
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</tbody>
</table>
Inherent Risk

Controls to Manage Risk (in place)

1. Strategic leadership provided by a Head of Service (Facilities, Assets and Housing) with delegated responsibility for Health and Safety.
2. Competent H&S advisors are employed by the organisation to provide support, guidance and training on H&S.
3. A Corporate Health and Safety Policy is in place which defines the H&S organisation and arrangements in DCC
4. There is an established H&S Management System in place.
5. An established Corporate H&S Committee is in place which is a forum for the employer and employee representatives to discuss and consult on H&S.
6. A number of service level H&S committees meet to provide a forum for service managers and employee representatives to discuss and consult on H&S.
7. H&S training program focussed on DCC activities and the way we manage H&S in DCC.
8. "Managing safety in Denbighshire" training is mandatory for all managers.
9. The corporate H&S team carry out a program of targeted monitoring
10. An online accident, incident reporting process is in place. There is an expectation that all accidents and incidents are reported
11. Significant H&S related accidents, incidents and near misses are investigated internally

Residual Risk

Further Actions

Lead Member(s)  
Councillor Julian Thompson-Hill

Active  
Yes

Risk Owner  
Graham Boase

00016  The risk that the impact of welfare reform (Universal Credit) is more significant than anticipated by the council.

Description  
Welfare reform (Universal Credit) has potentially significant implications for a large proportion of residents, and also on the council in terms of increased demand for services and reduced income.

Impact / Consequences

1. Potential increase in demand for services: e.g. homelessness and homelessness prevention services; housing (especially for stock which is currently scarce); benefits support / advice, etc.
2. Reduced income from rents and council tax payments with reduced cash flow and an increase in bad debt for the authority.
3. We expect to see a significant increase in the number of customers requiring digital support from our Library / One Stop Shop Service.
4. Also an impact to Social Services due to Disability Living Allowance changes.
5. This could also impact on our ability to deliver our Corporate Priorities

Inherent Risk

Controls to Manage Risk (in place)

1. A Cross-Authority / Multi Service Universal Credit Board has been established and is working to address, as far as possible, the risks and issues associated with the impact of Universal Credit.
2. A proactive management of risk is involving identifying those likely to be affected to reduce the risk/mitigate any negative impacts.
3. The Board has developed a Risk Register and Activity Plan to cover all strategic and operational risks as a result of Universal Credit, these include detailed Actions and Controls with owners assigned to each risk.
4. This register is reviewed on a frequent basis and updates provided at each Board meeting.

Residual Risk

Further Actions

Lead Member(s)  
Councillor Mark Young and Councillor Julian Thompson-Hill

Active  
Yes

Risk Owner  
Richard Weigh

00019  The risk that programme and project benefits are not fully realised.
### Description

The council currently does not consistently deliver all benefits from projects. Some of the issues include: inconsistent management, resistance to change, staff behaviour and processes not changing as planned. Programmes to be mindful of include: Corporate Plan programme boards, Digital Futures, Reshaping the Council Budget.

We have corporate plan programme boards concerned with recommending investment in areas that may have also been identified to make savings by the Budget Board. This could result in incorrect planning.

This risk encompasses risks associated with the council making changes that result in a greater negative impact than we anticipated (formerly risk 00026). When deciding where to make changes, we endeavour to ensure the quality of key services. There is a risk that we haven’t identified the correct services as being ‘key’, and/or that the changes we make are more disruptive than we anticipated.

### Impact / Consequences

The forecast changes that were alluded to in business cases do not materialise and, hence, neither do their benefits.

In relation to changes having a greater positive or negative impact than anticipated could result in:

1. Services that are important for our residents are no longer available
2. Performance in important areas of our business (for our residents) deteriorates
3. Reinstatement/correction in performance is difficult and slow to achieve
4. Reputation can suffer if performance deteriorates
5. Reputation can suffer if messages are not managed

### Inherent Risk

**B2**

### Controls to Manage Risk (in place)

1. Corporate Programme Office established.
2. Leadership Strategy in place.
3. Strategic Planning team will support the Boards, and also support performance management in the organisation, therefore there’s a strong alignment between ‘change’ and BAU.
4. Impact assessments are undertaken and form part of the cover report for decisions.
5. Risk are considered and form part of the cover report for decisions.
6. Use of Veto to record benefit tracking.
7. Change toolkits, together with factsheets, are on the intranet to support managers.
8. Finance remove savings from budgets to ensure financial savings are delivered.
9. Denbighshire Way Change Management Guidance has been developed.
10. CET reviews key projects every three months.
11. New corporate plan programme boards chaired by Corporate Directors, who have attended Programme Management training.
12. Corporate Directors chair corporate plan programme board and are also members of the Budget Board. Their involvement in both boards ensures a coherent approach to our programmes and financial planning.
13. The first corporate plan tranche review will take place on 11 April 2019. The purpose of the review is to ensure that the programme consists of sufficient activity to deliver its benefits, and to check that appropriate governance and resources are in place to deliver.

### Residual Risk

**D2**

### Further Actions

#### Lead Member(s)

Cllr Julian Thompson-Hill

#### Active

Yes

#### Risk Owner

Judith Greenhalgh

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**00021** The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCU and DCC

### Description

With BCUIHB in special measures there is increased political and regulatory scrutiny. This is resource intensive and further detracts from effective partnership working.

### Impact / Consequences

1. Inefficient services
2. Gaps in service provision
3. Delays/deferral to deliver joint projects
4. Reputational damage
5. Ability to meet statutory duties - Well-being of Future Generations Bill, Social Services and Well-being Act
Controls to Manage Risk (in place)

1. DCC presence in key meetings and Boards looking at implementing integrated new approaches although there is a notable lack of progress on the integration agenda.
2. Denbighshire Joint Locality Forum established.
3. NWWSIC has reviewed its governance arrangements in partnership with BCUHB.
4. BCUHB Area Director in place.
5. Locality Structure has bedded in.
6. The Regional Partnership Board is in place to progress cooperation and integration.
7. BCUHB Area Director chairs the Conway/Denbighshire PSB, which has shared priorities and a shared governance vision.

Residual Risk

Further Actions

Lead Member(s)
Councillor Bobby Feeley
Active
Yes
Risk Owner
Nicola Stubbins

00027 The risk that even if the settlement is as anticipated, decisions that are necessary to identify and deliver the savings programme and enable a balanced budget are not taken or implemented quickly enough

Description
As our financial settlement reduces, we need to identify savings and gain approval for, and deliver, plans as to where to reduce or withdraw financial resources. Even if the budget we anticipate is the settlement we receive, there is still a risk for funding our services and savings identified may not be delivered as expected or in-year demand pressures arise.

Any plans require the approval of Council, and must be implemented in a timely manner that complies with legislation. While the budget process has been successful to date there are still substantial future savings to be made by the local authority and the political environment remains sensitive.

Impact / Consequences

1. Denbighshire overspends on its budget.
2. Denbighshire cannot deliver savings.
3. Denbighshire has insufficient time to ensure good financial monitoring and robust planning.

Inherent Risk

Controls to Manage Risk (in place)

1. The budget setting process involves Members, so they understand that difficult decisions are necessary, and they are involved with developing the proposals. This should make them more likely to support the recommendations made.
2. As decisions are becoming harder then lead in times are becoming longer.
3. Services have delivered savings earlier than budgeted which has created a short-term financial cushion.
4. The shaping the Council's budget board has been established, which is likely to make some controversial suggestions that will require political support. Therefore there may be increased risk of not achieving approval for the service changes required to deliver a balanced budget.
5. Early identification of the budget cap and potential actions to address if are managed through the Budget Board and CET.
6. All of these controls are in place to ensure good financial monitoring and robust financial planning.

Residual Risk

Further Actions

Lead Member(s)
Cllr Hugh Evans
Active
Yes
Risk Owner
Judith Greenhaigh

00030 The risk that appropriate capacity and skills to sustain service and corporate performance is not available

Description
The current structure of the Senior Leadership Team has been built on the strength and experience of current postholders. As the number of posts at CET and SLT has reduced there is a concentration of key roles that are critical to the successful delivery of services, and the organisation's ability to respond to policy and legislation. There is a risk that individuals with particular skill sets would be difficult to replace, and there is also a risk that the organisation is not flexible enough to keep up with the pace of change required in light of new corporate priorities and future budget pressures.
Impact / Consequences

1. Reputational damage.
2. Declining performance.
3. Poor performance against new priorities.

Inherent Risk

Controls to Manage Risk (in place)

1. Greater opportunities for Middle Managers to ‘act up’ to key posts in order to gain experience at a more senior level
2. Appointment of more senior Middle Managers.
3. Leadership Strategic is in place.
4. Heads of Service are tested on their succession plans through Service Challenge.
5. Quarterly Leadership Conferences held to develop middle managers.
6. Training Needs Analysis for SLT & Middle Managers is now complete, with an emphasis on leadership.
7. Heads of Service are encouraged to rethink their service plans against context of new corporate plan, budget decisions, and any new legislation, etc.

Residual Risk

Further Actions

Lead Member(s)
Hugh Evans

Active
Yes

Risk Owner
Judith Greenhalgh

00031  The risk of fraud and corruption resulting in financial and reputational loss and possibly impacting on service delivery.

Description

Denbighshire County Council (the Council) employs around 4,500 staff and spends in excess of £300 million per year. It commissions and provides a wide range of services to individuals and households and works with a wide range of private, public and voluntary sector organisations. As with any other large organisation, the size and nature of the Council’s services mean that there is an ongoing risk of loss due to fraud and corruption from both internal and external sources. There is also an ongoing risk of bribery as the Council provides and procures goods, works and services.

The Council recognises that as well as causing financial loss, fraud is also detrimental to the provision of services, and damaging to the reputation of, and confidence in, the Council and public bodies in general.

Impact / Consequences

1. Financial loss.
2. Loss of reputation and confidence in the Council and public bodies in general.
3. Negative impact on service provision / delivery.
4. Legal / compensation costs.
5. Criminal prosecution.
6. Negative audit / inspection reports.

Inherent Risk

Controls to Manage Risk (in place)

In its policies and procedures the Council gives out the clear message that it will not tolerate any impropriety by employees, elected Members or third party organisations. It has put in place appropriate and proportionate systems to minimise this risk and these are kept under constant review, including:

- The Code of Corporate Governance
- The Code of Conduct for Elected Members
- The Employees’ Code of Conduct
- Financial Regulations including Contract Procedure Rules
- The Whistleblowing Policy
- The Anti-Money Laundering Policy
- Recognition and monitoring of the risk of fraud in service risk registers
- Systems of internal control
- Recruitment processes
- Annual review by DCC’s Internal Audit team
- Regular internal and external review of our systems and procedures
- Review of Council’s anti-Fraud arrangements against the CIFPA Standard 2016 (checklist)
- The risk of fraud and corruption is also managed at a service level

Residual Risk

Lead Member(s)
Councillor Julian Thompson-Hill
### 00033 The risk that the cost of care is outstripping the Council’s resource

**Description**
The continued inflationary pressure resulting from National Living Wage has seen the cost of purchasing domiciliary and residential care increase by 3.5% for 2018/19 and it is forecast to do likewise for at least the next 2 years.

**Impact / Consequences**
Overspends in Social Care place significant budget pressures on the Council and could result in the scaling back or withdrawal of non-statutory services.

**Inherent Risk**
B1

**Controls to Manage Risk (in place)**
Demand needs to be managed in order to maintain current levels of expenditure. The following controls are currently being embedded:
- A focus on prevention and early intervention so people don’t need to go into care.
- Third Sector grant programme.
- Talking Points.
- Community Navigators.
- Supporting Independence Strategy.
- Being innovative and maximising use of grant monies.
- New approach to supporting people to achieving outcomes.
- Improved partnership working with BCUHB and integrated assessment as well as managing continuing health care.
- Identification of the pressures as part of the medium term financial process.

**Residual Risk**
C2

### Further Actions

**00074 Re-tender within the new Domiciliary Care Framework to develop patch-based commissioning linked to Community Resource Teams.**

**Description**
Deadline extended to complete the tender process

**Action Due Date**
30/06/2019

### 00075 Development of additional extra care housing (corporate plan priority)

**Description**
This is being project managed by the Young People and Housing Corporate Plan Board.

**Action Due Date**
01/04/2020

**Lead Member(s)**
Bobby Feeley & Huw Hilditch Roberts

**Active**
Yes

**Risk Owner**
Nicola Stubbins

### 00034 The risk that demand for specialist care cannot be met locally

**Description**
Availability of some specialist adult and child places can be scarce, leading to the requirement to provide expensive services that aren’t available locally. Reduction in availability of domiciliary care provision meaning they are unable to provide services needed (particularly in the south of the county)

**Impact / Consequences**
1. High cost
2. Individuals with eligible needs unable to receive suitable domiciliary care due to lack of resources and service provision
3. If far from home there is a detrimental impact on a client’s well-being (and that of their family)
4. Unable to meet need in preferred language

**Inherent Risk**
B2
Controls to Manage Risk (in place)

- Single Point of Access now fully established and proving successful in providing advice and information to individuals in order for them to access community services themselves.
- Community Led Conversations 'What Matters' project changing the way staff support individuals enabling them to take control of their own well-being and utilising other external resources where possible.
- Developing a range of staff skill mixes through workforce development in order to enable staff to work in new ways that complement the new government agenda.
- Series of meetings with providers across CSS underway to negotiate increasing fees.
- Review and re-assessment project to ensure individuals are still eligible under new criteria.
- Further development of support budgets.
- Recruitment fares taken place in county to highlight the need for specific health and social care staff.
- CIW national review of domiciliary care - implementing recommendations.
- Regional project considering issues.
- Re-commissioning domiciliary care project in progress - this includes the implementation of the new regional domiciliary care framework in Denbighshire to include patch based commissioning for difficult rural areas.
- New care team in CSS South Locality (realigners providing longer term support whilst identifying appropriate agency).

Residual Risk

Lead Member(s) Cllr Bobby Feeley, Cllr Huw Hilditch-Roberts
Active Yes
Risk Owner Nicola Stubbins

00035 The risk that the return on investment that Denbighshire receives from the Regional Growth Deal is disproportionate

Description

The regional growth deal offers opportunity to develop Denbighshire's economy, and there is a risk that there is insufficient engagement to capitalise on these opportunities. Conversely, with the benefits not being clear at present, there is a risk that DCC puts in a lot of effort but doesn't receive a proportionate return on investment.

Impact / Consequences

1. Disproportionate return on investment.
2. Failure to maximise opportunities for the benefit of communities and businesses in Denbighshire.
3. Failure to agree a regional approach to funding projects.

Inherent Risk

Controls to Manage Risk (in place)

1. We ensure we have senior-level representation at Board meetings. The North Wales Economic Ambition Board is attended by Denbighshire's Leader. Director-level representation is in place for the officer groups that support the Board and relevant key officers are represented on workstream meetings.
2. Regular reports to Council committees.
3. The Strategic Employment Manager is a key member of the 'People' workstream.

Residual Risk

Lead Member(s) Cllr Hugh Evans
Active Yes
Risk Owner Graham Boase

00036 The risk that any negative impacts of leaving the European Union cannot be mitigated by the council

Description

The continued lack of clarity over Brexit makes it difficult for the Council to plan for a known set of political and financial circumstances.

Brexit has potentially significant implications for council services in terms of their funding and the likely impact on demand for services is unclear. For example, there could be short term supply issues with essential resources resulting in short term interruption or risk to certain services such as school and care meals.

It is unlikely the council will be in a position to mitigate the impacts of Brexit, specifically impacts relating to agriculture for instance. The 'Brexit and our land: Securing the future of Welsh farming' consultation, which closes on 30 October 2019, proposes phasing out direct support for farmers by 2025.
Impact / Consequences

1. Lack of clarity on the status of EU citizens living in Denbighshire.
2. Uncertainty over the replacement of EU funding (e.g. skills, poverty and regeneration projects; rural and business funding).
3. Impact on supply chains and procurement of goods and services.
4. Impact on farming and agriculture (status of common agricultural policy for example is still unknown).
5. Potentially negative impact on broader public sector provision.
6. Foreign Direct Investments in Denbighshire could be affected.
7. Legislative change could result in delays and uncertainty for legal proceedings.
8. Impact on university education in the region and research.
11. Potential cohesion, well-being issues or social unrest.

Inherent Risk

Controls to Manage Risk (in place)

B1

1. As requested by the Welsh Local Government Association, Denbighshire have two named Brexit lead contacts: Corporate Director of Economy and Public Realm and the Leader.
2. Workforce planning is in place.
4. European-funded projects are seeking clarity on the availability of the treasury guarantee to honour European funding arrangements and are seeking approvals from Welsh Government on project extensions.
5. Our Economic and Business Development Team is available to discuss queries, concerns and give advice.
6. SLT will review the employers toolkit on the rights of EU citizens under the EU Settlement Scheme. The toolkit will provide some guidance on vulnerable people, for example, victims of domestic abuse or trafficking victims.
7. A Brexit Briefing Paper is being prepared and a Brexit Briefing Workshop will take place on 4 December 2018. All Members have been invited and the event will be jointly presented by Welsh Local Government Association and Denbighshire County Council Officers. The Workshop will consider the potential impacts of Brexit on the way we deliver our Council functions and our residents.
8. SLT are identifying supplies which could be at risk.
9. SLT will actively manage risks associated with Brexit on a monthly basis, until such time the risks can be managed corporately or at a service-level.

Residual Risk

Lead Member(s)  Councillor Hugh Evans
Risk Owner  Judith Greenhaigh

00037  The risk that partners don’t have the resources, matching priorities or commitment to support delivery of shared plans and priorities

Description  With finite resources and competing priorities, there is a risk of a lack of commitment or capacity available to support realisation of shared plans and priorities.

Impact / Consequences

1. Objectives not delivered.
2. Issues/problems that provided justification for the priorities continue or deteriorate.
3. Failure to maximise opportunities to collaborate to resolve issues no single organisation is responsible for or capable of resolving on its own.
4. Ineffective management of expectations among partners/public leading to reputational damage.
5. Investment of council resources with minimal return.

Inherent Risk

Controls to Manage Risk (in place)

B1

1. Collaborative boards are attended by senior management.
2. Collaborative plans and priorities (for instance, the FSB’s Well-being Plan) has been developed to reflect broader public sector priorities across the two counties.

Residual Risk

Lead Member(s)  Councillor Hugh Evans
Risk Owner  Judith Greenhaigh
Appendix 2: Amendments to the Corporate Risk Register

Risks – new

No new risks identified.

Risks – changed

Controls and actions have been updated for all existing risks but no changes have been made to their inherent or residual risk scores.

<table>
<thead>
<tr>
<th>Risk Number</th>
<th>Title</th>
<th>Inherent Risk</th>
<th>Residual Risk</th>
<th>Risk Owners</th>
<th>Suggested amendment</th>
</tr>
</thead>
<tbody>
<tr>
<td>00001</td>
<td>The risk of a serious safeguarding error where the council has</td>
<td>B2</td>
<td>D2</td>
<td>Nicola Stubbins and</td>
<td>• Action 00061 ‘Develop a corporate safeguarding warning system’ has been closed. An option for a warning system was considered as part of the new</td>
</tr>
<tr>
<td></td>
<td>responsibility, resulting in serious harm or death</td>
<td></td>
<td></td>
<td>Cllr Mark Young</td>
<td>Corporate CRM system. There are currently no plans to use the new CRM for this purpose.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Action 00076: date extended</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Action 00078: date extended</td>
</tr>
<tr>
<td>00006</td>
<td>The risk that the economic and financial environment worsens</td>
<td>C1</td>
<td>C3</td>
<td>Judith Greenhalgh and</td>
<td>• Description amended to include: “The potential consequences of Brexit could include an economic downturn in the short to medium term and reduced</td>
</tr>
<tr>
<td></td>
<td>beyond current expectations, leading to additional demand on services and reduced income.</td>
<td></td>
<td></td>
<td>Cllr Julian Thompson-Hill</td>
<td>funding over the medium to long term, which could lead to increased demand for council services.”</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• New control added: “SLT will actively manage risks associated with Brexit on a monthly basis, until such time the risks can be managed corporately or at a service-level.”</td>
</tr>
<tr>
<td>Risk Number</td>
<td>Title</td>
<td>Inherent Risk</td>
<td>Residual Risk</td>
<td>Risk Owners</td>
<td>Suggested amendment</td>
</tr>
<tr>
<td>-------------</td>
<td>----------------------------------------------------------------------</td>
<td>---------------</td>
<td>---------------</td>
<td>------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>00011</td>
<td>The risk of an ineffective response to a serious unexpected event, such as severe weather, contamination, public safety (including cyber-attack) or a public health event.</td>
<td>D2</td>
<td>E2</td>
<td>Graham Boase and Cllr Mark Young</td>
<td>• Action 00079 completed and removed (“CET to consider a paper outlining the population estimate risk and the potential impact on future funding“)</td>
</tr>
<tr>
<td>00018</td>
<td>The risk that programme and project benefits are not fully realised.</td>
<td>B2</td>
<td>D2</td>
<td>Judith Greenhalgh and Cllr Julian Thompson-Hill</td>
<td>• Action 00077 (“SLT to agree core staff that should have access to buildings in a crisis situation”) has been closed due to a change in approach. It has been replaced with a new action: “Develop and gain SLT approval for a new policy to ensure business continuity whereby staff take essential equipment home at the end of each day”</td>
</tr>
<tr>
<td>00033</td>
<td>The risk that the cost of care is outstripping the Council’s resource</td>
<td>B1</td>
<td>C2</td>
<td>Nicola Stubbins, Cllr Bobby Feeley, Cllr Julian Thompson-Hill</td>
<td>• New control added: “The first corporate plan tranche review will take place on 11 April 2019. The purpose of the review is to ensure that the programme consists of sufficient activity to deliver its benefits, and to check that appropriate governance and resources are in place to deliver.”</td>
</tr>
<tr>
<td>00036</td>
<td>The risk that any negative impacts of leaving the European Union cannot be mitigated by the council</td>
<td>B1</td>
<td>B1</td>
<td>Judith Greenhalgh and Cllr Hugh Evans</td>
<td>• New control added: “Services are identifying supplies which could be at risk. SLT will actively manage risks associated with Brexit on a</td>
</tr>
</tbody>
</table>

---

The table above outlines various risks and their respective inherent and residual risks. Each risk is categorized by its number, title, inherent risk level, residual risk level, and risk owners. The suggested amendments are noted for each risk, detailing actions taken, risk owners updated, and new controls added.
<table>
<thead>
<tr>
<th>Risk Number</th>
<th>Title</th>
<th>Inherent Risk</th>
<th>Residual Risk</th>
<th>Risk Owners</th>
<th>Suggested amendment</th>
</tr>
</thead>
<tbody>
<tr>
<td>00012</td>
<td>The risk of a significantly negative report(s) from external regulators.</td>
<td>C2</td>
<td>D3</td>
<td>Judith Greenhalgh and Cllr Hugh Evans</td>
<td>monthly basis, until such time the risks can be managed corporately or at a service-level.</td>
</tr>
<tr>
<td>00013</td>
<td>The risk of significant liabilities resulting from alternative models of service delivery</td>
<td>B2</td>
<td>E2</td>
<td>Judith Greenhalgh and Cllr Julian Thompson-Hill</td>
<td></td>
</tr>
<tr>
<td>00014</td>
<td>The risk of a health &amp; safety incident resulting in serious injury or the loss of life. (Where H&amp;S is referred to, this incorporates fire safety)</td>
<td>C2</td>
<td>E2</td>
<td>Graham Boase and Cllr Julian Thompson-Hill</td>
<td></td>
</tr>
</tbody>
</table>

**Risks – removed**

No risks recommended for removal or deletion.
<table>
<thead>
<tr>
<th>Risk Number</th>
<th>Title</th>
<th>Inherent Risk</th>
<th>Residual Risk</th>
<th>Risk Owners</th>
</tr>
</thead>
<tbody>
<tr>
<td>00016</td>
<td>The risk that the impact of welfare reform (Universal Credit) is more significant than anticipated by the council.</td>
<td>B2</td>
<td>D3</td>
<td>Richard Weigh, Cllr Mark Young and Cllr Julian Thompson-Hill</td>
</tr>
<tr>
<td>00021</td>
<td>The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCU and DCC</td>
<td>A1</td>
<td>C2</td>
<td>Nicola Stubbins and Cllr Bobby Feeley</td>
</tr>
<tr>
<td>00027</td>
<td>The risk that even if the settlement is as anticipated, decisions that are necessary to identify and deliver the savings programme and enable a balanced budget are not taken or implemented quickly enough</td>
<td>B1</td>
<td>C2</td>
<td>Judith Greenhalgh and Cllr Hugh Evans</td>
</tr>
<tr>
<td>00030</td>
<td>The risk that appropriate capacity and skills to sustain service and corporate performance is not available</td>
<td>C3</td>
<td>D3</td>
<td>Judith Greenhalgh and Cllr Hugh Evans</td>
</tr>
<tr>
<td>00031</td>
<td>The risk of fraud and corruption resulting in financial and reputational loss and possibly impacting on service delivery.</td>
<td>B2</td>
<td>E2</td>
<td>Judith Greenhalgh and Cllr Julian Thompson-Hill</td>
</tr>
<tr>
<td>00034</td>
<td>The risk that demand for specialist care cannot be met locally</td>
<td>B2</td>
<td>C2</td>
<td>Nicola Stubbins, Cllr Bobby Feeley and Cllr Huw Hilditch-Roberts</td>
</tr>
<tr>
<td>00035</td>
<td>The risk that the return on investment that Denbighshire receives from the Regional Growth Deal is disproportionate</td>
<td>C1</td>
<td>C1</td>
<td>Graham Boase and Cllr Hugh Evans</td>
</tr>
<tr>
<td>00037</td>
<td>The risk that partners don't have the resources, matching priorities or commitment to support delivery of shared plans and priorities</td>
<td>B1</td>
<td>C2</td>
<td>Judith Greenhalgh and Cllr Hugh Evans</td>
</tr>
</tbody>
</table>
**Appendix 3: DCC Risk Score Methodology**

The combination of impact and likelihood results in a risk exposure rating of:

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event is almost certain to occur in most circumstances</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Event likely to occur in most circumstances</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Event possibly occur at some time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Event unlikely and may occur only in exceptional circumstances</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Very Low | Low | Medium | High | Very High
---|---|---|---|---
Service Performance | Minor errors or disruption | Some disruption to activities/customers | Disruption to core activities/customers | Significant disruption to core activities | Key targets missed | Unable to deliver core activities | Strategic aims compromised
Reputation | Trust recoverable with little effort or cost | Trust recoverable at modest cost with resource allocation within budgets | Trust recovery demands cost, authentication beyond existing budgets | Trust recoverable at considerable cost and management attention | Trust severely damaged and full recovery questionable and costly
Financial Cost (£) | <£50k | £50k - £500k | £500k - £1m | £1m - £5m | >£5m

The combination of impact and likelihood results in a risk exposure rating of:

- **Minor**: Risk easily managed locally – no need to involve management
- **Moderate**: Risk containable at service level – senior management and SLT may need to be kept informed
- **Major**: Intervention by SLT and/or CET with Cabinet involvement
- **Critical**: Significant CET and Cabinet intervention

The full guide to risk management, including the matrix, can be accessed [here](#).
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1. **What is the report about?**

   This report is an update on the implementation and effectiveness of our approach to impact assessing our decisions, using our web-based Well-being Impact Assessment.

2. **What is the reason for making this report?**

   To provide information on the effectiveness of well-being impact assessments. Our approach has been reviewed once but has not been formally scrutinised.

3. **What are the recommendations?**

   That the Committee discusses this report and considers ways Members can support effective challenge and scrutiny of impact assessments.

4. **Report details**

**Background**

**What is Denbighshire’s Well-being Impact Assessment website?**

4.1 Our Well-being Impact Assessment website is a solution we designed with our staff to help us improve the sustainability of our approach to delivering change, and to maximise opportunities for projects to achieve a positive impact.

4.2 We developed the Well-being Impact Assessment website in 2015. It was developed by Officers and Members in Denbighshire County Council, together with support from Public Health Wales. We created a bespoke solution that links to research and evidence (including our Public Service Board’s local well-being assessment), and is engaging and interactive. It is wholly unique, and we believe it is the first ever public sector web-based impact assessment of its kind. It acts like an impact screening tool and supports people through the process.

4.3 The approach consists of a series of challenging and thought provoking questions to ask people to reflect on their approach and find ways to embed the sustainable development principle. It asks users to consider what the impact is likely to be across a range of themes and issues (including the Future...

4.4 The website generates a report in a user friendly format (see Appendix 1). The website has a high degree of self-configuration. This means you could amend aspects of the approach to suit your local needs. The website is also bilingual.

Why did we create a new approach?
4.5 The impetus for a new approach to impact assessment was two-fold. First, the Council – in response to legislation – had developed several different approaches to impact assessment. The most notable being the Equality Impact Assessment (EIA). These were completed of varying quality and were generally not valued or thoroughly interrogated. Only rarely would the findings of the EIA lead to a changed approach. Second, the introduction of the Well-being of Future Generations Act (hereafter ‘the Act’), gave us a statutory duty to consider the long term impact of our decisions on the well-being of future generations.

What difference has it made?
4.6 Better proposals: By testing our thinking early on we can design out negative impacts or find ways to mitigate them. We have taken this approach with many projects, including the gypsy and traveller accommodation project, all corporate plan projects, and service level projects such as school transport.

4.7 Decision making: Members have better quality and more balanced information on which to debate and judge proposals before making decisions.

4.8 Accountability: Residents have transparent and detailed information to challenge us on our decisions. And they have, for example, the WIA produced regarding the proposal for the Llangollen community garden.

4.9 Collaboration and integration: We can test our thinking across a range of issues and we can work with partners and stakeholders to assess the impact of our proposals: the website is great for enabling facilitation. The website now facilitates a collaborative approach whereby more than one individual has edit access. We’ve undertaken collaborative impact assessments for regional social work initiatives, the integrated health and social care service (corporate plan project) and more are in the pipeline.

Management Information
4.6 Officers have embraced the new approach. In excess of 500 impact assessments have been undertaken since September 2016. This is only partly due to the requirement to undertake impact assessments now as per our project management methodology. Many Officers use the website when they do not formally have to; to test their thinking or to find ways to maximise opportunities to improve their proposals. This is exactly what we wanted to see.

4.7 The development of the website did not originally include the creation of a ‘monitoring’ function (i.e. functionality to tell us which areas tend to be more positively or negatively affected, sustainable development scores and so on)
but we did develop a dashboard using PowerBI – an online programme being used more widely by the Council for analysing performance.

4.8 However, the use of PowerBI has been problematic. The programme is regularly updated by its own developers and this has led to our own dashboard being unreliable. In short, we cannot trust it. We will explore options to resolve these issues.

Quality
4.9 We have embraced the new approach and have seen real culture change. However, there is plenty more room for improvement. We have reviewed the website with our partners once and produced a second release.

4.10 Since the launch, we have noticed the natural human tendency towards optimism bias, i.e. viewing things more favourably and over-estimating positive impact or under-estimating negative impact. We have done a lot of work on this to support Officers to reduce the likelihood of optimism bias. For instance, we attended Denbighshire’s Leadership Conference and a little while ago we prepared a lightning talk about optimism bias in assessing impacts, available on YouTube, for Public Health Wales’ annual conference and the approach has been cited as good practice by the Wales Audit Office.

4.11 Aspects of the WIA that have worked extremely well include the new requirement for everyone to consider the impact of the proposal on community cohesion. Equality remains a challenging area to impact assess, which is surprising given that equality impact assessments have been a duty and a feature of decision making processes for many years.

4.12 Very soon after launching the WIA website, we established our own Critical Friends Group. The group peer reviews impact assessments to drive up quality and confidence and a report with recommendations is produced and shared with, usually, the project manager (an example of our most recent report can be found at appendix 2). We have undertaken reviews of WIAs for many proposals, including:

- School transport policy
- Asset Management Strategy
- Rhyl Waterfront phase 1b
- North Wales Population Assessment Regional Plan
- Leisure alternative delivery model
- Gypsy and traveller accommodation project
- Denbigh Extra-Care Housing project
- Waste management project

4.13 The quality of WIAs still varies. Sometimes, and occasionally out of necessity, WIAs are undertaken by one person at the last moment. The quality of scrutiny of WIAs by Boards and council committees varies. We have a statutory duty to understand the impact of our decisions on future generations. We need Members’ support to ensure effective challenge takes place.
Future

4.14 We have demonstrated our approach to the Future Generations Commissioner’s office twice and had positive and challenging feedback. We have also given a demonstration to partners from across the region, and some national bodies are also interested in finding out more about our approach.

4.15 We are considering making a version of our website available for others to buy and use in their own organisations.

4.16 Formalising the role of the Critical Friends Group is a priority for the Strategic Planning Team over the coming year. We intend to undertake a post implementation review on proposals that have been implemented, to see whether our WIA was accurate. We may also request support from our local Public Health Wales team as and when their involvement would be beneficial.

4.17 The Public Health Wales Act has made healthy impact assessments mandatory in certain circumstances. Regulations and guidance have not yet been published and we are monitoring this to ensure any additional/new requirements can be managed.

5 How does the decision contribute to the Corporate Priorities?

The WIA complements our Corporate Plan priorities.

6 What will it cost and how will it affect other services?

This is a discussion paper and there are no associated costs.

7 What are the main conclusions of the Well-being Impact Assessment?

WIA not required.

8 What consultations have been carried out with Scrutiny and others?

This is the first formal review by Scrutiny.

9 Chief Finance Officer Statement

This is a discussion paper and there are no associated costs.

10 What risks are there and is there anything we can do to reduce them?

No risks are associated with this report.

11 Power to make the Decision


11.2 Section 7.2.1 of the Council’s Constitution stipulates that Scrutiny should review or scrutinise decisions made or actions taken in connection with the
discharge of any of the Council's functions whether by Cabinet or another part of the Council.

**Contact Officer:**
Planning and Performance Officer: Strategic Planning Team
Tel: 01824 708075
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Well-being Impact Assessment Report

This report summarises the likely impact of the proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

<table>
<thead>
<tr>
<th>Assessment Number:</th>
<th>636</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brief description:</td>
<td></td>
</tr>
<tr>
<td>Date Completed:</td>
<td>Version: 0</td>
</tr>
<tr>
<td>Completed by:</td>
<td></td>
</tr>
<tr>
<td>Responsible Service:</td>
<td></td>
</tr>
<tr>
<td>Localities affected by the proposal:</td>
<td></td>
</tr>
<tr>
<td>Who will be affected by the proposal?</td>
<td></td>
</tr>
<tr>
<td>Was this impact assessment completed as a group?</td>
<td>No</td>
</tr>
</tbody>
</table>
IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach

⭐⭐⭐⭐ (0 out of 4 stars) Actual score: 0 / 30.

Implications of the score

Summary of impact

Well-being Goals

A prosperous Denbighshire
A resilient Denbighshire
A healthier Denbighshire
A more equal Denbighshire
A Denbighshire of cohesive communities
A Denbighshire of vibrant culture and thriving Welsh language
A globally responsible Denbighshire

Main conclusions

Evidence to support the Well-being Impact Assessment

☐ We have consulted published research or guides that inform us about the likely impact of the proposal
☐ We have involved an expert / consulted a group who represent those who may be affected by the proposal
☐ We have engaged with people who will be affected by the proposal
## The Likely Impact on Denbighshire, Wales and the World

### A prosperous Denbighshire

<table>
<thead>
<tr>
<th>Overall Impact</th>
<th>Justification for impact</th>
<th>Further actions required</th>
</tr>
</thead>
</table>

### Positive impacts identified:

- A low carbon society
- Quality communications, infrastructure and transport
- Economic development
- Quality skills for the long term
- Quality jobs for the long term
- Childcare

### Negative impacts identified:

- A low carbon society
- Quality communications, infrastructure and transport
- Economic development
- Quality skills for the long term
- Quality jobs for the long term
- Childcare

### A resilient Denbighshire

<table>
<thead>
<tr>
<th>Overall Impact</th>
<th>Justification for impact</th>
<th>Further actions required</th>
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Page 85
### Positive impacts identified:

<table>
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<tr>
<th>Category</th>
<th>Description</th>
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<tr>
<td>Biodiversity and the natural environment</td>
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<td>Biodiversity in the built environment</td>
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<td>Reducing waste, reusing and recycling</td>
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<td>Reduced energy/fuel consumption</td>
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<td>People’s awareness of the environment and biodiversity</td>
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<td>Flood risk management</td>
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### Negative impacts identified:

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### A healthier Denbighshire

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<td>Overall Impact</td>
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### Positive impacts identified:

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<tr>
<td>A social and physical environment that encourage and support health and well-being</td>
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<tr>
<td>Negative impacts identified:</td>
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<td>--------------------------------</td>
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| A social and physical environment that encourage and support health and well-being |
| Access to good quality, healthy food |
| People’s emotional and mental well-being |
| Access to healthcare |
| Participation in leisure opportunities |

### A more equal Denbighshire

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<th>Overall Impact</th>
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### Positive impacts identified:

| Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation |

Page 87
| People who suffer discrimination or disadvantage |  |
| Areas with poor economic, health or educational outcomes |  |
| People in poverty |  |

**Negative impacts identified:**

- Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

| People who suffer discrimination or disadvantage |  |
| Areas with poor economic, health or educational outcomes |  |
| People in poverty |  |

### A Denbighshire of cohesive communities

| Overall Impact |  |
| Justification for impact |  |
| Further actions required |  |

**Positive impacts identified:**

- Safe communities and individuals
- Community participation and resilience
The attractiveness of the area
Connected communities
Rural resilience

Negative impacts identified:

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<td>Connected communities</td>
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<tr>
<td>Rural resilience</td>
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**A Denbighshire of vibrant culture and thriving Welsh language**

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Positive impacts identified:

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<tr>
<td>Culture and heritage</td>
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**A globally responsible Denbighshire**

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Further actions required

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<td>Human rights</td>
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<td>Broader service provision in the local area or the region</td>
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<td>Broader service provision in the local area or the region</td>
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1. What is this report about?

This report summarises the review of the Well-being Impact Assessment (WIA) on the ‘Denbigh Extra Care Housing’ (ECH) project (Assessment Number 612).

2. Details of the review

The Critical Friends Review Group met on 28 March 2019 to review the WIA. The Group consisted of officers from across the Council.

3. Key findings

The Group would like to share its comments and suggested recommendations for both the development of the project and its communications, subject to subsequent project approvals being in place, and further iterations of the WIA. This report does not highlight areas that are good within the WIA, although these were noted during the meeting.

<table>
<thead>
<tr>
<th>Section</th>
<th>Findings</th>
<th>Recommendation</th>
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</thead>
<tbody>
<tr>
<td>Overall</td>
<td>Overall the seven wellbeing goals are largely positive.</td>
<td>Engagement and participation may require strengthening in terms of the WIA.</td>
</tr>
<tr>
<td>Project documentation</td>
<td>Consider how the ECH project will measure the number of residents living there versus residents living in residential care homes as the vision is for fewer residential care homes (once ECH is established).</td>
<td>Clarify whether or not CADW approval is required or not. Some areas say yes, some areas say it is not necessary. Consistency is required.</td>
</tr>
<tr>
<td>Who will be affected?</td>
<td>No comments.</td>
<td></td>
</tr>
<tr>
<td>Was this impact assessment completed as a group?</td>
<td>Consider offering brief information about how the impact assessment has been approached, who has been involved, how it is scrutinised and whether further iterations will be required.</td>
<td>The approach to the impact assessment should be explained.</td>
</tr>
<tr>
<td>Evidence to support the WIA</td>
<td>Further evidence is required to support some assertions and these are noted below.</td>
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The following sections provides comments, questions and food for thought for each of the seven well-being goals. In some instances, we may be noting project risks and not likely impacts.

**Prosperous**

- Expand upon communications in terms of whether the facilities will be served by broadband as older people are, and will increasingly be, internet users. Expand upon the work Grwp Cynefin Digital Inclusion officer may offer in terms of training to use technology.
- Be mindful that transportation is still an issue in Denbigh in terms of accessing services and facilities such as GP practices, medical centres and so forth.
- Ensure chosen contractors will offer employment to local people, and will commit to work experience and apprenticeships where possible. Clear links can be made with Working Denbighshire in terms of opportunities for care work, building work, etc.
- Reiterate contractors will be sourcing local materials.
- Potentially strengthen links with HWB in Denbigh for potential residents (perhaps activities such as gardening, catering).
- Question arose about the potential for childcare in terms of grandchildren being able to stay overnight. This is not seen as a problem, as residents will have their “own home” and can do as they see fit. Perhaps offer this as a positive.
- Negative Impacts:
  - In terms of economic development might the facility divert people from the town (if services such as hairdressers, catering are brought in to the facility)?
  - Expand upon potential opportunities which may be available for town services to be brought in to the ECH (evidence suggests local people will support their local service providers).
  - What will the impact be on the local authority for over 55+ accommodation (some DCC current facilities aren’t fit for purpose)? Could our DCC 55+ community members be eligible to move to this accommodation in addition to the OP Care, Complex Disability and low level needs?
  - Explore the positive view of impact on people waiting for housing, for example bigger families which may be able to use vacated accommodation.
  - It is envisaged that demand will decrease for registered homes once ECH is established. Verify this with evidence (stats, research).

**Resilient**

- For information - bat and bird boxes etc. tend not to get put on to developments as they’re too expensive. Liam Blazey will forward information on potential ideas for this area. For example, looking at bat bricks in premises which are unobtrusive, allowing bats into loft space. Look at potential low light options around the ECH which may increase bats etc. Similarly bee bricks may be used within buildings (which fits into the Corporate Plan to look
after bees). There may be opportunity to conserve pollinators using these bricks, attracting “bee friendly” status for the area. Be mindful bees are solitary therefore don’t sting or bite.

- Adaptons above can be inexpensive, and simple to install. Liam will support any work, and would bring volunteers in to undertake arrangements if required. In support of the Corporate Plan, Denbighshire is the second council in Wales to be awarded Bee Friendly status.
- Additionally, flood risk (NRW have spent so much on this) can be decreased using concrete flower boxes. These flower boxes provide a food source for insects, can alleviating flooding, support water conservation, and minimise run off water. Biggest threat to biodiversity is CSOs (Combined Sewer Overflows).
- Change type of lighting around buildings can make a huge different for a whole host of species other than bats (above).
- Negative impacts:
  - Brownfield sites can be havens for reptiles. This proposal is in the centre of Denbigh so it is not predicted to be an issue

**Healthier**

- It may be helpful to list the discussions that have taken place with primary care commissioners to note potential capacity issues for service providers, eg GPs, for the future (influx of not only residents to the ECH but to the vacated properties).
- Parking issues may arise. There have been sheltered housing parking issues in Denbighshire already. Consider “Plug ins” for electric vehicles in parking areas, plus space / shelter for mobility scooters
- Negative impacts:
  - Whilst it is appreciated that Grwp Cynefin are good at supporting new people in to communities, the WIA could acknowledge that this may be problematic (for example, the bullying incidence mentioned in one ECH facility).

**Equal**

- ECH signs and designs should consider recognition of all protected characteristics for example dementia (colours, themes and so forth) and accessibility. Patsy Pope advice will be key.
- Section “People in poverty” – please reword this as it suggests as it is that anyone moving into vacated properties may be drawn into fuel poverty (as these are older properties). This could be the case but it may not apply to all. Perhaps reword to suggest new ECH will be fuel efficient…..people will have to take on the accommodation vacated by new tenants of the properties, some of which may be inefficient.
- Will there be respite facilities available? In Llys Awelon respite is available for carers. This has been recognised as a need in the county. WIA needs to clarify that respite expected may be for partners living in ECH, rather than carers from outside, and that should carers wish to take a break from ECH their partners will be safe in their home environment.

**Cohesive communities**
• Spelling sight — site.
• It may be helpful to speak to the Regional Community Cohesion Officer once they are in post.
• Residents may find the development work unattractive or disruptive. Liam suggests looking at growing native climbing plant species which will cover brickwork and provide food sources for very different insect / bird species. This may allay any negative views on site whilst ECH is being developed.

**Vibrant culture and Welsh language**

• Need somewhere where people can converse in their first language (Welsh). Opportunities within the facility to have access to groups through the medium of Welsh. All Grwp Cynefin personnel speak Welsh so it is hoped that this will not be an issue and will support residents’ needs.
• Care specifications will be worked upon shortly; there will be a lot of bilingual people employed.
• Expand upon opportunities for intergenerational work.

**Global responsibility**

• Further reiterate local supply chains.
• Further reiterate potential partnership working, positive Human Rights and supporting people with protected characteristics which will enhance the broader service provision in Denbigh.
• Note issue highlighted above regarding potential capacity issues for local service providers.
1. **What is the report about?**

1.1 This report accompanies the Council’s draft Annual Performance Review for 2018-19, which the Council is required to publish by 31st October each year under the Local Government (Wales) Measure 2009.

1.2 Ordinarily only the Quarter 4 progress report is presented at this time of year. However, with changes to the way national measures are being reported, it was decided to bring the Annual Performance Review forward in a bid to present more current information to Members and Officers. National measures will be reported separately as they become available.

1.3 As well as providing the quarter 4/end of year update on the delivery of the Corporate Plan 2017-2022, specific projects for delivery in 2019-20 are also highlighted, which previously formed part of our Annual Delivery Document.

1.4 The Annual Performance Review also includes case studies and examples of progress against our corporate priorities from the Council’s wider portfolio (i.e. it is not strictly limited to Corporate Plan projects). This recognises that services do other important work outside of the Corporate Plan that benefits residents.

2. **What is the reason for making this report?**

2.1 To provide information regarding the Council’s progress as at the end of quarter 4, 2018-19 in delivering the Corporate Plan outcomes.

2.2 To inform members about Corporate Plan projects planned for delivery in 2019-20, which the Council is required to publish to meet its improvement duty under the Local Government (Wales) Measure 2009.

2.3 Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the Council exercises its duty to improve. We monitor our performance regularly, take quarterly reports to Scrutiny and Cabinet meetings and produce an Annual Performance Report to evaluate progress.

2.4 Feedback is sought on the content of this draft Annual Performance Review 2018-19, attached at Appendix I, before approval of the final document by Council on July 2nd.
3. **What are the Recommendations?**

It is recommended that Performance Scrutiny Committee considers the report, and agrees any further actions required to respond to any performance related issues highlighted within the report.

4. **Report details**

4.1 The Council’s Corporate Plan 2017-2022 sets the strategic direction for the Council and its priorities for the five-year period. The detail about what the Council intends to do each year to help deliver these priorities is set out in annual service plans. The projects originate from Service and Programme Plans. Progress will be reported to Performance Scrutiny Committee and Cabinet through our Quarterly Performance Reports.

4.2 This annual performance report provides a retrospective evaluation of the Council’s success in delivering against these plans during 2018-19, and whether the Council has successfully fulfilled its obligation to make arrangements to secure continuous improvement. It also looks ahead to what will be delivered in 2019-20.

4.3 Appendix I contains narrative on the progress in delivering our corporate priorities, including the current status and programme progress. Included in each corporate priority subsection there are also case studies, sustainable development and equality & diversity information is also included. The Corporate Project Register, Corporate Risk Register, and Corporate Plan Performance Management Framework can be found at the back of the document. The latter gives the quarter 4/annual position for 2018-19.

5. **How does the decision contribute to the Corporate Priorities?**

The Annual Performance Review includes an evaluation of the Council’s success in delivering against its corporate priorities.

6. **What will it cost and how will it affect other services?**

There is no cost associated with this decision. Upon agreement of the recommendation, the document will be translated and made available online, and a press release will be issued informing people of the document’s publication and its location.

7. **What are the main conclusions of the Well-being Impact Assessment?**

A Well-being Impact Assessment (WIA) is not required for this report. This report provides a retrospective evaluation of the Council’s performance, and the decision to approve the report has no potential impact on people sharing protected characteristics. A WIA was undertaken on the Corporate Plan itself, and was presented to County Council when the plan was approved in October 2017.

8. **What consultations have been carried out with Scrutiny and others?**
The report has been developed by the Strategic Planning Team, in consultation with other council services. The performance information contained within the document has been provided by services, and has been drawn from the Verto performance management system. Consultation has taken place with the Senior Leadership Team (SLT). The report will be tabled at Cabinet on 25th June 2019, and finally will be approved by Council on 2nd July 2019.

9. **Chief Finance Officer Statement**

There are no significant financial implications arising from the report.

10. **What risks are there and is there anything we can do to reduce them?**

Failure to publish the Annual Review by the 31 October deadline would be likely to result in statutory recommendations from the Wales Audit Office, with significant implications for the reputation of the council.

11. **Power to make the Decision**

11.1 The Corporate Plan and the Annual Performance Review are key elements of the Wales Programme for Improvement (2010), which is underpinned by the statutory requirements of the Local Government Act 1999 and Local Government (Wales) Measure 2009.

11.2 Section 7 of the Council’s Constitution outlines Scrutiny’s powers and duties with respect of scrutinising the Authority’s performance.

**Contact Officer:**
Strategic Planning & Performance Team Leader: Business Improvement & Modernisation
Tel: 01824 708078
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Annual Performance Review 2018-19

This document presents the council’s performance against its priorities in 2018-19 (quarter 4 update in appendix III), including the Public Sector Equality Duty; outlines our plans for Corporate Plan delivery in 2019-20; shows the progress of council projects; and highlights the council’s progress in managing its risks.
For more information, or to let us know what you think, contact us:

**By EMAIL:** strategicplanningteam@denbighshire.gov.uk

**By TELEPHONE:** 01824 706291
Rydym yn croesawu galwadau ffôn yn Gymraeg / We welcome telephone calls in Welsh.

**By POST:** Strategic Planning & Performance Team
Denbighshire County Council, PO Box 62, Ruthin, LL15 9AZ
We welcome correspondence in Welsh. There will be no delay in responding to correspondence received in Welsh.

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Subscribe to the [County Voice newsletter](https://www.denbighshire.gov.uk/corporateplan), or our [Chief Executive’s blog](https://www.denbighshire.gov.uk/corporateplan)
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Introduction by the Leader & Chief Executive

Every year we review our performance and evaluate success in delivering real benefits for our communities. 2018-19 represents the 2nd year of our ambitious Corporate Plan, which we continue to be proud of. The plan is based on thorough research of the strengths, challenges, and future risks and opportunities for our communities, coupled with extensive and in-depth conversations with our residents and professional colleagues. This report evaluates our progress so far.

We also know that we can’t deliver this alone. This is a plan for our communities, and its scope has not been limited to that which is in the council’s ‘gift’ to deliver. Therefore, working with residents, public sector partners, not-for-profit sector colleagues and the private sector will be important if we are to achieve our goals. You can read more about our approach to delivering against our plan by reading the Sustainable Development section under each priority.

In our approach to embed our equality duty, we confirm again our commitment to celebrating diversity and promoting equality in everything that we do, to improve the quality of life for everyone living, working and visiting Denbighshire. This commitment is demonstrated throughout the activities that take place in our Corporate Plan. Again, you can read commentary on how we are delivering for people with protected characteristics in the Diversity and Equalities section under each priority.

We are pleased to say that we have made good progress with our priorities during 2018-19. Rather than just ‘making simple changes’ our Corporate Plan challenges us to be more adventurous in stepping out of a business as usual mind-set and acting to change how things are done. New initiatives have and are in development with more people becoming involved and more collaborative working being progressed. Our aim is to focus on the impact we’re having on the day-to-day lives of our residents. You can read about our plans for delivery in the year ahead at the end of each priority section in this document.

Judith Greenhalgh  
Chief Executive

Cllr Hugh H Evans  
Leader
The council sets a revenue budget each year. This revenue budget covers the costs of services that the council provides, and is paid for by Welsh Government Grants, Council Tax and Business Rate payers, and service users. For 2018-19 the gross revenue budget was £305.8m.

As part of the ongoing reductions to public spending, the funding available to local government has continued to reduce and the council has had to bridge a gap of £4.6m to balance the budget. The council identified £3.0m of corporate savings and a planned cash contribution of £2.0m from the use of balances and a specific budget mitigation reserve. This meant that services were protected as much as possible, and that they contributed £1.6m in efficiency savings.

To deliver its budgets for 2018-19, the council underwent a rigorous budget process to identify areas for savings and cuts. We asked all services except schools to identify efficiency savings amounting to 1% of their net budgets. Services other than schools and those delivering social care were also asked to identify further savings of 2.8%. In the autumn a series of meetings involving Cabinet members and Heads of Service considered the budget proposals, service reserves and further possible savings. All of this information informed the Medium Term Financial Plan, which sets out how the council will make these savings and takes account of known and likely changes to the council’s budget settlement. Prior to approval by County Council, the savings were agreed with Heads of Service and Lead Cabinet Members, and presented to a series of councillor budget workshops. The table below shows where the council spends its money:
By the end of the year the council spent £0.481m less than it budgeted for on services and corporate budgets, including schools delegated budgets. Service balances at year-end were £0.309m. Although it remains a difficult financial period for schools, investment in school budgets in 2018-19 (which more than funded inflationary pressures) and the close working relationship between the council and schools in producing robust three year financial plans, has resulted in an improved financial position for schools. Schools reported an in-year underspend of £0.173m resulting in a net deficit balance of £0.171m. During the year the council made a net contribution to a budget mitigation reserve. This is part of the council’s ongoing budget strategy.

There have continued to be reductions in the council’s funding. However, due to the use of cash from the Budget Mitigation Reserve (£2.0m) and the identification of savings from corporate budgets (£0.5m), the level of savings and efficiencies required from services and schools for 2019-20 has been kept as low as possible (£3.9m from services and £1.3m from schools). The budget process for 2020-21 is also underway. An initial budget gap of £5.5m has been identified for 2020-21 and the council’s Budget Board is leading the response and approach to this challenge.

Funding the Corporate Plan

Projects that support our Corporate Plan priorities will require significant capital investment, others revenue funding, and some may be delivered at no additional cost. We think we need to invest somewhere in the region of an additional £135m in our corporate priorities during the life of the Plan, if we are to achieve all that we’d like. To pay for the capital investment identified, we will need to commit revenue budget and cash to the priorities. During 2017-18 we identified £0.5m of our revenue budget for 2018-19 and £1m cash to support the new corporate priorities. A further revenue contribution of £0.5m was secured through the 2019-20 budget process.

Although £135m is a large sum, the council would not have to provide all of this money itself, in reality contributing around £71m of the £135m. For example, we plan to use income from housing rent to help fund the new council housing; and we expect that grants from the Welsh Government will be available to help fund the planned work to our flood defences, and to improve schools. During 2018-19 the council continued to deliver significant investment in schools, which included £12.8m on the new Christ the Word Catholic School in Rhyl, and £5.6m on new schools in Llanfair Dyffryn Clwyd and Clocaenog.

With these levels of additional investment in the Corporate Plan, we must deliver drastic improvements. If we are successful – and we believe we will be – Denbighshire will be fit for the future, and continue to be one of the best places in the UK to live, learn, work and visit.
Total capital expenditure across council service areas is shown below:

![Capital Expenditure by Service 2018-19 £000](chart)

**Are we doing the right things?**

Our recent Residents’ Survey received 2,571 responses and covered eight topic areas. Questions were aligned to our Corporate Plan priorities, and the results support the interventions we’re making, based on the issues identified. Results and key messages relating to the priorities are included in our [Residents’ Survey Report](#).

Our programme management approach to delivering our Corporate Plan ensures that we stay focussed on our long-term goals, take collective responsibility for the actions that we take and our approach to those actions, and regularly check that the direction we’re taking remains relevant and sufficiently ambitious.

We have two established Programme Boards:

- Young People and Housing Board
- Communities and Environment Board

In April 2019 a special joint board ‘review’ was held to examine our progress towards achieving our Corporate Plan vision, identifying any gaps, and checking that the required resources and governance are in place. Boards, which comprise of senior managers and Cabinet members, confirmed our approach and the projects that we have in place. Some additional activity to enhance the benefits from our work was also identified, which we will take forward in 2019-20. You can find out about the projects that we are delivering under ‘What are we doing in 2019-20?’ at the end of each priority below.
Performance Summary

This is the summary position for our Corporate Plan in 2018-19.

The overall evaluation for each priority has been determined by the performance measures that we have in place (see appendix III for details of these).

The projects evaluation section for each priority has been determined by the status of its projects.

As you can see, at this early stage in the Plan’s delivery, it’s possible for our performance against our Measures to be poor but our Projects to be strong.

As we progress towards the completion of this Plan, we’d envisage that both would match positively (i.e. we would aspire for both to be at least ‘Good’).
So far, the Corporate Plan has delivered...

- Superfast coverage has increased from 83% in 2017 to 91% in 2018.
- 4G coverage on A and B roads increased by over 300%.
- Number of areas without 10mbps broadband speeds has almost halved.
- Community Resource Team established in Ruthin.
- We have delivered a major improvement project on the Bro Havard Estate in St Asaph.
- £1.5m new school building at Glasdir in Ruthin.
- £11.2m new school building.
- 5,800 native broadleaved trees planted.
- Denbighshire children have designed a logo to promote the council's Bee Friendly status.
- 1st local authority in the UK to use herbicide-free weed killer.
- 1st roadside nature reserve to protect an animal created at Bontcyn Foel Bach, Hiraethog.
HOUSING: Everyone is supported to live in homes that meet their needs

Key Measures:  

Project Progress:  

An additional 124 new homes were delivered in Denbighshire during 2018-19. This is on target with our Corporate Plan’s aspiration of delivering an additional 1,000 homes over five years. We have also delivered 23 affordable homes in 2018-19. Our ambition is to deliver 260 by 2022.

We know that a substantial number of people in Denbighshire are unable to afford market rent or purchase. In response to this a new Affordable Housing Register to help people secure their own home was launched: Tai Teg. This register offers an opportunity to access a range of opportunities through new builds and vacancies within existing housing for people who are employed but who cannot afford market housing. This is a partnership project being led by Grŵp Cynefin with North Wales councils and other housing associations.

For details of support available and eligibility criteria, please visit the Tai Teg website.

The Single Access Route to Housing (SARTH) register had 1,148 people on it as at 31st March 2019.

In our Residents’ Survey 2018, for the first time we asked about levels of satisfaction with housing throughout the County.

- 42% of respondents were satisfied with the availability of housing, while 26% were dissatisfied (33% had no opinion).

- When it came to the standard of housing, over half of respondents (52%) were satisfied, and 17% were dissatisfied (30% did not know).

We recognise the supply and quality challenge with housing in Denbighshire, which is why the provision of and access to new homes is a corporate priority. Being more adventurous, for the first time in 25 years the council will be building some of its own homes. The additional council housing developments project involves using the funds within the Housing Revenue Account to support investment in the provision of 170 additional homes for social rent by 2022. The first developments are scheduled in Rhyl and Prestatyn and will involve the construction of new energy efficient homes.

Our project to bring 500 empty homes back into use will work closely with private landlords to reduce the number of empty homes in the County, addressing those that have become a focus for crime, anti-social behaviour and neglect. Homes may lie empty for a variety of reasons, including difficulty in establishing ownership, inability to sell, family disputes, the need for significant work, or the owner having an unrealistic value. The aim is to unlock the potential of
long-term empty homes, and promote attractive, safe and sustainable neighbourhoods. We have a package of financial assistance that provides grants and loans for improvement work, and we also provide advice and support. However, there will be times when it is necessary to use enforcement measures, particularly in cases where owners are unwilling to engage.

Case studies

Improving Neighbourhood Environments

In 2018-19 we completed a major £1.5 million environmental improvement project on the Bro Havard Estate in St Asaph. Denbighshire Housing, along with the contractor, undertook the following works for the benefit of tenants and the community:

- Highway reconstruction.
- A new road on Stanley Park.
- Additional parking facilities.
- Improved pedestrian links.
- Additional traffic calming measures.
- Soft landscaping.

This closely links to our Environment Priority, as the landscaping consisted of native species tree planting, shrubs and wild flower areas that will provide year round colour and interest for the residents, as well as enhancing the biodiversity on the estate.

Preventing Homelessness

Our Tenancy Support Team are experienced at helping those on the edge of homelessness. In a recent case, an individual (who was in employment but whose hours were not enough to claim working tax credits or to come off the benefit cap they had been granted) sought the team’s advice because they were in debt to their landlord. The council helped to reach an agreement with the tenant and the landlord to backdate a Discretionary Housing Payment (DHP) to help reduce the arrears, whilst giving the individual concerned budgeting advice and support. This person is now managing their finances well and paying their rent shortfall on time.

Sustainable Development

We are committed to raising the energy efficiency standards of our current housing stock. Originally we had pledged that all of our stock would reach the energy efficiency rating of ‘C’ by 2022. However, as we have developed our approach we now know that this would not be financially realistic. We anticipate, however, that 70% will achieve the standard by the end of the Corporate Plan. This pledge compliments our Environment Priority, and will also prevent the risk of fuel poverty for our residents.

Our Corporate Plan outlines our commitment to increase the supply and accessibility of housing to people with protected characteristics, particularly those of age and disability. In response we are collaborating with Registered Social Landlords, private landlords, and homebuilders.

We have made a joint commitment to end homelessness in North Wales. The six counties of North Wales, have joined in partnership with the Chartered Institute of Housing Cymru, to publish:
People, Homes and Services: A regional approach to tackling homelessness in North Wales.

Recognising that homelessness, and the issues that cause it, have no regard for local authority boundaries and that if we are really going address this issue, then all six councils need to work together to join up data, services and solutions.

Equality and Diversity

By managing a diversity of housing stock and creating acceptance for alternative living, Denbighshire County Council endeavours to facilitate everyone’s right to a safe and secure place to live.

We now have 17 Syrian families living in the County. The families are housed in County-wide locations. The Home Office have determined that the scheme will come to an end as at 31st March 2020, and not at the end of that year as originally assumed. The final date for accepting families will be 31st December 2019. This means that Denbighshire’s revised target will be 20 families, adhering to our commitment of resettling 5 families in each year of the scheme.

Enabling people to better maintain their independence and continue to live safely in their own homes is important to us, and we are continuing to support people to achieve this. A total of 131 Disabled Facilities Grants were delivered throughout 2018-19 (an increase of 30 from the previous year).

Long-term Specialist Housing for people with Complex Disabilities was secured for 10 people during 2018-19 compared with 7 in 2017-18. These efforts have reduced the specialist housing waiting list. However, some long-term complex cases will take more significant efforts to resolve.

What are we doing in 2019-20?

We will continue to deliver against the projects that support this priority throughout 2019-20.

- **Empty Homes Back Into Use:** We will raise awareness of the issue of empty homes and the role the council can play in assisting to bring them forward by attending landlord forums, City, Town & Community Council meetings, and other interested parties. We will also continue to work with Registered Social Landlords, private landlords and internal partners to explore innovative ways of bringing more empty homes back into use. For 2019-20 we aim to bring back at least 130.

- **Additional Council Housing:** We aim to have completed the first development in Rhyl by summer 2019, and continue to make progress with the development of sites across the County. By March 2020, we will have provided 12 additional Council Homes and we expect that planning permission will have been granted for developments that will provide a further 43 Council Homes.

- **Extra Care Housing:** We will progress with our Extra Care Housing in Ruthin and Denbigh. The completion of the Denbigh site remains as autumn 2020; and the building works for Ruthin will start in October 2020 at the latest.

- **Affordable Housing:** At least an additional 53 affordable homes will be brought forward in 2019-20. Our recent review of the Corporate Plan will also see a project developed to explore the provision of housing for young people.
CONNECTED: Communities are connected and have access to goods and services locally, online and through good transport links

Key Measures: Acceptable
Project Progress: Good

At January 2019, Denbighshire had 91.1% coverage of superfast broadband (>30mbps) – an increase of 0.3% since the last period. In terms of rank, out of all 650 constituencies in the UK, Vale of Clwyd is 393rd, Clwyd South has also improved slightly to 532nd, however, Clwyd West has slipped from 571 to 573. We have slipped further still since the last period, when ranked against other UK authorities.

Our ambition was to have, as a minimum, 90% coverage at this stage in the delivery of our Corporate Plan, and currently 5.29% of premises in Denbighshire have broadband speeds of 10mbps. We recognise more needs to be done, and we will be progressing with our project to make superfast broadband and mobile networks available to everyone in Denbighshire. Our ambition is for there to be no premises with broadband speeds of 10mbps or below by 2022.

The Connected Nations Spring Update published in January 2019 has shown that 4G coverage on A and B roads from all four network operators has improved very slightly from 48.08% to 49.59%. The general trend, which is not expected to change, is that the percentage coverage in Denbighshire is lower than that across Wales, which is in turn lower than the UK average. Our ambition was to have achieved 60% by March 2019, and 80% by the end of the Plan. We will continue to monitor the data closely as we work with mobile providers to improve connectivity.

We recently asked residents about their experiences of using the internet and mobile phones, in addition to questions we’ve asked before about their experiences of public transport. The results of our 2018 Residents’ Survey show that around a third (35%) of respondents have difficulty in accessing local public services by public transport, while nearly half said they found it difficult to access services by mobile phone (51%) and internet (52%). 82% of people reported that they were happy to access services via the internet and 72% were happy to access via their mobile phone. However, just over half (52%) reported that poor broadband or mobile phone signal hindered them from accessing services online.

In terms of barriers to accessing digital services, roughly one in ten said they did not have the skills to use the internet or reported that they could not afford to use the internet. Two in ten people reported that they could not afford a mobile phone. We recognise that some residents experience barriers accessing the internet and problems travelling around. For this reason we have a number of new projects to ensure communities have good digital and transport infrastructure.

Based on a number of factors (including broadband and mobile network availability, digital skills, basic skills, age, education, income and health), the overall likelihood of digital exclusion in Denbighshire is considered to be high. A business case to work with partners to support people in Denbighshire to reduce digital exclusion is now being developed.
In order to make it easier for people to access services online, we will ensure that council information and services will be easy and simple to use. For example, we are introducing a new Customer Relationship Management (CRM) system.

While endeavouring to make it easier for people to do what they need to do online, travel remains a crucial feature of good connectivity. Travel has been highlighted as a problem and as a barrier to accessing work, education and services for some time. The difficulty has been most closely associated with the perceived inadequacy of bus services, particularly in rural areas.

For example, based on 2014 WIMD data, 8 of 58 of Lower Super Output Areas (LSOAs) in Denbighshire were among the 10% most deprived in Wales in terms of Access to Services. Typically, the LSOAs that performed poorly in this category did not usually feature other deprivation factors. Llandrillo was the most deprived in Denbighshire in terms of access to services, and the 7th most deprived in Wales overall.

Although we recognise that there are problems, their complex nature can sometimes limit the effectiveness of the solutions we put in place. We are developing a project to improve travel connectivity across the County, which will probably be delivered in stages. This is likely to involve public transport, active travel, online payment options (for parking for example), electric vehicle charging, and potentially schemes for people in or at risk of poverty who struggle to get work. It will be a complex project and significant work with partners and residents will be required to ensure it is based around user needs.

Good travel connectivity requires a safe and maintained road and bridge infrastructure. In 2018-19, Denbighshire’s performance against national road condition indicators was as follows.

In poor condition:
- 3.4% of principal roads (A), a decline compared to 2.7% in 2017-18.
- 4.7% of non-principal (B), an improvement from 5.1% in 2017-18.
- 8.2% of C roads, improved from 10.2% in 2017-18.
- Our overall road condition score for 2018-19 was 379,974, slightly worse than the previous year (362,092).

Our response to the percentage of damaged roads and pavements made safe within the target time slightly increased to 97.5% between January and April 2019. Of the total number of 203 incidents for the period, 198 were made safe within the timescale.

Despite this, our Residents’ Survey 2018 shows a decline in satisfaction with our road and street maintenance since 2015 (from 57% down to 42%; and from 54% to 49% respectively).

The discrepancy between this and our comparatively healthy / improving measures is because the national indicators are based on a survey that looks at more than just the surface condition, considering conditions at foundation level too. The Residents’ Survey
results will be based on perceptions of road condition that are limited to what people see at a surface level. A road in poor condition may appear to be in good condition but at foundation level it could be on the point of failure, and vice versa.

A project to improve infrastructure to make it easier to stage events in the County has been approved. The project is focused on making it easier for communities to host events through a mobile inventory of equipment to hire, and through ‘rural focus area’ / town centre events infrastructure investments in four areas. Infrastructure investments could include plug-in power, changing pedestrian / traffic flow or other events-related equipment. This could also provide areas with the infrastructure needed to develop a ‘town centre experience’, e.g. live performances, and can be used to support visitor growth and business development. Schemes will be developed in partnership with stakeholders in each of the areas, specified and tendered. Key to the success of these investments is making it easier and cheaper for communities to host events, especially where such events have a strong historical foundation of success and confidence that they will continue to take place in the future.

Case studies

Fflecsi

Extra public transport was made available in July 2018 thanks to a pilot scheme in parts of south Denbighshire. The scheme called ‘Fflecsi’, operates alongside existing local bus services to give rural residents in the pilot villages a service on at least five days a week (between 9am and 2.45pm). The pilot will be evaluated in 2019-20.

A community pilot exploring community-led options and approaches to improving connectivity

We are exploring options to encourage local schemes to improve connectivity where:

- Housing exists in areas of poor broadband coverage and speed;
- Falls into either an area with no superfast coverage, or is not likely to be part of Superfast Cymru 2 roll out.

The focus on this work will be community-led, with the council and social housing partners taking a supportive role.

Sustainable Development

As a council, we recognise the importance of staying connected. This means investing in the technologies that will keep our communities connected in the long-term, which is why we are working with partners such as the Welsh Government’s Superfast Cymru project.
We also recognise that connectivity is complex. While we want to improve travel infrastructure in Denbighshire, we also recognise that some people may want to remove the need to travel at all, by accessing goods and services (or working) online. By involving stakeholders, we know some residents may not feel confident, or lack the skills or means to access services online. For this reason, all of our Corporate Plan projects are managed together as a programme to ensure we plan in a joined-up way that maximises opportunities.

Active Travel means walking and cycling (including electric wheelchairs and mobility scooters) for everyday short-distance journeys, such as journeys to school, work, or for access to shops, services and bus / rail stations. By investing in active travel we are encouraging people to adopt healthier lifestyles and promoting lower carbon transport. This is a preventative approach that integrates complementary goals, and will require working with our partners to design and deliver the solution.

Equality and Diversity

Keeping our communities connected allows everyone to have a voice. Whether this means the ability to access the internet, reach a meeting, or communicate in their chosen language.

We continue to monitor the percentage of people reporting they were able to communicate with us in their preferred language. 97.7% of Community Support Services' service users say they are able to communicate in their preferred language.

Improvements to active travel routes are also benefiting people with disabilities through improved accessibility, particularly in relation to routes linked to schools.

Our corporate plan projects to improve council information and services online and to tackle digital exclusion will include interventions to ensure services are accessible for everyone.

What are we doing in 2019-20?

We will continue to deliver against the projects that support this priority throughout 2019-20:

- **Access to Work, Education and Services**: We will undertake research to help us understand the problems that people face in accessing work, education and key services. We will continue to invest in active travel and parking improvements, and will review the effectiveness of the Fflecsi pilot in August 2019.

- **Roads & Bridges**: During 2019-20, we will deliver the third year of a 10-year maintenance programme for bridges and other highways structures. The aim of this programme is to minimise the need to implement weight restrictions on our bridges.

- **Superfast Broadband and Mobile Networks for All**: During 2019-20 we will support a community pilot; ensure new housing developments are fit for purpose from a connectivity perspective; improve information about options for improving connectivity; and explore
whether our own assets could be used to improve connectivity.

- **Accessible Information and Services:** From March 2019 we will be implementing our new Customer Relationship Management system. The new system will give us better performance information about the number of transactions taking place online, on the telephone, or face to face.

- **Digital Exclusion:** Subject to approval and funding, in July 2019 we will target those most likely to be digitally excluded so that they have the skills and means to use digital services.

- **Event infrastructure:** Work will commence in September 2019 to improve the way the council handles ‘big event’ enquiries. We will also work with communities to develop an inventory of mobile equipment that will be available to hire and to identify areas in need of fixed events infrastructure.
RESILIENT COMMUNITIES: The council works with people and communities to build independence and resilience

Key Measures: Acceptable
Project Progress: Good

We've been working closely with our residents to make it easier for them to deal with challenges in their lives, both by improving support and by listening more closely to our communities and helping them achieve their goals.

In the Residents' Survey 2018, new questions were asked regarding community cohesion and resilience.

The results showed that:

- 67% of respondents felt their local area was a place where people from different backgrounds get on well together, and 18% disagreed (15% did not know).
- 59% thought that their local area was a place where people will pull together to improve the local area, with 30% disagreeing (11% were unsure).

In 2018-19 we completed our Community Planning and Development Resource project with many community planning activities being held throughout the County. Driven by the aspiration of supporting communities, we have published Community Development web pages that offer advice and guidance on a range of subjects to support their planned activities.

Find out more: Community planning

During 2019 more events are planned to take place. These will be themed in order to allow focus on key areas of interest for communities across Denbighshire and funding priorities for the Clocaenog and Brenig Windfarm funds, which are due to open to applications during the year. The first of these events will be held in May, focusing on exploring the use of community share offers and community led enterprises to support community resilience.

DID YOU KNOW?
In the Residents’ Survey 2018, 85% of you felt a strong or some sense of belonging with your local area

In 2018-19 we completed our Community Planning and Development Resource project with many community planning activities being held throughout the County. Driven by the aspiration of supporting communities, we have published Community Development web pages that offer advice and guidance on a range of subjects to support their planned activities.

Find out more: Community planning

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DID YOU KNOW?
You can find out what funds are available for your community on our website Community funding and grants

The average length of time adults (aged 65 or over) are supported in residential care homes for the year decreased to 993 days. Although this is high in relation to the Wales average (800), it is understood that Denbighshire has a high average age population. This is the first time our figure has been below 1,000 days.

We have worked, and continue to work, to reduce the number of new admissions to residential care homes through the use of both modern and traditional care packages.
in the home, and by working with people to maximise their independence.

2018-19 saw the launch of our County Conversation Portal to make it even easier for you to tell us what you think.

We will use the County Conversation Portal to ask you for your thoughts and give you the opportunity to get involved!

This priority itself does much to tackle key equality concerns, through user empowerment and involvement in the shaping of services to:

- Ensure people can access the right information first time, however they contact the council.
- Support Carers to help them sustain their roles as carers.
- Facilitate Community Development and Empowerment.
- Strengthen our approach to tackling domestic abuse.

Because of changes to the way the North Wales Police record domestic crimes, we will need to change our Corporate Plan measures around domestic abuse. We will now look to use the National Incident Category List (NICL) for our data.

Another of our indicators originally agreed upon was to show the percentage of projects that have considered the 10 National Principles of Engagement within their Well-being Impact Assessment. This has not proved a useful measure, and it is felt that there are now more meaningful engagement measurement tools available, which we will explore in 2019-20 in place of this.

Projects around tackling domestic abuse (through awareness for staff and young people), and enabling information that supports resilience and independence are also being progressed.

It’s important to note that many of the projects under this priority put in place preventative measures that should have a positive effect but will take time to realise.

Feedback from the 2018-19 Community Support Services annual “Have Your Say” citizen survey showed that:

- 84.5% felt they have been actively involved in decisions about their care and support (147 out of 174 people).
- 97.7% were able to communicate in their preferred language (167 out of 171 people).
- 97.1% felt that they were treated with dignity and respect (166/171).

A significant project is that of designing seamless health and social care services in the form of Community Resource Teams. Denbighshire is working in partnership with Betsi Cadwaladr University Health Board (BCUHB) to deliver this project, with BCUHB being the lead delivery partner. The aim of the Community Resource Teams is to deliver comprehensive, flexible and responsive multi-agency and multi-disciplinary community health and social care services. These are easily and seamlessly accessible from the citizen’s perspective. Ruthin’s Community Resource Team was established in February 2019. Rhyl’s has been in place since 2017. The project will next look at Denbigh.
We’re also currently running a project to support adult carers so that:

- Carers will be more resilient and independent.
- Carers will be well informed and will feel supported within their communities.
- Carers will be able to live a fulfilled life.
- Carers will be able to care for longer, if that is their choice.
- Citizens of Denbighshire, and those working within Denbighshire, will have a greater understanding of the importance of supporting Carers.

83% of Carers have reported that they feel safe, up from 71% the previous year. 75% of adults reported that they feel safe, up from 73%.

During 2018-19, the council dealt with 622 adult protection enquiries. Following an in-year dip, at year end the council completed 68% of these within 7 days. This is still below the Wales average of 85%, but changes have been made to staffing and our approach to general case management to improve performance. When available, you can read our 2018-19 Director of Social Services Annual report on this webpage.

### Case studies

#### Carer’s story

Here is the story of one carer, who has recently moved to the area with her family:

“Together with my partner, I have been caring for my partner’s mother who had Dementia for 14 months now. She is 93 years old. My role involves helping her with everyday tasks such as dressing, washing and helping her get up in the morning and putting her to bed at night.

I feel that it is better for her to be cared for in familiar surroundings at home with people she knows. As she has Dementia, no day is the same, so we just take each day as it comes.

We are fortunate to have support from the council, which allows my partner and I to have some free time to go out together. The support pays for someone to come and sit with her whilst we go out. I also have had good support and information from the North East Wales Carers Information Service (NEWCIS).”

For more information about carers and how to get an assessment, contact:

Denbighshire’s Single Point of Access on 0300 456 1000 or North East Wales Carers Information Service (NEWCIS) on 01745 331181
**Community Navigator - Bringing information out to the community**

"I recommended the DEWIS Cymru website to someone who recently moved into the area and was feeling lonely. When I next saw them, they were delighted and listed all the clubs they were interested in attending. They said it was a brilliant resource and thanked me for being so supportive."

**Sustainable Development**

Within this priority we are taking forward an important engagement project that intends to both strengthen our approach to managing our involvement processes, and also move towards more of a co-production type of model. This will see residents being involved with shaping services much earlier than is usually the case, and in an ongoing manner. Developments here will lay the foundations for stronger involvement in general.

A number of projects that are planned will require a collaborative approach, namely:

- Improving support for carers.
- Integration of health and social care.
- Tackling domestic abuse.

All are also driven by a desire to prevent further need.

Denbighshire County Council also supports Dewis Cymru in their goal to provide a place for information about well-being in Wales. Dewis Cymru is a single point of information for over 6,000 local and national services aimed at maintaining personal well-being. By supporting this service we hope to help people work out what matters to them, and to give them information and services to help with their well-being, and a place to go for information if they wish to help someone else.

June 2018 saw an exciting chapter for Denbigh Library and One Stop Shop as it opened its doors to the public following a major refurbishment that has modernised facilities and provided new areas for community involvement.

The brand new refurbished building included:

- New reception / One Stop Shop enquiry desk.
- Dedicated self-service computer to access council and partner online service.
- New self-service issuing kiosk.
- Redesigned flexible children's zone.
- Refurbished meeting room.
- Free Wi-Fi.
- New and improved Tourist Information Point.
- Exhibition of local history items and information.
- Flexible consultation areas for community use and library activities / events, information surgeries and private 1-2-1's, which can be opened up into one large area.
- Relaxing area for informal study.
- IT learning / educational zone for training.

**Equality and Diversity**

In July 2018, Blue badge holders living in Denbighshire saw the introduction of being able to park in the council's public car parks for an additional hour, granting the additional hour on top of the expiry time printed on your pay and display ticket. The extra hour was deemed as a 'reasonable adjustment' under the Equality Act 2010, and has also been implemented by some other
councils that charge blue badge holders for parking.

During October 2018 half term, Rhyl Library hosted Storytime with Mama G, a drag queen who tells stories with an LGBT theme. Combining panto, drag and the traditional art of story-telling, Mama G shares tales that celebrate being who you are and loving who you want. 36 parents and children attended the free session at Rhyl Library and it was received very positively.

LGBT picture books are now available at the library, which include; ‘And Tango Makes Three’, ‘King and King’, and ‘Daddy, Papa and Me’.

Dementia Friends training and training to raise awareness of Dementia, is held across Denbighshire with many venues (such as libraries) acting as community hubs, open to community groups during out of library hours with meeting rooms and moveable furniture. We also now have a new project where we are working towards becoming a Dementia Friendly Council.

The Older People’s Commissioner for Wales has launched a strategy for 2019-22, “Making Wales the Best Place in the World to Grow Older”. The Commissioner has set out three key priorities and will be taking action to end ageism and age discrimination, stop the abuse of older people and enable everyone to age well. We have examined the Strategy in detail to ensure that our work aligns with the three key priorities identified by the Commissioner, and we are confident that we will be delivering against the activities outlined, either through our Corporate Plan projects, or with our service provisions. We will, nonetheless, be looking to refresh our Ageing Well in Denbighshire Action Plan by the end of 2019.

We will continue to deliver against the projects that support this priority throughout 2019-20:

- **Community Planning:** We will be developing resources to support access to approximately £850k of Wind Farm community grant funding by March 2020.

- **Access to Information:** We will ensure people have access to consistently good information in a variety of formats (e.g. online, face-to-face). Dewis Cymru will offer the main platform for gathering
well-being information. We will work to ensure that services and partners maximise its use (complimented by our Libraries, Talking Points, Family Information Service, Community Navigators and Flexible Funding Programme) by December 2019.

- **Having your Say:** We will enhance use of the County Conversation Portal by March 2020 to ask you for your thoughts, and give you the opportunity to get involved with as much as possible.

- **Reduce Domestic Abuse:** We intend to develop a County-wide approach to reducing violence, domestic abuse and sexual violence against men and women over the duration of the Corporate Plan.

- **Supporting Carers:** We will be refreshing and agreeing new actions to support Carers in Denbighshire by March 2020. We will also offer an E Learning module related to carers, which will be mandatory for personnel, offering awareness of carer roles and responsibilities and how we may help individuals. Training should be completed by December 2019, with monitoring processes in place at that time.

- An interdependent project will offer continued support for care leavers to engage with appropriate career pathways and opportunity for education, employment and training, developing their readiness for work.

- **Seamless Health & Social Care:** We will be establishing a Community Resource Team in Denbigh by March 2020. This will include maintaining our focus on recruitment and retention of high quality Social Services staff in an environment of increasing complexity and decreasing resources.

- **Dementia Friendly Council:** By March 2020 we will develop a corporate approach to work jointly with the Alzheimer’s Society, aspiring to become a Dementia Friendly organisation. Our work to increase the number of Dementia Friendly communities within Denbighshire will be progressed and we will demonstrate actions to deliver positive outcomes for people living with Dementia, or for carers of those living with Dementia in the County.
ENVIRONMENT: Attractive and protected, supporting well-being and economic prosperity

Key Measures: Good
Project Progress: Excellent

Results from the Residents’ Survey 2018 showed high levels of satisfaction with open spaces in Denbighshire, resulting in:

- 87% were satisfied with the local countryside.
- 70% were satisfied with the County’s beaches.
- 64% were satisfied with local parks.

Weekly countryside volunteer tasks have taken place at Glan Morfa in Rhyl throughout the autumn and winter, which has resulted in this year’s allocation of 2,400 trees (4,800 in total so far) being planted. The tree planting has provided an ideal focus for participation by the local community, various groups and local schools. The overall aim is to transform a former tip with numerous environmental quality issues into an attractive Green Open Space and Community Woodland. Strong links have been made with a variety of schools and local groups who will be attending regular volunteer sessions at the site throughout 2019.

Tree planting has also commenced in Upper Denbigh with 1,000 trees of local provenance being planted on the boundaries to the allotment site. This not only contributes to our tree planting target in Upper Denbigh but also ensures that allotment sites in Denbighshire are more biodiversity friendly. In total 1,800 trees / shrubs will have been planted.

DID YOU KNOW?
There were 664,502 visits to our countryside and heritage sites during 2018-19

Some other highlights from the ‘Improving Biodiversity’ project include:

- New adder survey sites.
- Work to support our Sand Lizard population.
- A project to survey and support our dormouse habitats.
- Volunteer training to assist with biodiversity surveys.
- Guest lectures with Glyndwr University.
- Biodiversity Days with the Assistant Rangers.

At the end of the year, the numbers of black grouse, little terns, adders, sand lizards and bees was at an ‘acceptable’ level (according to our own performance standards). These species and groups of species are considered to be of particular importance due to a combination of their small or declining populations, and limited range. We have outlined plans to improve the populations of these species over the course of the 5 year plan.

DID YOU KNOW?
Denbighshire is the 2nd in the UK to have a Roadside Nature Reserve to preserve adders
October 2018 saw us become the first local authority in the UK to use the latest herbicide-free weed killing technology. The council’s Countryside Service took delivery of the new ‘Foamstream M600’, which uses heat and an organic foam made from olive oil to kill weeds. The foam is non-toxic and will enable the council to reduce the amount of herbicides it uses to control unwanted growth of plants and non-native invasive weeds, including in sensitive areas such as Sites of Special Scientific Interest, Special Areas of Conservation, and County wildlife sites.

Based on a National Flood Risk Assessment in 2012, 16,750 properties in Denbighshire were in a flood zone, which is between 20% and 30% of all properties in the County. The ‘Flooding in Wales’ report identified 3,250 properties as being in severe risk of flooding, with a further 13,200 at moderate or low risk. The East Rhyl Coastal Defence Scheme is ‘on target’ and is anticipated to be completed in 2020, with 500 properties of those properties at severe risk benefitting from a reduced risk of flooding.

The council has drafted and consulted on a new tourism strategy, which focusses on how we can make the most of our assets as a County; our seaside, our market towns, our heritage assets and our wonderful countryside. A significant proportion of our business already comes from tourism and this continues to grow. The new strategy will be published very shortly!

**Case studies**

**Storm Hector – ‘Terns’ out Volunteers**

At the end of June 2018 the little tern colony was subject to Storm Hector, which caused damage to nests and fences. More than 20 volunteers, members of the North Wales Little Tern Group, and staff from Denbighshire Countryside Service helped clean up the site, rescue eggs and repair damage caused to fences. This community response has mitigated the impact on the colony. This breeding colony is the only one in Wales, and one little tern ringed 25 years ago is believed to be the oldest recorded in the world. Seasonal viewing structures and a visitor centre also opened at the site in 2018.

**Bee Friendly**

Last year the council was awarded ‘Bee Friendly’ status from the Welsh Government. Early 2019 we offered children aged 5-14yrs the chance to design the council’s ‘Bee Friendly’ logo.

We are continuing our work with schools and community groups to create bee and bug ‘hotels’, reduce the use of pesticides and herbicides, and identify sites to improve for pollinators by planting wildflowers and sowing wildflower seeds.

**Reeds for Grebes**

Reed bed creation at Rhyl’s Brickfields Pond has provided an ideal habitat for small fish and insect larvae, which attracted a rare visitor in December 2018. A Slavonian grebe, which is ‘red listed’ by the RSPB, is believed to have been blown off its usual flight path but had found somewhere to rest up and feed before continuing on its journey.
Sustainable Development

This Corporate Plan is the first to focus so heavily on the preservation of the natural environment and to pay particular attention to maintaining biodiversity within the County. This direction was as a result of our County Conversation engagement. As part of this exercise voices from young people in the community were heard and listened to. They were concerned about the future of the environment and wanted the council to more actively pursue change under this theme.

We are working closely with Natural Resources Wales to plant 18,000 trees by 2022, a long-term commitment to the environment, and to provide shaded community recreation spaces.

2018-19 saw plans to change waste and recycling collections in Denbighshire being given the go-ahead, which include:

- A new weekly collection for recyclables such as paper, glass, cans, and plastic.
- A new weekly collection for nappies and incontinence wear.
- A weekly collection for food waste.
- A new fortnightly collection for clothes and small electrical items.

The aim is to encourage more recycling on top of the council’s current rates (64%) to meet the Welsh Government’s 70% target by 2025, with an expectancy that the target will rise to 80% in future. The new facilities that are needed to support the service should be in place early 2021, with the aim of the whole County being moved across to the new service by July 2021.

In-keeping with the low carbon theme, we plan to reduce the level of our carbon emissions from our own assets and we’ll ensure that all new-build council homes have an energy efficiency rating of ‘A’. This demonstrates our approach to maximising benefits from projects, integrating with our Housing Priority. Originally we had committed to reduce our carbon emissions by at least 15% by 2022. However, on review we believe we can actually achieve much more than this and will look now to setting ourselves a new target.

Equality and Diversity

Everyone has a right to enjoy the environment. In Denbighshire we have made huge progress to not only safeguard our astounding natural resources, but to also make it easier than ever for all people to experience them.

The Little Tern Colony near Prestatyn is one of the most productive colonies in the UK, and the last one in Wales. It is located in a spectacular coastal setting and within a Special Protection Area. Although it is already a popular place to visit, the intention is to provide volunteering / environmental education opportunities across all sections of society. Funding has been secured to provide free transport from deprived wards to the colony, and to help raise awareness a video of the colony and life cycle of Little Terns (narrated by Iolo Williams) has been produced. In addition to this, a boardwalk to the colony has just been completed, which will allow access for the very first time for wheelchair users and prams.
An all-terrain Tramper / mobility scooter is now available for the public to use at Loggerheads Country Park. The scooter is available through a booking service to enable people with mobility problems to join their friends and family on days out in the park.

Brand new state of the art audio tours have been launched at Plas Newydd and Ruthin Gaol. With voiceover work provided by local people, these new tours will be easy to use, lightweight, and contain updated and new information about Plas Newydd, Ruthin Gaol, and the people connected with these historic buildings. There is also an all new interactive digital Children’s Tour to encourage younger audiences to explore and learn whilst taking part in a fun quiz. All audio tours are available in Welsh and English, with more languages being added throughout 2019.

What are we doing in 2019-20?

We will continue to deliver against the projects that support this priority throughout 2019-20:

- **East Rhyl Coastal Defence Scheme**: By 2022 it is anticipated that 500 properties will benefit from a reduced risk of flooding. A project is being developed to propose an extension of the flood risk management work, but will require sizeable capital investment.

- **Tree Planting**: We will continue with our ambitious programme to plant 18,000 trees by the end of 2022. In 2019-20 we will plant a further 4,300 (2,400 in Rhyl and 1,900 in Denbigh).

- **Biodiversity Project**: This project will help us to understand, protect, and promote awareness of important and vulnerable habitats and species in the County. During 2019-20 we will, with volunteers, continue to survey 7 of our most vulnerable species by carrying out over 40 surveys.

- **Carbon Emissions and Energy Efficiency**: We are committed to reducing our carbon footprint through a number of initiatives, which will improve our energy consumption, the efficiency of our housing, and the sustainability of our fleet. In April 2019 two 100% electric vehicles join our fleet, and in October we will switch to using only renewable electricity in our own buildings.

- **Access to the Countryside**: An exciting 3 year ENRaW funded project will nurture healthy and resilient ecosystems along a large habitat corridor through the counties of Denbighshire, Flintshire and Conwy. This will link some of the most deprived populations in Wales to the wider countryside and protected sites. A Delivery Plan has been developed and year 1 will be implemented 2019-20.

- **Reducing Plastics**: The council will be taking forward a new project to reduce its consumption of plastics, presenting proposals to Council by December 2019.

- **Supporting Tourism**: We will be developing a ‘Vale of Clwyd’ brand to bring visitors to the towns in the middle of our County, also building on the regeneration of Rhyl to bring more visitors and businesses to our largest town.

- **Renewable Energy**: We will scope a new renewable energy project with a view to increasing renewable energy provision across the County.
**Key Measures:**

- **Priority for improvement**

**Project Progress:**

- **Good**

In our Residents’ Survey 2018, for the first time we asked residents to comment on a range of ‘opportunities’ throughout the County.

In particular, ‘opportunities for young people’ results showed:

- 19% of residents agreed that sufficient job opportunities for young people were available.
- 28% of residents agreed that sufficient opportunities for young people to develop their skills were available.
- 50% of residents agreed that sufficient leisure opportunities for young people were available.

The council recognises the challenge that it has set itself with this priority, with performance against the measures that we have chosen being a priority for improvement in most cases. This only emphasises that we were right to include this in our Corporate Plan and that it is a priority for us to improve. We will always aspire to achieve the best for our children and young people, and hopefully the progress of our projects over the next three years will make a positive contribution towards that aim.

The job seekers allowance claimant count for 18-24 year olds has increased each quarter throughout the year, sitting at 5.5% by March 2019. This is 1.3% behind the Welsh average, compared to just 0.1% in quarter 1. There is a strong focus on upskilling and job creation for young people within this priority and we have projects to support improvements in these areas (see case studies and sustainable development sections below).

Nearly 30% of children in Denbighshire have an unhealthy weight or are obese. This is behind the national average of 27%. We will be starting a new cooking initiative in schools in 2019-20, which will hopefully help our young people make healthy life choices.

Based on the latest published position, data reveals that attendance in both primary and secondary schools has fallen below the Welsh average, being 94.4% and 93.4% in each respectively. The council works closely with schools to ensure that they are engaging with the council’s policies, putting interventions in place where procedures are not robust.

Changes to the national curriculum and assessments framework poses a real challenge to us when it comes to understanding the attainment of pupils in Denbighshire, particularly as we are no longer able to compare with other Welsh authorities. When this situation is clarified,
we will need to change the performance measure that we initially chose for our Corporate Plan, which examined the gap between attainment at key stage 2 (Core Subject Indicator) and key stage 4 (Level 2 inclusive of Welsh / English and Maths). These two measures were felt to be commensurate with one another at the start of the Plan. However, this is no longer felt to be the case, following changes to the way key stage 4 attainment is now assessed. This impacted adversely on Denbighshire in 2018, with 47.5% of pupils achieving the expected outcome at key stage 4, inclusive of Welsh / English and Maths (Level 2+). This falls behind the Welsh average of 55.1%. This situation has been examined in detail by our Performance Scrutiny Committee, and is being closely monitored by the council and the regional school improvement consortium, GwE.

DID YOU KNOW?

So far more than 3,500 pupils in Denbighshire have benefitted from new school buildings

Our Modernising Education Programme is responsible for reviewing school provision in Denbighshire and investing in school buildings and facilities. The first wave of funding for 21st Century schools is coming to an end this year. To date there have been 7 primary and 2 secondary school projects completed; including, in 2018-19, the new building for Ysgol Pen Barras and Rhos Street School, and the completion of a Safer Route in Communities project which opened a new walking and cycling path. Improvement works were also complete at Ysgol Bro Cinmeirch in 2018-19. Building works for Ysgol Carreg Emlyn were completed in May 2019, whilst a further 2 projects – Ysgol Llanfair and a 3-16 Catholic school, Christ the Word Catholic School – will be completed in 2019. You can read about all our school builds under ‘Education Matters’, County Voice 2019, issue 1, or follow our blog to keep up to date!

According to the new Welsh Government condition category measure, as at the end of 2018-19, 34 schools are providing education in buildings that have the lowest suitability and condition categories (C & D), down from 36 in the previous year. The 21st Century Schools Programme Band B programme will reduce this figure over time, though there will still be Denbighshire schools in these lower condition categories.

DID YOU KNOW?

So far more than £90 million has been invested in Denbighshire’s schools

There has been some work done this year to better understand volunteering opportunities that are available to young people across a range of our services, looking at our Youth Service, Countryside Service, the Welsh Baccalaureate delivered through
schools, and our TRAC programme (which seeks to engage those likely to fall out of education, employment or training). Quantifying the number of opportunities provided, or the number of young people participating has proved problematic across these four areas. However, improvements to tracking volunteer opportunities are being implemented currently, which will improve reporting in 2019-20. The only measure that we have currently looks at the achievement of the Skills Challenge Certificate, part of the Welsh Baccalaureate, which comprises of a community volunteering component. 65% achieved this at key stage 4 in 2018. The Welsh average was 73%.

Case studies

Young Person Employment Bursary

During 2018-19, Denbighshire started offering a Young Person Employment Bursary, which seeks to encourage people aged 18-35 to upskill and boost their earning potential. The project has the potential to help up to 80 individuals a year, with funding of between £250 and £2,000 per person. The take up for this has been lower than anticipated, and we are now looking at promoting this in different ways.

So far we have had 24 enquiries resulting in 20 applications, eight of which are being progressed through Working Denbighshire. The scheme has had its first application approved, a young individual who wants to upskill in their chosen profession of dentistry. Once they have completed their qualification, we have estimated that their salary should increase by 10% per annum.

To apply for a Young Person Bursary, you need to be:

- Aged 18-35 (at point of application and approval);
- Living in Denbighshire;
- Earning below £20,326;
- In employment (at least 16hrs) and able to demonstrate availability of suitable positions with a County based company.

Find out more: Young Person Employment Bursary

Working Denbighshire

In 2018-19, the council set-up our Working Denbighshire Strategy, which seeks to tackle poverty through employment, better coordinating support that helps people into work. This is achieved through collaboration with our partners from across public, private, community and voluntary service provision. It provides support for residents aged 16 and over who are furthest from the labour market back into education, employment and training.

It is too early to report on the project’s long-term outcomes, but it ambitiously seeks to:

- Reduce the number of people claiming unemployment.
- Increase household income.
- Reduce the number of households with an income less than 60% of the GB median household income.
Denbighshire’s business community took part in the fourth March for Business month, which saw more than 530 attendees take part in 26 varied events, the highest figures so far.

Ready for Work

The Ready for Work project aimed to educate pupils about the variety of career opportunities open to them, and the associated career pathways and skill sets required. The project did this through the delivery of a range of initiatives, enabling pupils to access more in-depth careers advice, have mentoring support, access to employers and individuals with specific expertise, and opportunities to develop the relevant skills and be aware of the expectations and requirements of employers.

In its second year, Ready for Work continued to deliver successful career events targeted at year 9 pupils, attracting 1,402 pupils at events held in Prestatyn, Denbigh and Llangollen, with over 20 businesses in attendance at each.

The intended alumni scheme and Public Sector Mentoring Programme have had less success within the project, struggling for take-up by schools, and capacity making delivery difficult. The project will be closed early in 2019-20, but it is hoped that successful elements will be able to continue through the Working Denbighshire strategy. However, our measure for pupils engaging with the mentoring scheme will be withdrawn from our performance framework as a consequence.

Supporting Parents in Denbighshire

Our Support for Parents project seeks to promote positive parenting to improve life outcomes for children. In 2018-19 the project has focussed on implementing the Solihull Approach. Initially this was piloted with a small number of schools, but the interest was such that it is now been rolled out to all primary schools. The initiative provides resources to support parents with their children from conception through to adolescence. Feedback from those involved has been positive. The intention is to extend this provision to secondary schools as well during 2019-20.

Sustainable Development

There is a strong focus within this priority on the mental well-being and 'life skills' preparation of young people. This emphasis is as a direct result of involving young people with the County Conversation exercise, with a view to preventing circumstances that would compromise a young person’s ability to thrive. Through our County Conversation with young people, we have also been able to better understand their aspirations for the future, and in particular the types of jobs young people will find rewarding and provide both profitable and fulfilling careers that are
important to them. It is with this in mind that a number of projects in this priority aim to not only provide young people with qualifications, but to provide the jobs and skills needed for the next generation of work.

For example (pending funding) we have exciting plans for a digital skills and entrepreneurial hub in Rhyl, to provide enterprising business start-ups with the abilities and networks to help them succeed in a growing digital sector. Alongside this we also have a project that is seeking to provide “move-on” premises for growth sector businesses that have outgrown their current accommodation. This retains the existing business within the County and creates opportunities for new high-skilled jobs.

We have invested heavily in the future of Rhyl, through a strategic programme of projects named the ‘Rhyl Master Plan’. As part of this programme, the renovation of the Rhyl waterfront has received a £25m investment with the intention to provide a boost to the Rhyl economy and creation of over 250 jobs.

SC2

SC2, officially opened on 5th April 2019, the £15m waterpark includes Wales’ first TAG Active play arena, indoor and outdoor water play for all ages and abilities, flume rides, beach style paddling, feature slides and themed food outlets. As the centrepiece of Rhyl’s waterfront development programme, SC2 is expected to attract an extra 350,000 visitors per year to the town.

Equality and Diversity

In Denbighshire we know that young people need the best start in life to continue to grow be happy, healthy and prosperous. Through the Corporate Plan we have made provision to offer the same opportunities to all young people.

The Childcare Offer for Wales provides eligible parents of 3 and 4 year olds with 30 hours per week of early education and childcare for up to 48 weeks of the year. Denbighshire had applied to be included in the early roll-out of the scheme in September 2018, but disappointingly was informed by the Welsh Government that only a partial rollout would be applied to Denbighshire, and not until April 2019. As a consequence, the council received a great deal of negative feedback from parents, childcare providers and political bodies. Childcare Offer leads in Denbighshire worked hard to find a solution with Welsh Government that would provide Denbighshire families with the equal opportunity to access the offer sooner rather than later. Consequently, in November 2018 we received the excellent news that it would be rolled out across the whole of Denbighshire in January 2019. Following this, a rigorous engagement and publicity campaign was undertaken to engage with as many parents and childcare providers as possible.

So far we have had 737 applications, achieving a 70% uptake. In Denbighshire there are 125 registered childcare settings, and 116 of these have signed up to deliver
the offer. These numbers are some of the highest uptake in Wales. Parents have reported to childcare settings that they have been able to increase their hours in work or indeed return to work with this additional help. It has been positively received across parents, childcare providers and elected members due to the turnaround and speed of uptake.

In partnership with the regional school improvement consortium, GwE, the council maintains close scrutiny of school standards; at all times seeking to identify and remove barriers to learning for all individuals and cohorts, including those identified with any additional learning needs, and those with English as an additional language.

In 2018, the attainment gap between boys and girls (Level 2+) at KS4 was around 17%, with 40% of boys achieving the expected standard, and 57% of girls.

Further work has been done in 2018-19 to embed and understand the output from the Pupil Attitude to Self and School (PASS) Survey, which has now been rolled out to all primary and secondary schools. This survey scores the attitude and behaviour of our young people against key well-being factors, benchmarked against other UK schools that also use the tool. 86% of pupils responded positively in 2018-19 when questioned about their feelings about school.

At a school and pupil level the data can help reveal inequalities at an early stage because the data is broken down by gender, year, ethnicity, free school meal uptake, and pupils with English as an additional language. The project seeks to support schools to consider areas for improvement, removing barriers to learning for our young people.

The 21st Century schools programme considers key concerns in relation to the learning environment:

- **Access** – particularly for people with mobility impairments, a range of planning guidance and building regulation can be considered.
- **Gendered facilities** – the provision of appropriate facilities for trans pupils has been an issue in the past within the County and needs to be considered.
- **Provision of facilities for religious worship.**

To diversify the voices being heard in the running of our schools, Denbighshire developed a promotional campaign to encourage individuals from diverse backgrounds to become school governors.

Working Denbighshire has begun an exciting new initiative to support people who don’t speak English or Welsh as a first language. It aims to help them on their route to employment, cultural orientation, volunteering placements, and to help them integrate into their local community and reduce social isolation. The English for Speakers of Other Languages (ESOL) courses are being delivered in partnership with Adult Learning Wales.

**What are we doing in 2019-20?**

We will continue to deliver against the projects that support this priority throughout 2019-20.

- **Modernising Education**: We will continue to deliver on the 21st Century Schools programme, modernising our school facilities to ensure that our children have a learning environment
that supports their education. Ysgol Carreg Emlyn will be handed over to teachers and pupils in June 2019; Ysgol Llanfair during the Autumn Term; and Christ the Word in September. By the end of 2019, we will have a clearer direction for our second phase of delivery (Band B), which will focus on Llangollen, Denbigh and Rhyl.

- The council has also secured £1.3m from the Welsh Government for a Welsh Language Development Centre in St Asaph, which we aim to deliver by September 2020; and £2.8m for 7 Child Care Centre projects across the County. In 2019-20 we will prioritise Rhyl and Denbigh, looking at St Asaph and Llangollen in 2020-21.

- **Entrepreneur Hub and TechZone:** Pending the approval of funding, we will deliver the entrepreneur hub in Rhyl, and the “move-on” accommodation for growing businesses in St Asaph by the end of 2019-20.

- **Working Denbighshire and Employment Bursary:** Continue with our Working Denbighshire Strategy and Young Person’s Employment Bursary, attracting and helping more young people into employment, and to up-skill in their chosen careers, climbing the ladder into the jobs that they aspire to. Denbighshire’s Work Start Scheme will offer 15 paid, and 15 unpaid placements during 2018-19. The Employment Bursary can help up to 80 individuals a year with funding of between £250 and £2,000 per person.

- **Understanding Pupil Well-being:** Support schools to make good use of the data that they have around the well-being of their pupils. This relates to our project which provides the Pupil Attitude to Self and School (PASS) Survey to all primary and secondary schools in the County. We will look to run the survey again in both primary and secondary schools during the autumn term.

- **Support for Parents:** We will develop a corporate approach to supporting parents to provide their children with the best start in life, building on the work already piloted with the implementation of the Solihull Approach in primary schools. By the end of 2019-20 this will be rolled out in all primary schools, and will seek to roll this out further to secondary schools.

- **Cooking Skills for Schools:** We will begin the delivery of a 6 week cooking course from September, targeted at key stage 2 and 3 pupils in 30 schools (primary and secondary). This new project aims to upskill staff and pupils, teaching essential cooking knowledge and skills. Parents can also get involved! We aim to train staff in at least ten schools by the end of 2019-20.

- **Voice of Young People:** We will engage with Young People as part of this priority to ensure that the work we do now still delivers benefits for them in the future.
Sustainable Development

Sustainable development is embedded in the way that we do things at Denbighshire County Council, and is a key consideration for our programme board approach to delivering our corporate priorities.

Our Well-being Impact Assessment website, which is well-used by staff and referenced by councillors to better enable informed decision-making that checks the extent to which the Sustainable Development principles have been applied for any given project, as well as the likely impact (positive or otherwise) within the context of the seven well-being goals. This has been well-received, and there is interest from partners and the community in its use.

A process for considering and responding to Community Risk has been devised, by which County-wide risks are recorded and reflected in our Local Assessment of Well-being in order to enable us to identify priorities.

During this process we also recognised that our approach to engagement needed to shift, so that residents are involved in discussions about decisions that affect them much earlier on in the process than was previously the case. To facilitate this, a new County Conversation Portal has been launched to better enable us to organise our engagement activity, and to monitor the approach that is taken in order to enable us to look for opportunities to continuously improve.

Equality and Diversity

Through the projects that we deliver, our Corporate Plan commits the council to:

- Engage, where appropriate, with groups that represent people with protected characteristics.
- Consider limitations to physical access, in particular with new builds, but also with regard to access to information and services.
- Consider the appropriateness of the facilities that we have available within the council’s estate for use by those people with protected characteristics.
- Engage, challenge and, where possible, remove barriers to opportunities (including work) for those with protected characteristics.
- Condemn hate related bullying and harassment.

Our project and programme management processes, which support the delivery of all projects in the Corporate Plan, enforce these principles; and in particular the council’s approach to Well-being Impact Assessments of all projects, plans and policies requiring decision is well embedded and understood by staff and councillors.

Our Equality and Diversity pages on our website also celebrate diversity and promote equality in everything that we do to improve the quality of life for everyone living, working and visiting Denbighshire.

The council is a member of the North Wales Public Sector Equality Network (NWPSEN),
which is a valued forum for sharing best practice and learning around equality issues that the public sector is facing. NWPSEN membership includes the Equality and Human Rights Commission and Welsh Government.

**Other actions in support of our Public Sector Equality Duty include:**

**Training**

We provide equality training for staff via an online equality ELearning module. This training is provided for all new employees, and is mandatory for all personnel.

**Engagement**

Our County Conversation Portal is used to find out what's most important to our communities and helps us to make sure we focus on the right areas.

All the work undertaken on County Conversation has involved contact with groups from protected characteristics.

**Reporting**

Each year we are required, as a Local Authority, to publish reports for Welsh Government detailing our commitment and compliance with equality legislation, and to regularly report on pay systems and assess the equality of pay.

At Denbighshire County Council we support the principle of diversity and equality as we need people from diverse backgrounds to ensure that we are representative of the County. We are committed to providing equal pay for work of equal value and aim to provide an equitable pay structure.

We have produced the Public Sector Equality Duty report for 2017-2018 detailing our commitment and compliance with this legislation. We have also created a Gender Pay Report 2017-2018 reviewing the average earnings between men and women within the council. Click here to view the most recent reports.

As a public authority in Wales we have a duty to set equality objectives with measurable equality outcomes. Our objectives aim to promote equality of opportunity. Within service provision we take into account due regard, as per the Equality Act 2010, to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

**Welsh Language**

The council’s Welsh Language Strategy, now at the end of its second year, is the council’s response to the Welsh Language Commissioner’s national standards for the language. It ensures that the Welsh language is treated no less favourably than the English language. Our Strategy has been broken down into five distinct areas: Children and
Young People (including education and youth work); Business and the Economy; Communities; Internal Administration within the council; and the strategic development of the Welsh Language in Denbighshire. Progress against our Strategy is reported on our Welsh Language Standards webpage.

Work has continued through 2018-19 to ensure that the council’s internal webpages are now fully bilingual for the benefit of staff. We have also developed a mandatory Welsh awareness E-Learning module, which provides a background to the development of the Welsh language.

A new post was introduced in 2018 to enhance opportunities to promote the Welsh Language. This post provides advice and support for compliance with the Welsh Language Standards; day-to-day guidance for staff wishing to promote the Welsh language; and encourages innovative promotion of the Welsh language to create a positive attitude towards the Welsh language.

Each service within the council also has a Welsh Language Champion who regularly monitors progress with the Standards, shares best practice, and acts as a ‘critical friend’. They carry out ‘mystery shopper’ checks and arrange awareness sessions and activity for colleagues and learners.

The council recently held its first staff Eisteddfod! It comes at a time when there is a lot of focus on the Welsh language and the Eisteddfod’s return to Denbighshire in May 2020. The response and support received was overwhelming, with over 70 members of staff entering the competitions. Plans are already in the pipeline for 2020.

We want to support employees on their language journey. We encourage employees to practice, and we arrange various informal opportunities throughout the year including:

- **Tea & Talk:** Informal sessions to increase staff confidence in speaking Welsh.
- **Staff Choir:** Formed in 2018, Côr Sain y Sir has 20 members ranging from Welsh learners to fluent speakers. They sing simple Welsh songs and perform in various events such as the council’s carol service and community housing awards.
- **Welsh Walking Club:** Going on walks once a week during lunchtime in order to practice spoken Welsh.

We are also in the process of introducing a new Welsh language skills framework (a way assessing language skills based on types of communication tasks), which employees are able to undertake to determine skill and training needs.

A constituted Welsh Language Steering Group has been created to act as a critical friend to the authority. There are 11 members in total representing all political groups. Their meetings are open to the public, where a variety of issues are considered, including progress with the Welsh in Education Strategic Plan; Welsh Language Standards; Welsh Language Strategy; and an update on Eisteddfod yr Urdd’s return to the County in 2020.

All services are also required to produce an annual workforce plan which must consider the number of Welsh speakers employed within services. All Heads of Service are asked to consider whether they have enough Welsh speakers to provide a fully bilingual service to the public.
Every three months the council’s Corporate Executive Team (CET) receives an update on all corporate projects that are underway in Denbighshire. A Project Register (appendix I) provides the most recent status information extracted from Project Highlight Reports, written by the Project Manager, and approved by the Project Executive.

Currently no projects on the register are compromised or at risk.

Project Managers are supported by ongoing training and advice, including the Prince2 qualification where necessary. The council also has a bi-annual project manager’s forum to share best practice and project learning.

The council’s Corporate Risk Register (appendix II) enables us to manage the likelihood and impact of significant risks to our business and services. It evaluates the effect of any current actions that we are undertaking, and highlights areas where tighter control may be needed.

The Corporate Risk Register is developed and owned by the Corporate Executive Team (CET) and Cabinet. It is formally reviewed twice yearly by Cabinet and CET at Cabinet Briefing. Informal reviews can occur at any time, as necessary. We also manage risk registers for our Corporate Plan programmes, projects and services.

During the year, we did not experience any unforeseen risks and none of our risks developed into an adverse issue. We are responding to one risk around significant liabilities resulting from alternative delivery models (ADM) for services to inform our approach to developing a proposal for a leisure ADM.

Two new risks were created this year. The first to capture the risk that any negative impacts of leaving the European Union cannot be mitigated by the council. This risk is managed regularly and most recently stimulated council-wide consideration of potential supply chains that could be at risk. The second new risk was developed to enable closer monitoring and management of the risk that partners don’t have the resources, matching priorities or commitment to support delivery of shared plans and priorities.

Following an internal audit recommendation, we aligned our corporate risks with our performance framework. For example, our corporate safeguarding risks are now associated with corporate safeguarding indicators.

In our February 2019 review, we adapted our approach to mitigating two of our corporate risks:

- **The risk of an ineffective response to a serious unexpected event**: Our Senior Leadership Team will agree a new policy to ensure business continuity whereby staff are not required to access council buildings in a crisis situation.

- **The risk that programme and project benefits are not fully realised**: We agreed to hold a review to ensure that the Corporate Plan programme consists
of sufficient activity to deliver its benefits, and to check that appropriate governance and resources are in place to deliver. This took place in April.

Next year, we will be adopting a risk appetite approach, which will be a natural step in maturing our approach to risk management.

**External Regulators**

The work of all councils in Wales is scrutinised by external regulators to ensure that we use public money efficiently and effectively to deliver benefits for our communities.

The Wales Audit Office (WAO) has an annual programme of audit and assessment work that it undertakes in the council. Specific to Denbighshire County Council, in 2018-19 the WAO undertook reviews of our leisure services, and flood prevention work. Once published, the recommendations from these reports will be shared with elected members and appropriate actions agreed.

A report on the effectiveness of the council’s scrutiny arrangements was published in June 2018. The recommendations from this were:

- Review the adequacy of support arrangements, in terms of both the amount and type of support that overview and scrutiny committees may need.
- Cabinet members should routinely present reports and respond to questions from overview and scrutiny committee members about the council’s policies and decisions, in accordance with statutory guidance.

Both of these recommendations have been implemented.

There were no other local reports with recommendations for the council, published by the WAO, Estyn, or Care Inspectorate Wales in 2018-19.
## Appendix I – Project Register (May 2019)

<table>
<thead>
<tr>
<th>Delivery Confidence</th>
<th>Project Name</th>
<th>Milestone</th>
<th>Cost</th>
<th>Benefits</th>
<th>Cash Benefits</th>
<th>Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Rhyl Coastal Defence Scheme</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>PLANT Project : Urban Tree Planting</td>
<td></td>
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<tr>
<td>Improving biodiversity in Denbighshire</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>People are involved in shaping and improving services</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Supporting Carers in Denbighshire</td>
<td></td>
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<tr>
<td>Make superfast broadband and mobile networks available to everyone</td>
<td></td>
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<tr>
<td>Improve infrastructure to make it easier to stage events</td>
<td></td>
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<tr>
<td>Reducing carbon emissions from council assets</td>
<td></td>
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</tr>
<tr>
<td>Ensure council information and services are accessible online</td>
<td></td>
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<tr>
<td>Community Resource Teams</td>
<td></td>
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<tr>
<td>To maintain, enhance, protect and preserve Denbighshire’s ‘living assets’ for future generations</td>
<td></td>
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<tr>
<td>Young Person Employment Bursary</td>
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<tr>
<td>Ready for Work</td>
<td></td>
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<tr>
<td>The Denbighshire Working Start Scheme</td>
<td></td>
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<tr>
<td>Develop technology based shared entrepreneur space, Rhyl</td>
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</tr>
<tr>
<td>TechZone / ParthDechnoleg: Growth Sector Move-on Accommodation</td>
<td></td>
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<tr>
<td>Ruthin Area Review: New Area School for Ysgol Carreg Emlyn</td>
<td></td>
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<tr>
<td>Denbigh Extra Care Housing</td>
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<tr>
<td>New build- Christ the Word 3-16 Catholic school in Rhyl</td>
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<tr>
<td>Ruthin Review - New School for Llanfair DC</td>
<td></td>
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<tr>
<td>Ruthin Extra Care Housing (Phase 2)</td>
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<tr>
<td>Monitoring and supporting positive pupil attitudes to self and school/well-being</td>
<td></td>
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<tr>
<td>Additional council housing developments</td>
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<td>Task</td>
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<tr>
<td>Work with RSLs and the private sector to deliver additional affordable homes</td>
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<tr>
<td>Bring 500 Empty Homes back into use</td>
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<tr>
<td>Transition to the new 3-16 Catholic school in Rhyl</td>
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<tr>
<td>Remodelling Waste Service Operations</td>
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<tr>
<td>Corporate Support Services Review</td>
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<tr>
<td>Rhyl Waterfront Development</td>
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<tr>
<td>SC2 (Rhyl Waterpark)</td>
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<tr>
<td>Children's Village (underground) car park refurbishment</td>
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<tr>
<td>Rhyl Queen's building redevelopment Phases I and II</td>
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<tr>
<td>Rhyl Public Realm Strategy</td>
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<tr>
<td>Rhyl Town Centre Gateway Schemes 1 and 2 (123-129 High Street and 129-131 High Street)</td>
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<tr>
<td>West Rhyl Neighbourhood Management</td>
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<tr>
<td>Rhyl Town Centre Focussed Enforcement</td>
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<tr>
<td>Rhyl Post Office</td>
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<tr>
<td>Edward Henry Street</td>
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<tr>
<td>Housing Renewals Theme Project</td>
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<tr>
<td>Rhyl Town Centre Master Plan</td>
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<td>Centralised Mailroom Project</td>
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<td>Unlocking the Asylum: North Wales Hospital Archive 1848-1995</td>
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<tr>
<td>Commercialisation of the Digital Records Bureau</td>
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<tr>
<td>Outsourcing of Dolwen Care Home</td>
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<tr>
<td>CRM</td>
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<tr>
<td>Working Denbighshire Strategy</td>
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<td>Schools' ICT Networks</td>
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<tr>
<td>Gypsy and Traveller (GT) Accommodation project</td>
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<td>Capita Regional MIS</td>
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<tr>
<td>Universal Credit in Denbighshire</td>
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<tr>
<td>PROCUREMENT: Local Supplier Development</td>
<td></td>
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<tr>
<td>Former North Wales Hospital</td>
<td></td>
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</tr>
</tbody>
</table>
## Appendix II – Risk Register (May 2019)

<table>
<thead>
<tr>
<th>Likelihood</th>
<th><strong>A</strong> Almost Certain</th>
<th><strong>B</strong> Highly Likely</th>
<th><strong>C</strong> Probable</th>
<th><strong>D</strong> Possible</th>
<th><strong>E</strong> Rare</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Impact</strong></td>
<td>5 Very Low</td>
<td>4 Low</td>
<td>3 Medium</td>
<td>2 High</td>
<td>1 Very High</td>
</tr>
</tbody>
</table>

### Risk Description

<table>
<thead>
<tr>
<th>Risk Description</th>
<th>Inherent Risk</th>
<th>Residual Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>The risk of a serious safeguarding error where the council has responsibility, resulting in serious harm or death</td>
<td>B2</td>
<td>D2</td>
</tr>
<tr>
<td>The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income.</td>
<td>C1</td>
<td>C3</td>
</tr>
<tr>
<td>The risk of an ineffective response to a severe weather, contamination, public safety (including cyber-attack) or public health event.</td>
<td>D2</td>
<td>E2</td>
</tr>
<tr>
<td>The risk of an ineffective response to a severe weather, contamination, public safety (including cyber-attack) or public health event.</td>
<td>C2</td>
<td>D3</td>
</tr>
<tr>
<td>The risk of significant liabilities resulting from alternative models of service delivery</td>
<td>B2</td>
<td>E2</td>
</tr>
<tr>
<td>The risk of a health &amp; safety incident resulting in serious injury or the loss of life. (Where H&amp;S is referred to, this incorporates fire safety)</td>
<td>C2</td>
<td>E2</td>
</tr>
<tr>
<td>The risk that the impact of welfare reform (Universal Credit) is more significant than anticipated by the council.</td>
<td>B2</td>
<td>D3</td>
</tr>
<tr>
<td>The risk that programme and project benefits are not fully realised.</td>
<td>B2</td>
<td>D2</td>
</tr>
<tr>
<td>The risk that effective partnerships and interfaces between BCUHB and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCUHB and DCC</td>
<td>A1</td>
<td>C2</td>
</tr>
<tr>
<td>The risk that even if the settlement is as anticipated, decisions that are necessary to identify and deliver the savings programme and enable a balanced budget are not taken or implemented quickly enough</td>
<td>B1</td>
<td>C2</td>
</tr>
<tr>
<td>Risk</td>
<td>Code</td>
<td>Code</td>
</tr>
<tr>
<td>---------------------------------------------------------------------</td>
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</tr>
<tr>
<td>The risk that appropriate capacity and skills to sustain service and corporate performance is not available</td>
<td>C3</td>
<td>D3</td>
</tr>
<tr>
<td>The risk of fraud and corruption resulting in financial and reputational loss and possibly impacting on service delivery.</td>
<td>B2</td>
<td>E2</td>
</tr>
<tr>
<td>The risk that the cost of care is outstripping the council’s resource</td>
<td>B1</td>
<td>C2</td>
</tr>
<tr>
<td>The risk that demand for specialist care cannot be met locally</td>
<td>B2</td>
<td>C2</td>
</tr>
<tr>
<td>The risk that the return on investment that Denbighshire receives from the Regional Growth Deal is disproportionate</td>
<td>C1</td>
<td>C1</td>
</tr>
<tr>
<td>The risk that any negative impacts of leaving the European Union cannot be mitigated by the council</td>
<td>B1</td>
<td>B1</td>
</tr>
<tr>
<td>The risk that partners don't have the resources, matching priorities or commitment to support delivery of shared plans and priorities</td>
<td>B1</td>
<td>C2</td>
</tr>
</tbody>
</table>
Priority 1 - Housing: Everyone is supported to live in homes that meet their needs

<table>
<thead>
<tr>
<th>Measures Status</th>
<th>Acceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPPAH001 Annual</td>
<td>The additional supply of affordable housing, including social housing, provided during the year</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>04/14</th>
<th>04/15</th>
<th>04/16</th>
<th>04/17</th>
<th>04/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>74.00</td>
<td>55.00</td>
<td>67.00</td>
<td>63.00</td>
<td>23.00</td>
<td></td>
</tr>
</tbody>
</table>

**Latest Data Comment**

Annual 2018-19

There are a number of significant schemes in the pipeline with, as a minimum, an additional 53 affordable housing units being brought forward in 2019-20.

**CPBIM101i**

The percentage of residents reporting they felt satisfied with the availability of housing in their area (Residents Survey)

<table>
<thead>
<tr>
<th></th>
<th>04/18</th>
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</thead>
<tbody>
<tr>
<td>42.00</td>
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</tbody>
</table>

**Latest Data Comment**

2018

For the first time the survey asked residents about their level of satisfaction with the availability and the standard of housing throughout the County. The survey found that 42% of respondents were satisfied with the availability of housing while 26% were dissatisfied and 33% had no opinion.

**CPBIM102i**

The percentage of residents reporting they are satisfied with the standard of housing in their area (Residents Survey)
Latest Data Comment

2018 For the first time the survey asks residents about their level of satisfaction with the availability and the standard of housing throughout the County. The survey found that for the standard of housing, over half of respondents (52%) were satisfied, 17% dissatisfied and 30% did not know.

CPPPP103i Number of additional homes provided in Denbighshire

<table>
<thead>
<tr>
<th>04/17</th>
<th>04/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>196.00</td>
<td>124.00</td>
</tr>
</tbody>
</table>

Latest Data Comment

The completion figure of 124 is out for consultation with the house builders at the moment with a deadline of 31st May to respond; therefore this figure is 'provisional'. The number of completions for 2018-19 is lower than in previous years and below the threshold of 200 per annum. There have however been a significant number of planning permissions and commencements made on large sites which will feed through as completions next year.

CPFAH104i The additional supply of Council Houses provided

<table>
<thead>
<tr>
<th>10/17</th>
<th>04/18</th>
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</thead>
<tbody>
<tr>
<td>0.00</td>
<td>0.00</td>
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</table>

Latest Data Comment

It is expected that works to convert a former HMO into 3 apartments in Rhyl and to construct 4 apartments to the Passivhaus standard in Prestatyn will be completed during 2019-20. In addition, 4 former council homes were bought back during 2018-19 which increased the supply of social rented homes in the County.

CPCSS105i Number of additional Extra Care Homes supported by DCC
**Latest Data Comment**

**CPPPP107i | Number of empty properties brought back into use (old definition)**

<table>
<thead>
<tr>
<th>04/17</th>
<th>04/18</th>
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</thead>
<tbody>
<tr>
<td>151.00</td>
<td>181.00</td>
</tr>
</tbody>
</table>

**Latest Data Comment**

**CPPPP107i | Number of empty properties brought back into use (old definition)**

Quarterly and Annual 2018-19

Class C exemptions only - Q1: 48 + Q2: 61 + Q3: 53 + Q4: 19 = 2018-19 total 181

**CPFAH108i | Number of people on SARTH waiting list**

<table>
<thead>
<tr>
<th>10/17</th>
<th>01/18</th>
<th>04/18</th>
<th>07/18</th>
<th>10/18</th>
<th>01/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>1194.00</td>
<td>1289.00</td>
<td>1217.00</td>
<td>1169.00</td>
<td>1182.00</td>
<td>1148.00</td>
</tr>
</tbody>
</table>

**Latest Data Comment**

31st March 2019 | This is a count only. As at the end of March 2019 there were 1,148 people registered on the SARTH waiting list.

**PPP121iAnnual | The number of private sector homes improved in standard and quality due to intervention from the council**

<table>
<thead>
<tr>
<th>04/18</th>
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</thead>
<tbody>
<tr>
<td>819.00</td>
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</table>

**Latest Data Comment**

Annual 2018-19

Number of high risk private sector dwelling (category 1 hazard) improved to an acceptable level – 81. Number of dwellings to benefit from energy efficiency improvement – 617. Number of dwellings to benefit from grants and loans to improve their homes - 121
The number of people who were on the Complex Disabilities Specialist Housing Needs Register for whom supported housing has been secured (Annual)

<table>
<thead>
<tr>
<th></th>
<th>04/17</th>
<th>04/18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7.00</td>
<td>10.00</td>
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</tbody>
</table>

Latest Data Comment
Annual 2018-19 = 10 people (increased from 7 in 2017-18) who were on the Complex Disabilities Specialist Housing Needs Register for whom supported housing has been secured.

PROJECTS

<table>
<thead>
<tr>
<th>Project Code</th>
<th>Project Name</th>
<th>Start Date</th>
<th>End Date</th>
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</thead>
<tbody>
<tr>
<td>PR003628</td>
<td>Denbigh Extra Care Housing</td>
<td>14/03/16</td>
<td>30/10/20</td>
</tr>
<tr>
<td>PR004023</td>
<td>Ruthin Extra Care Housing (Phase 2)</td>
<td>14/02/17</td>
<td>28/02/22</td>
</tr>
<tr>
<td>PR004433</td>
<td>Additional Council Housing Developments</td>
<td>01/04/16</td>
<td>31/03/22</td>
</tr>
<tr>
<td>PR004447</td>
<td>Work with RSLs and the private sector to deliver additional affordable homes</td>
<td>01/04/17</td>
<td>31/03/22</td>
</tr>
<tr>
<td>PR004448</td>
<td>Bring 500 Empty Homes back into use</td>
<td>01/04/17</td>
<td>31/03/22</td>
</tr>
</tbody>
</table>

Priority 2 - Connected Communities: Communities are connected and have access to goods and services locally, online and through good transport links

Measures Status
Acceptable

The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels
Quarter 4 2018-19

New Customer Relationship Management (CRM) is being introduced. Comparative data for access channels (phone/web/face to face) is incomplete / unavailable due to transition during the period of implementation.

### THS012Annual

<table>
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<tr>
<th></th>
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<th>04/12</th>
<th>04/13</th>
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<th>04/15</th>
<th>04/16</th>
<th>04/17</th>
<th>04/18</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>11.20</td>
<td>10.05</td>
<td>9.60</td>
<td>8.72</td>
<td>8.40</td>
<td>7.00</td>
<td>6.65</td>
<td>5.90</td>
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</table>

**Latest Data Comment**

Annual 2018-19

A roads deteriorated by 0.7%, B Roads improved by 0.4% and C roads improved by 1.9%

### PAM020Annual

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<thead>
<tr>
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<th>04/12</th>
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<th>04/15</th>
<th>04/16</th>
<th>04/17</th>
<th>04/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>7.20</td>
<td>5.60</td>
<td>3.70</td>
<td>3.51</td>
<td>3.03</td>
<td>2.70</td>
<td>2.70</td>
<td>3.40</td>
</tr>
</tbody>
</table>
**Latest Data Comment**

**Annual 2018-19**

2018-19 = 3.4%. (263 kilometres surveyed with 8.8 kilometres identified in overall poor condition). Performance status against our 'family group' of similar local authorities and our National all Wales position will be known later in the year when data is published.

**PAM021Annual**

The percentage of non-principal/classified B roads that are in overall poor condition

<table>
<thead>
<tr>
<th>Year</th>
<th>04/11</th>
<th>04/12</th>
<th>04/13</th>
<th>04/14</th>
<th>04/15</th>
<th>04/16</th>
<th>04/17</th>
<th>04/18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10.50</td>
<td>9.30</td>
<td>8.80</td>
<td>7.71</td>
<td>6.45</td>
<td>5.80</td>
<td>5.10</td>
<td>4.70</td>
</tr>
</tbody>
</table>

**Latest Data Comment**

**Annual 2018-19**

2018-19 = 4.7% (279 kilometres surveyed with 13 identified in overall poor condition). Performance status against thresholds for our 'family group' of similar local authorities and our National position of all Wales will be known later in the year when data is published.

**PAM022Annual**

The percentage of non-principal/classified C roads that are in overall poor condition
**Latest Data Comment**

**Annual 2018-19**

2018-19 = 8.3% (415 kilometres surveyed with 34 kilometres identified in overall poor condition). Performance against our ‘family group’ of similar local authorities and our National position will be known later in the year when data is published.

---

**The percentage of Superfast Coverage in Denbighshire (>30 Mbps)**

<table>
<thead>
<tr>
<th>09/15</th>
<th>09/16</th>
<th>09/17</th>
<th>01/18</th>
<th>04/18</th>
<th>10/18</th>
<th>01/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>75.90</td>
<td>79.20</td>
<td>83.00</td>
<td>90.40</td>
<td>90.50</td>
<td>90.80</td>
<td>91.10</td>
</tr>
</tbody>
</table>

---

**Latest Data Comment**

**January 2019**

Denbighshire, as at January 2019, had 91.1% coverage of superfast broadband (>30mbps). An increase of 0.3% since the last period. In terms of rank, out of all 650 constituencies in the UK, Vale of Clwyd is 393rd, Clwyd South has also improved slightly to 532nd; however, Clwyd West has slipped from 571 to 573. We have slipped further still since the last period, when ranked against other UK authorities. Based on our thresholds our ambition was to have – as a minimum – 90% coverage at this stage in the delivery of our corporate plan. On this basis, performance is considered to be orange: acceptable.
The overall likelihood of digital exclusion in Denbighshire

<table>
<thead>
<tr>
<th></th>
<th>07/16</th>
<th>07/17</th>
<th>10/18</th>
<th>01/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>9.00</td>
<td>9.00</td>
<td>9.00</td>
<td>9.00</td>
</tr>
</tbody>
</table>

Latest Data Comment

January 2019

The likelihood of exclusion is ranked on a 9-point scale, with 9 indicating the highest likelihood. The score is based on a combination of digital indicators and social indicators.

The percentage of premises with Broadband of 10 Mbps or below

<table>
<thead>
<tr>
<th></th>
<th>10/17</th>
<th>02/18</th>
<th>04/18</th>
<th>10/18</th>
<th>01/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>10.10</td>
<td>6.30</td>
<td>6.03</td>
<td>5.24</td>
<td>5.29</td>
</tr>
</tbody>
</table>

Latest Data Comment

Quarter 4 2018-19

Performance has worsened by 0.5% to 5.29% of areas in Denbighshire having broadband speeds of 10mbps down. The reasons for this are unclear at this stage.

The percentage of mobile 4G road signal (all operators)
Latest Data Comment

January 2019  The Connected Nations Spring Update published in January 2019 has shown that 4G coverage on A and B roads from all four network operators has improved very slightly from 48.08% to 49.59%. Performance is still considered to be red: priority for improvement. The general trend, which is not expected to change, is that the % of coverage in Denbighshire is lower than that across Wales, which is in turn lower than the UK average.

CPCCM208i  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)

Latest Data Comment

WIMD Data  14% 8 of 58 of LSOAs in Denbighshire are among the 10% most deprived in Wales (2014). Llandrillo is the most deprived in Denbighshire in terms of access to services and the 7th most deprived in Wales overall.

CPQHESCAT1  Percentage of damaged roads and pavements made safe within target time (CAT1 - Category 1 defects dealt within timescale)
Latest Data Comment
Quarter 4 2018-19 Target time based on seven calendar days. Between 1st Jan - 31 Mar 2019 there were 203 CAT 1 defects recorded, 198 of which were completed within target time.

HESRCsi 6 monthly Road Condition Score for around 75% of the remaining network (some C roads and almost all unclassified roads)

<table>
<thead>
<tr>
<th>Date</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>04/18</td>
<td>362092.00</td>
</tr>
<tr>
<td>10/18</td>
<td>379974.00</td>
</tr>
</tbody>
</table>

Latest Data Comment
2018-19 The results have been collated and a report is being discussed with councillors. The 2018-19 score is 379974 showing that roads have worsened overall.

PROJECTS

<table>
<thead>
<tr>
<th>ID</th>
<th>Description</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>PR004434</td>
<td>Digital Access Points</td>
<td>14/09/17</td>
<td>31/03/22</td>
</tr>
<tr>
<td>PR004436</td>
<td>Target those most likely to be digitally excluded so they have the skills and means to use digital services</td>
<td>01/01/18</td>
<td>31/12/22</td>
</tr>
<tr>
<td>PR004444</td>
<td>Invest in roads and bridges to maintain a viable, sustainable infrastructure</td>
<td>01/04/18</td>
<td>31/03/22</td>
</tr>
<tr>
<td>PR004484</td>
<td>Make superfast broadband and mobile networks available to everyone</td>
<td>22/02/18</td>
<td>31/03/22</td>
</tr>
<tr>
<td>PR004487</td>
<td>Better enable people to travel to work, education and services</td>
<td>01/03/18</td>
<td>31/03/22</td>
</tr>
<tr>
<td>PR004632</td>
<td>Improve infrastructure to make it easier to stage events</td>
<td>01/04/18</td>
<td>31/03/22</td>
</tr>
<tr>
<td>PR004707</td>
<td>Ensure Council Information and Services are Accessible Online</td>
<td>24/04/18</td>
<td>04/10/20</td>
</tr>
</tbody>
</table>

Priority 3 - Resilient Communities: The council works with people and communities to build independence and resilience

Measures Status Acceptable

QCSS005m The average length of time adults (aged 65 or over) are supported in residential care homes
The average length of time adults (aged 65 or over) are supported in residential care homes for the year decreased to 993 days. Although this is high in relation to the Wales average (800), it is understood that Denbighshire has a high average age population. This is the first time our figure has been below 1,000 days.

78% of adults felt they had the right information or advice.

88% of carers reporting they feel supported to continue in their caring role.
Latest Data Comment

April 2019  55% of carers felt supported to continue in their caring role. This is being followed up through the Supporting Carers Project and through engagement with carers.

AnnualCSS014m  The percentage of people reporting that they know who to contact about their care and support

<table>
<thead>
<tr>
<th>04/16</th>
<th>03/18</th>
<th>04/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>92.00</td>
<td>86.70</td>
<td>84.00</td>
</tr>
</tbody>
</table>

Latest Data Comment

April 2019  84% of adults said they know who to contact about their care and support. Operational teams are looking at how this can be improved.

CSSAGGR03  Number of assessments of need for support for carers undertaken during the year

<table>
<thead>
<tr>
<th>10/16</th>
<th>04/17</th>
<th>10/17</th>
<th>01/18</th>
<th>04/18</th>
<th>07/18</th>
<th>10/18</th>
<th>01/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>386.00</td>
<td>0.00</td>
<td>387.00</td>
<td>525.00</td>
<td>49.00</td>
<td>91.00</td>
<td>144.00</td>
<td>234.00</td>
</tr>
</tbody>
</table>

Latest Data Comment
This is a count only and as at March 2019 - 234 assessments were carried out for carers.

The percentage of people who agree "my local area is a place where people will pull together to improve the local area"

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>04/19</td>
<td>59.00</td>
</tr>
</tbody>
</table>

The survey found that most people (59%) thought that their local area was a place where people will pull together to improve the local area, with 30% disagreeing and the remainder (11%) were unsure.

The number of live resources on the Dewis Cymru Platform

<table>
<thead>
<tr>
<th>Year</th>
<th>04/17</th>
<th>04/18</th>
<th>07/18</th>
<th>10/18</th>
<th>01/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>453.00</td>
<td>454.00</td>
<td>441.00</td>
<td>517.00</td>
<td>Data unavailable</td>
</tr>
</tbody>
</table>

This is a count only. Quarter 4 data is as yet unavailable.

The percentage of people who feel able to influence decisions affecting their local area

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>04/18</td>
<td>27.00</td>
</tr>
</tbody>
</table>

The survey found that 27% of respondents felt they were well informed about how to get involved in local decision making, with 59% disagreeing and 14% had no opinion. This is again a slight improvement on the 2015 survey when 64% said that they were not well informed and compares to 52% in 2013 and 48% in 2011.

The number of recorded incidents of domestic abuse

<table>
<thead>
<tr>
<th>Year</th>
<th>06/17</th>
<th>09/17</th>
<th>12/17</th>
<th>01/18</th>
<th>04/18</th>
<th>07/18</th>
<th>10/18</th>
<th>01/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>268.00</td>
<td>299.00</td>
<td>292.00</td>
<td>284.00</td>
<td>348.00</td>
<td>408.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

The number of repeat offenders of domestic abuse

<table>
<thead>
<tr>
<th>Year</th>
<th>06/17</th>
<th>09/17</th>
<th>12/17</th>
<th>01/18</th>
<th>04/18</th>
<th>07/18</th>
<th>10/18</th>
<th>01/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>28.00</td>
<td>26.00</td>
<td>27.00</td>
<td>28.00</td>
<td>31.00</td>
<td>32.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

We are advised that there have been further changes in the way NW Police record Domestic Crimes, no longer separating Domestic Abuse from other Domestic Crime; the figures to report on our indicators will therefore, in future, be based upon the new reporting format, which derives from a National Incident Category List (NICL) tag, and our historical figures, previously reported, will need to be amended. Revised figures will be reported in Quarter 1 of the 2019 - 2020 and this will be in the form of a new indicator we will set up that will offer a rolling twelve months data.
Priority 4 - Environment: Attractive and protected, supporting well-being and economic prosperity

Measures Status Good

<table>
<thead>
<tr>
<th>CPCCMSTEAMi</th>
<th>STEAM - Total Economic Impact of Tourism (£ million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>04/13</td>
<td>04/14</td>
</tr>
<tr>
<td>339.00</td>
<td>427.64</td>
</tr>
<tr>
<td>04/15</td>
<td>04/16</td>
</tr>
<tr>
<td>458.39</td>
<td>479.34</td>
</tr>
<tr>
<td>04/17</td>
<td>04/18</td>
</tr>
<tr>
<td>490.35</td>
<td>Published Sept 2019</td>
</tr>
</tbody>
</table>

Latest Data Comment

2017-18 2017 STEAM economic impact figures show that tourism brought £490.35million into the local economy, an increase of 2.3 per cent on 2016, and of 70 per cent since 2007. Last year tourism supported 6,231 jobs in Denbighshire, while 5.93m people visited the County, an increase of 25 per cent since 2007, for a total of 11.58m days. The number of visitors to the coast increased to 3.16m, as did the number of visitor days spent (6.92m) and the number of staying visitors (900,000). In total there were 1.5m staying visitors who contributed £331.46m to the economy in 2017, a 50 per cent increase in staying visitors since 2007.

CPFAH401i % of existing and acquired council housing stock (1st April 2017 baseline) achieving an EPC (Energy) rating of C or above
Progression and analysis of the stock condition surveys, together with a review of data already held has revealed that approximately 33% of the Housing stock is at least an EPC `C’ with a further 24% being only 1 – 4 points off achieving a `C’ rating & therefore requiring little work to meet the standard. While this represents 57% of the stock surveyed, there are a significant number of properties that have been identified that will never achieve the standard. It has also been identified that in order to bring the majority of the remaining properties to a `C’ standard, a significant level of investment is required which is not sustainable for the HRA investment profile within a 5 year period. Taking into account of all of the above our `excellence' threshold has been revised to 70% of all council homes to achieve `C’.

<table>
<thead>
<tr>
<th>Latest Data Comment</th>
</tr>
</thead>
</table>
| Annual 2018-19            | Progression and analysis of the stock condition surveys, together with a review of data already held has revealed that approximately 33% of the Housing stock is at least an EPC `C’ with a further 24% being only 1 – 4 points off achieving a `C’ rating & therefore requiring little work to meet the standard. While this represents 57% of the stock surveyed, there are a significant number of properties that have been identified that will never achieve the standard. It has also been identified that in order to bring the majority of the remaining properties to a `C’ standard, a significant level of investment is required which is not sustainable for the HRA investment profile within a 5 year period. Taking into account of all of the above our `excellence' threshold has been revised to 70% of all council homes to achieve `C’.

<table>
<thead>
<tr>
<th>CPFAH402i</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of all new build council housing achieving an EPC (Energy) rating of A</td>
</tr>
<tr>
<td>09/17</td>
</tr>
<tr>
<td>04/18</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Latest Data Comment</th>
</tr>
</thead>
</table>
| Annual 2018-19            | The designs for all new build council housing are being developed with the intention of achieving an EPC rating of A once complete.  

<table>
<thead>
<tr>
<th>CPBIM403i</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage reduction - from a 31/03/17 baseline – in carbon emissions (tonnes) from council assets</td>
</tr>
<tr>
<td>04/16</td>
</tr>
<tr>
<td>04/17</td>
</tr>
<tr>
<td>04/18</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Latest Data Comment</th>
</tr>
</thead>
</table>
| Annual 2018-19            | Data for 2018-19 is as yet unavailable but being collated. It will be reported in quarter 1 2019-20.  

<table>
<thead>
<tr>
<th>CPHES404i</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of trees planted to increase canopy cover in Rhyl and Denbigh</td>
</tr>
<tr>
<td>09/17</td>
</tr>
<tr>
<td>04/18</td>
</tr>
</tbody>
</table>
Latest Data Comment

Annual 2018-19  As at 31st March 2019 - The totals so far are 4,800 in Rhyl (on target with 2,400 trees to be planted every year for 5 years) and 1,000 in Upper Denbigh. Additional planting sites have now been identified in Upper Denbigh and we will be planting 2,000 in this planting season to get us on target.

CPHES406i  No. of properties with reduced risk of flooding (1,000s)

Latest Data Comment

Annual  It is anticipated that 500 properties will benefit from a reduced risk of flooding once the Rhyl scheme has been completed.

CPRSQ3a  How satisfied are people with their local open spaces? - Countryside

| 04/18   | 87.00 |

CPRSQ3b  How satisfied are people with their local open spaces? - Beaches

| 04/18   | 70.00 |

CPRSQ3c  How satisfied are people with their local open spaces? - Parks

| 04/18   | 64.00 |

Latest Data Comment

2018  For the first time in our Residents' Survey 2018 we asked people how satisfied they were with their local open spaces. Results found high levels of satisfaction: 87% - Countryside, 70% - Beaches, 64% - Parks.
Priority 5 - Young People: A place where younger people will want to live and work and have the skills to do so

<table>
<thead>
<tr>
<th>Measures Status</th>
<th>Priority For Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAM007</td>
<td>Percentage of pupil attendance in primary schools</td>
</tr>
<tr>
<td>04/10</td>
<td>04/11</td>
</tr>
<tr>
<td>94.30</td>
<td>94.50</td>
</tr>
</tbody>
</table>

Latest Data Comment

Annual

During 2017-18 (academic year), there were 98,933 authorised absences (up from 97,054 for 2016-17), against 40,969 unauthorised (up from 33,927). This represents a 6.8% increase in absence from the previous year (139,902, up from 130,981). The Service continues to work closely with schools to ensure that they are engaging with the council's fixed-penalty process and that the correct coding is applied to absences. The Service has also put interventions in place where it has found school procedures around absence are not robust.
### Latest Data Comment

**Annual**

During 2017-18 (academic year), there were 87,092 authorised absences (up from 85,777 for 2016-17), against 28,403 unauthorised (up from 26,848). This represents a 2.5% increase in absence from the previous year (115,495, up from 112,625). The Service continues to work closely with schools to ensure that they are engaging with the council's fixed-penalty process and that the correct coding is applied to absences. The Service has also put interventions in place where it has found school procedures around absence are not robust.

---

**QECA4.6i**

**% of the population aged 18 to 24 claiming JSA**

<table>
<thead>
<tr>
<th>Year</th>
<th>%</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/17</td>
<td>3.80</td>
<td>3.50</td>
</tr>
<tr>
<td>01/18</td>
<td>4.00</td>
<td>4.10</td>
</tr>
<tr>
<td>04/18</td>
<td>3.50</td>
<td>4.70</td>
</tr>
<tr>
<td>07/18</td>
<td>4.70</td>
<td>5.50</td>
</tr>
</tbody>
</table>

---

**CPBIM504i**

The percentage of children aged 4-5 years who are a healthy weight or underweight

---

Latest figures place Denbighshire 1.3% behind the Welsh average.
Latest Data Comment

Annual

New data released in April from the Child Measurement Programme for Wales reveals a continuing decline in the healthy weight of Denbighshire’s 4-5 year olds, placing us in the 3rd quartile (below the Wales median) and 8th worst in Wales. 290 children were measured as overweight or obese in 2016-17, as in the previous year. However, the 2016-17 cohort was smaller (981 down from 1000), therefore fewer children of a healthy weight or underweight.

CPECS501i

The percentage of Yr11 pupils who achieved KS4 Welsh Baccalaureate Skills Challenge Certificate at National Level (Level 2)

<table>
<thead>
<tr>
<th>Year</th>
<th>04/16</th>
<th>04/17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>72.50</td>
<td>65.10</td>
</tr>
</tbody>
</table>

Latest Data Comment

Annual

Local Authority level data was published for the first time for this measure in 2017-18. Denbighshire performance in this indicator fell 7.6% below the Wales median in 2017-18 academic year.

CPECS503i

The percentage of pupils (using Pupil Attitudes to Self and School - PASS) who respond positively against pupils’ feelings about school
Latest Data Comment

December 2018
Mean percentage across Foundation Phase (94.7%), KS2 (89.7%) and KS3/4 (73.3%).

CPECS5051
The number of pupils benefiting from the Public Service Mentoring Scheme

<table>
<thead>
<tr>
<th>07/18</th>
<th>10/18</th>
<th>01/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>92.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Latest Data Comment

Quarter 4 2018-19
The intended Public Sector Mentoring Programme has had less success within the Ready for Work project than other elements, struggling for take-up by schools, and capacity making delivery difficult. The project will be closed early in 2019-20, but it is hoped that successful elements will be able to continue through the Working Denbighshire strategy. However, our measure for pupils engaging with the mentoring scheme will be withdrawn from our performance framework as a consequence.

CPEDU003/PAM006
The percentage of children achieving 5 GCSEs A*-C (Level 2, Key Stage 4), including English or Welsh (1st language) and Maths, by the end of secondary school, against the percentage that achieved the expected standard at the end of primary school (Level 4, Key Stage 2)

<table>
<thead>
<tr>
<th>04/16</th>
<th>04/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.00</td>
<td>47.50</td>
</tr>
</tbody>
</table>
Changes to the national curriculum and assessments framework poses a real challenge to us when it comes to understanding the attainment of pupils in Denbighshire, particularly as we are no longer able to compare with other Welsh authorities. When this situation is clarified, we will need to change the performance measure that we initially chose for our Corporate Plan, which examined the gap between attainment at key stage 2 (Core Subject Indicator) and key stage 4 (Level 2 inclusive of Welsh / English and Maths). These two measures were felt to be commensurate with one another at the start of the Plan. However, this is no longer felt to be the case, following changes to the way key stage 4 attainment is now assessed. This impacted adversely on Denbighshire in 2018, with 47.5% of pupils achieving the expected outcome at key stage 4, inclusive of Welsh / English and Maths (Level 2+). This falls behind the Welsh average of 55.1%. This situation has been examined in detail by our Performance Scrutiny Committee, and is being closely monitored by the council and the regional school improvement consortium, GwE.

<table>
<thead>
<tr>
<th>RSQPPP2018</th>
<th>The percentage of residents that are satisfied that there are job opportunities for young people at the start of their career</th>
</tr>
</thead>
<tbody>
<tr>
<td>04/18</td>
<td>19.00</td>
</tr>
<tr>
<td><strong>Latest Data Comment</strong></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>This survey asked a number of questions about satisfaction with opportunities within the County. This is the first time questions like this have been asked. The survey found that only 19% agreed that there are job opportunities for young people at the start of their career, with 56% disagreeing and 25% did not know.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RSQEC2018</th>
<th>The percentage of residents that are satisfied that there are opportunities for young people to develop their skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>04/18</td>
<td>28.00</td>
</tr>
<tr>
<td><strong>Latest Data Comment</strong></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>28% of respondents agreed that there are opportunities for young people to develop their skills, with 48% disagreeing and 24% did not know.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RSQBI2018</th>
<th>The percentage of residents that are satisfied that there are leisure opportunities that appeal to young people</th>
</tr>
</thead>
<tbody>
<tr>
<td>04/18</td>
<td>50.00</td>
</tr>
<tr>
<td><strong>Latest Data Comment</strong></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>Resident Survey 2018 results: 50% of respondents agreed that there are leisure opportunities that appeal to young people, while 30% disagree and 20% did not know.</td>
</tr>
</tbody>
</table>

| CPBIM506i | The number of young volunteers (0-25) participating in opportunities provided by the council |
There has been work done this year to better understand volunteering opportunities that are available to young people across the council, looking at our Youth Service, Countryside Service, the Welsh Baccalaureate, and our TRAC programme (which seeks to engage those likely to fall out of education, employment or training). Quantifying the number of opportunities, or the number of young people participating has proved problematic across these areas. However, improvements to tracking volunteer opportunities are being implemented currently, which should improve reporting.

**CPECS502m**  
The number of schools providing education through suitability and condition categories C & D

<table>
<thead>
<tr>
<th>Period</th>
<th>04/17</th>
<th>04/18</th>
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<tbody>
<tr>
<td></td>
<td>36.00</td>
<td>34.00</td>
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</table>

Currently 34 schools are providing education in buildings that have the lowest suitability & condition categories (C & D). The 21st Century Schools Programme will reduce this figure, and the Service has set ambitious local thresholds where 0 schools represents Green: Excellent performance.

**CPPPP501m**  
The percentage increase in the salaries of young people enrolled in the Employment Bursary Project

**PROJECTS**

- **ECA**  
  Young Person Employment Bursary  
  - Start: 01/10/18  
  - End: 31/03/22

- **ECA**  
  Ready for Work  
  - Start: 01/09/17  
  - End: 31/03/20

- **ECA 4.2c**  
  The Denbighshire Working Start Scheme  
  - Start: 01/10/18  
  - End: 01/04/22

- **ECA 4.3a/4.4**  
  Develop technology based shared entrepreneur space, Rhyl  
  - Start: 16/10/18  
  - End: 31/03/22

- **ECA-TechZone**  
  TechZone / ParthDechnoleg: Growth Sector Move-on Accommodation  
  - Start: 02/09/18  
  - End: 31/03/20

- **MOD.ED**  
  Modernising Education  
  - Start: 03/07/17  
  - End: 31/08/21

- **PR004431**  
  Monitoring and supporting positive pupil attitudes to self and school/well-being  
  - Start: 01/04/18  
  - End: 31/03/22

- **PR004438**  
  Supporting Parents in Denbighshire  
  - Start: 01/04/19  
  - End: 31/03/22

- **PR004980**  
  Health and Well-being - Nutrition and Cooking Skills  
  - Start: 01/04/19  
  - End: 31/03/22
1. **What is the report about?**

   The report presents Performance Scrutiny Committee with its draft forward work programme for members’ consideration.

2. **What is the reason for making this report?**

   To seek the Committee to review and agree on its programme of future work, and to update members on relevant issues.

3. **What are the Recommendations?**

   That the Committee considers the information provided and approves, revises or amends its forward work programme as it deems appropriate.

4. **Report details**

4.1 Section 7 of Denbighshire County Council’s Constitution sets out each Scrutiny Committee’s terms of reference, functions and membership, as well as the rules of procedure and debate.

4.2 The Constitution stipulates that the Council’s scrutiny committees must set, and regularly review, a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.

4.3 For a number of years it has been an adopted practice in Denbighshire for scrutiny committees to limit the number of reports considered at any one meeting to a maximum of four plus the Committee’s own work programme report. The aim of this approach is to facilitate detailed and effective debate on each topic.

4.4 In recent years the Welsh Government (WG) and the Wales Audit Office (WAO) have highlighted the need to strengthen scrutiny’s role across local government and public services in Wales, including utilising scrutiny as a means of engaging with residents and service-users. From now on scrutiny will be expected to engage better and more frequently with the public with a view to securing better decisions which ultimately lead to better outcomes for citizens. The WAO will measure scrutiny’s effectiveness in fulfilling these expectations.
4.5 Having regard to the national vision for scrutiny whilst at the same time focussing on local priorities, the Scrutiny Chairs and Vice-Chairs Group (SCVCG) recommended that the Council’s scrutiny committees should, when deciding on their work programmes, focus on the following key areas:

- budget savings;
- achievement of the Corporate Plan objectives (with particular emphasis on their deliverability during a period of financial austerity);
- any other items agreed by the Scrutiny Committee (or the SCVCG) as high priority (based on the PAPER test criteria – see reverse side of the ‘Member Proposal Form’ at Appendix 2) and;
- Urgent, unforeseen or high priority issues

4.6 Scrutiny Proposal Forms

As mentioned in paragraph 4.2 above the Council’s Constitution requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee’s business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a ‘proposal form’ which clarifies the purpose, importance and potential outcomes of suggested subjects. No officer proposal forms have been received for consideration at the current meeting.

4.7 With a view to making better use of scrutiny’s time by focussing committees’ resources on detailed examination of subjects, adding value through the decision-making process and securing better outcomes for residents, the SCVCG decided that members, as well as officers, should complete ‘scrutiny proposal forms’ outlining the reasons why they think a particular subject would benefit from scrutiny’s input. A copy of the ‘member’s proposal form’ can be seen at Appendix 2. The reverse side of this form contains a flowchart listing questions which members should consider when proposing an item for scrutiny, and which committees should ask when determining a topic’s suitability for inclusion on a scrutiny forward work programme. If, having followed this process, a topic is not deemed suitable for formal examination by a scrutiny committee, alternative channels for sharing the information or examining the matter can be considered e.g. the provision of an ‘information report’, or if the matter is of a very local nature examination by the relevant Member Area Group (MAG). No items should be included on a forward work programme without a ‘scrutiny proposal form’ being completed and accepted for inclusion by the Committee or the SCVCG. Assistance with their completion is available from the Scrutiny Co-ordinator.

4.8 Street Naming and Numbering Policy

The Committee at its March meeting requested that the draft version of the policy following its review be presented to it at its September meeting. Unfortunately the officer responsible for undertaking the review is not available to attend the meeting on 26 September, a request has therefore been received that its presentation be rescheduled for the meeting on 28 November. To facilitate this the Committee will need to review its forward work programme for November.
Use of Plastics Task and Finish Group

4.9 The above Task and Finish Group anticipates being in a position to present its findings and recommendations to the Committee at September’s meeting. Following consideration of the Task and Finish Group’s report the Committee will be expected to formulate recommendations to County Council on how it can reduce its use of plastics in a deliverable and sustainable way.

Cabinet Forward Work Programme

4.10 When determining their programme of future work it is useful for scrutiny committees to have regard to Cabinet’s scheduled programme of work. For this purpose a copy of the Cabinet’s forward work programme is attached at Appendix 3.

Progress on Committee Resolutions

4.11 A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 4 to this report.

5. Scrutiny Chairs and Vice-Chairs Group

Under the Council’s scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group met on 25 April 2019. At that meeting the Group asked this Committee to examine the Management of School Governing Bodies in Denbighshire. This item has been scheduled for presentation to the Committee at its next meeting on 18 July 2019 (see Appendix 1 attached). The Group’s next scheduled meeting will be held during on 25 July 2019.

6. How does the decision contribute to the Corporate Priorities?

Effective scrutiny will assist the Council to deliver its corporate priorities in line with community needs and residents’ wishes. Continual development and review of a coordinated work programme will assist the Council to deliver its corporate priorities, improve outcomes for residents whilst also managing austere budget cuts.

7. What will it cost and how will it affect other services?

Services may need to allocate officer time to assist the Committee with the activities identified in the forward work programme, and with any actions that may result following consideration of those items.

8. What are the main conclusions of the Well-being Impact Assessment? The completed Well-being Impact Assessment report can be downloaded from the website and should be attached as an appendix to the report

A Well-being Impact Assessment has not been undertaken in relation to the purpose or contents of this report. However, Scrutiny’s through it work in examining service delivery, policies, procedures and proposals will consider their impact or potential impact on the sustainable development principle and the well-being goals stipulated in the Well-being of Future Generations (Wales) Act 2015.
9. **What consultations have been carried out with Scrutiny and others?**

None required for this report. However, the report itself and the consideration of the forward work programme represent a consultation process with the Committee with respect to its programme of future work.

10. **What risks are there and is there anything we can do to reduce them?**

No risks have been identified with respect to the consideration of the Committee’s forward work programme. However, by regularly reviewing its forward work programme the Committee can ensure that areas of risk are considered and examined as and when they are identified, and recommendations are made with a view to addressing those risks.

11. **Power to make the decision**

Section 7.11 of the Council’s Constitution stipulates that scrutiny committees and/or the Scrutiny Chairs and Vice-Chairs Group will be responsible for setting their own work programmes, taking into account the wishes of Members of the Committee who are not members of the largest political group on the Council.

**Contact Officer:**
Scrutiny Coordinator
Tel No: (01824) 712554
e-mail: rhian.evans@denbighshire.gov.uk
Note: Any items entered in italics have not been approved for inclusion at the meeting shown by the Committee. Such reports are listed here for information, pending formal approval.

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Lead Member(s)</th>
<th>Item (description / title)</th>
<th>Purpose of report</th>
<th>Expected Outcomes</th>
<th>Author</th>
<th>Date Entered</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 July</td>
<td>Cllr. Huw Hilditch-Roberts</td>
<td>1. Management of School Governing Bodies [Education]</td>
<td>To examine the overall effectiveness of the county’s school governing bodies with particular focus on attendance of governors at mandatory training events, the number of school governor vacancies across the county, and governing bodies’ compliance with statutory expectations in relation to policies, finance and procedures</td>
<td>Identification of areas of weakness and the formulation of recommendations to try and address any weaknesses with a view to ensuring that governing bodies across the county are effectively equipped and sufficiently robust to face the challenges ahead, drive forward improvement in all aspects of the schools performance to ensure that all pupils achieve their full potential and assist the Council to realise its corporate priorities relating to Young People, Resilient and Connected Communities</td>
<td>Karen Evans/Geraint Davies</td>
<td>By SCVCG April 2019</td>
</tr>
<tr>
<td>26 Sept</td>
<td>Cllr. Huw Hilditch-Roberts</td>
<td>1. Provisional External Examinations and Teacher Assessments [Education]</td>
<td>To review the performance of schools and that of looked after children</td>
<td>Scrutiny of performance leading to recommendations for improvement</td>
<td>Karen Evans/Julian Molloy/GwE</td>
<td>May 2018</td>
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<td></td>
<td>Cllr. Bobby Feeley</td>
<td>2. Hafan Deg, Rhyl (12 months following the commencement of the contract)</td>
<td>To monitor the effectiveness of the transfer of the facility and services to an external provider and the impact of the transfer on services-users, staff, local residents and the local community (including lessons learnt from the process)</td>
<td>To evaluate the impact of the transfer of the facility and services on all stakeholders and to assess whether the services provided at Hafan Deg are in line with the contract specification, support the Council’s vision</td>
<td>Phil Gilroy/Katie Newe</td>
<td>March 2018</td>
</tr>
<tr>
<td>Meeting</td>
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<tr>
<td>28 Nov</td>
<td>Cllr. Julian Thompson-Hill</td>
<td>Corporate Risk Register</td>
<td>To consider the latest version of the Council’s Corporate Risk Register</td>
<td>Effective monitoring and management of identified risk to reduce risks to residents and the Authority</td>
<td>Alan Smith/Nicola Kneale/Emma Horan</td>
<td>May 2018</td>
</tr>
<tr>
<td>Cllr. Richard Mainon</td>
<td>4.</td>
<td>Draft Street Naming and Numbering Policy</td>
<td>To consider and comment on the revised policy following its review</td>
<td>The development of a robust policy which is compliant with all Council strategies and plans including the Welsh Language Standards</td>
<td>Alan Smith/Emma Jones</td>
<td>March 2019</td>
</tr>
<tr>
<td>Task &amp; Finish Group</td>
<td>5.</td>
<td>Use of Plastics</td>
<td>To consider the findings and recommendations of the Use of Plastics Task and Finish Group</td>
<td>The formulation of recommendations to County Council on how it can reduce its use of plastics in a deliverable and sustainable way</td>
<td>Graham Boase/Rhian Evans</td>
<td>May 2019</td>
</tr>
<tr>
<td>Cllr. Julian Thompson-Hill</td>
<td>1.</td>
<td>Corporate Plan (Q2) 2017/2022</td>
<td>To monitor the Council’s progress in delivering the Corporate Plan 2017-22</td>
<td>Ensuring that the Council meets its targets to deliver its Corporate Plan and the Council’s services in line with its aspirations and to the satisfaction of local residents</td>
<td>Alan Smith/Nicola Kneale/Heidi Barton-Price</td>
<td>February 2017</td>
</tr>
<tr>
<td>Meeting</td>
<td>Lead Member(s)</td>
<td>Item (description / title)</td>
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<td>Expected Outcomes</td>
<td>Author</td>
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<tr>
<td>Cllr. Richard Mainon</td>
<td>3. Customer Relationship Manager (CRM) System (provisionally scheduled – tbc)</td>
<td>To review the implementation of the new CRM system and its performance in delivering efficient and effective customer focussed services in line with the product specification and the Council’s expectations</td>
<td>An efficient and effective customer enquiries system that deals with enquiries quickly, to a high level of customer satisfaction, whilst realising value for money for the Authority</td>
<td>Liz Grieve/Ffion Angharad</td>
<td>September 2018</td>
<td></td>
</tr>
<tr>
<td>Cllr. Richard Mainon</td>
<td>4. Library Service Standards 2018-19 and draft Library Service Strategy</td>
<td>To: (i) consider the results of the WG’s annual evaluation of the Council’s Library Service; and (ii) examine the new draft Strategy for the Service</td>
<td>(i) Identification of any slippages in performance in order to formulate recommendations to redress the situation. (ii) Input into the new Library Service Strategy to ensure that it delivers the Council’s Corporate Plan and its priorities in relation to Young People, Resilient and Connected Communities</td>
<td>Liz Grieve/Bethan Hughes</td>
<td>January 2019</td>
<td></td>
</tr>
<tr>
<td>Jan 2020 Cllr. Huw Hilditch-Roberts</td>
<td>1. Verified External Examinations [Education]</td>
<td>To review the performance of schools and that of looked after children; and GwE’s impact on the educational attainment of the County’s pupils. The report to include actual figures in addition to percentages along with school absenteeism and exclusion data. The report to incorporate GwE’s Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire</td>
<td>Scrutiny of performance leading to recommendations for improvement</td>
<td>Karen Evans/Julian Molloy/GwE</td>
<td>January 2019</td>
<td></td>
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<tr>
<td>Meeting</td>
<td>Lead Member(s)</td>
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<td>Purpose of report</td>
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<tr>
<td>Feb/Mar</td>
<td>Cllr. Brian Jones</td>
<td>2. Draft Sustainable Travel Plan</td>
<td>To consider the draft sustainable travel plan (including the Council’s role in facilitating the locating of vehicle charging points across the county, its work with other local authorities and stakeholders with respect of their availability and in relation to other potential alternative travel modes, and in supporting the community to switch to sustainable fuels)</td>
<td>To provide observations and recommendations that will support the delivery of the corporate priorities relating to the environment and connected communities by reducing CO2 emissions and improving travel connectivity</td>
<td>Emlyn Jones/Mike Jones</td>
<td>By SCVCG June 2018 (resched uled February 2019)</td>
</tr>
<tr>
<td>March/April</td>
<td>Cllr. Brian Jones</td>
<td>1. Commercial Waste Service Evaluation Plan</td>
<td>To consider an the results of an evaluation exercise of the entire commercial waste service, including the performance of the Veolia contract and Waste Technical Team (including proposals for service changes and improvements)</td>
<td>Assurances that the Service is performing well and provides value for money in order to ensure that it aligns to the new waste operating model</td>
<td>Tony Ward/Tara Dumas/Alan Roberts</td>
<td>By SCVCG January 2019</td>
</tr>
<tr>
<td>June/July</td>
<td>Cllr. Julian Thompson -Hill</td>
<td>1. Corporate Plan (Q4) 2019/20</td>
<td>To monitor the Council’s progress in delivering the Corporate Plan 2017-22</td>
<td>Ensuring that the Council meets its targets to deliver its Corporate Plan and the Council’s services in line with its aspirations and to the satisfaction of local residents</td>
<td>Alan Smith/Nicola Kneale/Heidi Barton-Price</td>
<td>April 2019</td>
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</table>

**Future Issues**
<table>
<thead>
<tr>
<th>Item (description / title)</th>
<th>Purpose of report</th>
<th>Expected Outcomes</th>
<th>Author</th>
<th>Date Entered</th>
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</thead>
<tbody>
<tr>
<td>Dolwen Residential Care Home</td>
<td>To consider the Task and Finish Group’s recommendations relating to the future provision of services at Dolwen Residential Care Home, Denbigh</td>
<td>Pre-decision scrutiny of the task and finish group’s findings and the formulation of recommendations for presentation to Cabinet with respect of the future provision of services at Dolwen with a view to ensuring that everyone is supported to live in homes that meet their needs and are able to live independent and resilient lives</td>
<td>Task and Finish Group/Phil Gilroy/Abbe Harvey</td>
<td>July 2018</td>
</tr>
<tr>
<td>School Improvement Plans [Education]</td>
<td>To discuss with representatives of particular schools their progress in achieving their improvement plans</td>
<td>Provision of support to the schools to ensure they deliver their plans and improve outcomes for their pupils and the school as a whole</td>
<td>Karen Evans/Julian Molloy</td>
<td>February 2018</td>
</tr>
<tr>
<td>Implementation of the Donaldson Report ‘Successful Futures’ – Independent Review of Curriculum and Assessment Arrangements in Wales [Education]</td>
<td>To consider and monitor the plans to implement the agreed measures adopted by WG following the consultation on the review’s findings</td>
<td>Better outcomes for learners to equip them with jobs market skills</td>
<td>Karen Evans</td>
<td>April 2015</td>
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</tbody>
</table>

Information/Consultation Reports

<table>
<thead>
<tr>
<th>Date</th>
<th>Item (description / title)</th>
<th>Purpose of report</th>
<th>Author</th>
<th>Date Entered</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2019 &amp; March 2020 [Information]</td>
<td>Corporate Plan 2017/22 (Q1) 2019/20 &amp; Corporate Plan 2017/22 Q3 2020/21</td>
<td>Ensuring that the Council meets its targets and delivers its Corporate Plan and the Council’s services in line with its aspirations and to the satisfaction of local residents</td>
<td>Alan Smith/Nicola Kneale/Heidi Barton-Price</td>
<td>September 2018</td>
</tr>
<tr>
<td>Date</td>
<td>Description</td>
<td>Why and What the Committee Will Scrutinise</td>
<td>Responsible Members/Date</td>
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<tr>
<td>Feb/May/Sept/November 2019</td>
<td>Quarterly ‘Your Voice’ complaints performance to include social services complaints</td>
<td>To scrutinise Services’ performance in complying with the Council’s complaints and identify areas of poor performance with a view to the development of recommendations to address weaknesses. The report to include: (i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe; (ii) how services encourage feedback and use it to redesign or change the way they deliver services; and (iii) details of complaints which have been upheld or partially upheld and the lessons learnt from them.</td>
<td>Kevin Roberts/Ann Lloyd/Phil Gilroy November 2018</td>
<td></td>
</tr>
<tr>
<td>Information Report (6 monthly March &amp; September)</td>
<td>Customer Effort Dashboard</td>
<td>To monitor the progress achieved in relation to developing the Customer Effort Dashboard. The feedback trend received from the system and how it is used to benefit residents in relation to assisting them to easily access required services and consequently improving the customer satisfaction experience of the Council.</td>
<td>Liz Grieve/Flion Angharad November 2018</td>
<td></td>
</tr>
<tr>
<td>Information Report (June 2020)</td>
<td>Housing Services – Review of the effectiveness of the new working model for Housing Officers</td>
<td>To review the effectiveness and impact of the new Housing Officer model in delivering personal advice and support to tenants,</td>
<td>Geoff Davies/Jane Moore March 2019</td>
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particularly those who reside in older people’s schemes

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<thead>
<tr>
<th>Meeting</th>
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<tbody>
<tr>
<td>18 July</td>
<td>4 July</td>
<td>26 September</td>
<td>12 September</td>
<td>28 November</td>
<td>14 November</td>
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Note for officers – Committee Report Deadlines

Performance Scrutiny Work Programme.doc
Updated 29/05/19 RhE
## Member Proposal Form for Scrutiny Forward Work Programme

<table>
<thead>
<tr>
<th>NAME OF SCRUTINITY COMMITTEE</th>
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<thead>
<tr>
<th>TIMESCALE FOR CONSIDERATION</th>
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<th>TOPIC</th>
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<thead>
<tr>
<th>What needs to be scrutinised (and why)?</th>
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<thead>
<tr>
<th>Is the matter one of concern to residents/local businesses?</th>
<th>YES/NO</th>
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<thead>
<tr>
<th>Can Scrutiny influence and change things?</th>
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<tbody>
<tr>
<td>(if ‘yes’ please state how you think scrutiny can influence or change things)</td>
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<thead>
<tr>
<th>Does the matter relate to an underperforming service or area?</th>
<th>YES/NO</th>
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<tr>
<th>Does the matter affect a large number of residents or a large geographical area of the County</th>
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<tr>
<td>(if ‘yes’ please give an indication of the size of the affected group or area)</td>
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<tr>
<th>Is the matter linked to the Council’s Corporate priorities</th>
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<tr>
<td>(if ‘yes’ please state which priority/priorities)</td>
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<thead>
<tr>
<th>To your knowledge is anyone else looking at this matter?</th>
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<tbody>
<tr>
<td>(If ‘yes’, please say who is looking at it)</td>
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<thead>
<tr>
<th>If the topic is accepted for scrutiny who would you want to invite to attend e.g. Lead Member, officers, external experts, service-users?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Councillor/Co-opted Member</td>
</tr>
<tr>
<td>------------------------------------</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
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<tr>
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<tbody>
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</tbody>
</table>
Consideration of a topic's suitability for scrutiny

Proposal Form/Request received
(careful consideration given to reasons for request)

Does it stand up to the PAPER test?
- Public interest – is the matter of concern to residents?
- Ability to have an impact – can Scrutiny influence and change things?
- Performance – is it an underperforming area or service?
- Extent – does it affect a large number of residents or a large geographic area?
- Replication – is anyone else looking at it?

No further action required by scrutiny committee. Refer elsewhere or request information report?

 YES

- Determine the desired outcome(s)
- Decide on the scope and extent of the scrutiny work required and the most appropriate method to undertake it (i.e. committee report, task and finish group inquiry, or link member etc.)
- If task and finish route chosen, determine the timescale for any inquiry, who will be involved, research requirements, expert advice and witnesses required, reporting arrangements etc.
<table>
<thead>
<tr>
<th>Meeting</th>
<th>Item (description / title)</th>
<th>Purpose of report</th>
<th>Cabinet Decision required (yes/no)</th>
<th>Author – Lead member and contact officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 Jun 2019</td>
<td>1 World Heritage Site Management Plan</td>
<td>To bring to Cabinet’s attention the new Pontcysyllte Aqueduct and Canal World Heritage Site Management Plan and for Cabinet to endorse the Plan</td>
<td>Yes</td>
<td>Councillor Bobby Feeley / Tony Ward / Huw Rees</td>
</tr>
<tr>
<td></td>
<td>2 Annual Performance Review 2018-19</td>
<td>To provide members with analysis about performance and progress against our corporate priorities</td>
<td>Tbc</td>
<td>Councillor Julian Thompson-Hill / Nicola Kneale / Iolo McGregor</td>
</tr>
<tr>
<td></td>
<td>3 Changes to Annual Leave Calculation</td>
<td>To approve changes to the annual leave process</td>
<td>Yes</td>
<td>Councillor Mark Young / Catrin Roberts/Andrea Malam</td>
</tr>
<tr>
<td></td>
<td>4 Denbighshire County Council Framework for Housing Voids Work</td>
<td>To approve the appointment of named contractors to the Housing Voids Framework</td>
<td>Yes</td>
<td>Councillor Julian Thompson-Hill / David Lorey</td>
</tr>
<tr>
<td></td>
<td>5 Financial Outturn Report</td>
<td>To approve the final position and recommendations</td>
<td>Yes</td>
<td>Councillor Julian Thompson-Hill / Richard Weigh / Steve Gadd</td>
</tr>
<tr>
<td></td>
<td>6 Implementation of Alternative Delivery Model (ADM) for various leisure related functions and activities</td>
<td>To consider the proposed constitution of the Local Authority Trading Company and recommend it to Council</td>
<td>Tbc</td>
<td>Councillors Bobby Feeley / Julian Thompson-Hill / Graham Boase / Sian Lloyd Price</td>
</tr>
</tbody>
</table>
## Cabinet Forward Work Plan

<table>
<thead>
<tr>
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<tr>
<td>7</td>
<td>Approval for the North Wales Regional Domiciliary Care Agreement</td>
<td>Approval to award contracts.</td>
<td>Yes</td>
<td>Councillor Bobby Feeley / Phil Gilroy / Maria Bell / John Williams</td>
</tr>
<tr>
<td>8</td>
<td>Finance Report</td>
<td>To update Cabinet on the current financial position of the Council</td>
<td>Tbc</td>
<td>Councillor Julian Thompson-Hill / Richard Weigh</td>
</tr>
<tr>
<td>9</td>
<td>The Medium Term Financial Strategy</td>
<td>To approve the latest version of the Strategy</td>
<td>Yes</td>
<td>Councillor Julian Thompson-Hill / Richard Weigh</td>
</tr>
<tr>
<td>10</td>
<td>Items from Scrutiny Committees</td>
<td>To consider any issues raised by Scrutiny for Cabinet’s attention</td>
<td>Tbc</td>
<td>Scrutiny Coordinator</td>
</tr>
</tbody>
</table>

### 30 July 2019

| 1       | Implementation of Alternative Delivery Model (ADM) for various leisure related functions and activities: ADM Implementation Costs & Revenue Savings | To approve the investment decision further to a review the one off cost for the implementation of the ADM project, and the associated revenue savings to be realised | Yes | Councillors Bobby Feeley / Julian Thompson-Hill / Graham Boase / Sian Lloyd Price |
| 2       | Finance Report                                                  | To update Cabinet on the current financial position of the Council | Tbc | Councillor Julian Thompson-Hill / Steve Gadd |
## Cabinet Forward Work Plan

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<td>3</td>
<td>Items from Scrutiny Committees</td>
<td>To consider any issues raised by Scrutiny for Cabinet’s attention</td>
<td>Tbc</td>
<td>Scrutiny Coordinator</td>
</tr>
<tr>
<td>24 Sep 2019</td>
<td>1 North Wales Growth Bid Governance Agreement 2</td>
<td>To approve the governance arrangements in relation to the implementation of the growth deal</td>
<td>Yes</td>
<td>Councillor Hugh Evans / Graham Boase / Gary Williams</td>
</tr>
<tr>
<td></td>
<td>2 Rhyl Vision and Master Plan (report and presentation)</td>
<td>To agree to pursue the vision and key projects over the long term, committing resources to bring about the desired changes in collaboration with a wide range of stakeholders</td>
<td>Yes</td>
<td>Councillor Hugh Evans / Emlyn Jones / Mike Horrocks</td>
</tr>
<tr>
<td></td>
<td>3 Implementation of Alternative Delivery Model (ADM) for various leisure related functions and activities: Board Membership</td>
<td>To consider and approve the Council’s Strategic Governance Board for the Local Authority Trading Company (LATC) and review and recommend to Council the Board membership of the LATC</td>
<td>Yes</td>
<td>Councillors Bobby Feeley / Julian Thompson-Hill / Graham Boase / Sian Lloyd Price</td>
</tr>
<tr>
<td>Meeting Date</td>
<td>Meeting Date</td>
<td>Item (description / title)</td>
<td>Purpose of report</td>
<td>Cabinet Decision required (yes/no)</td>
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<tr>
<td>22 Oct 2019</td>
<td>1</td>
<td>Finance Report</td>
<td>To update Cabinet on the current financial position of the Council</td>
<td>Tbc</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Items from Scrutiny Committees</td>
<td>To consider any issues raised by Scrutiny for Cabinet’s attention</td>
<td>Tbc</td>
</tr>
<tr>
<td>19 Nov 2019</td>
<td>1</td>
<td>Quarter 2 Performance Report on the Corporate Plan</td>
<td>To provide members with analysis about performance and progress against our corporate priorities</td>
<td>Tbc</td>
</tr>
<tr>
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<td>2</td>
<td>Finance Report</td>
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**17 Dec 2019**

| 1       | Finance Report | To update Cabinet on the current financial position of the Council | Tbc | Councillor Julian Thompson-Hill / Steve Gadd |
| 2       | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet’s attention | Tbc | Scrutiny Coordinator |

**Note for officers – Cabinet Report Deadlines**

<table>
<thead>
<tr>
<th>Meeting</th>
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<tbody>
<tr>
<td>June</td>
<td>11 June</td>
<td>July</td>
<td>16 July</td>
<td>September</td>
<td>10 September</td>
</tr>
</tbody>
</table>

Updated 3/06/19 - SP

Cabinet Forward Work Programme.doc
## Progress with Committee Resolutions

<table>
<thead>
<tr>
<th>Date of Meeting</th>
<th>Item number and title</th>
<th>Resolution</th>
<th>Progress</th>
</tr>
</thead>
</table>
| 21 March 2019   | 5. HOUSING SERVICES   | **Resolved:** subject to the above observations –
|                 |                       | (i) to receive the information submitted and support the Housing Service and Community Support Services’ efforts in addressing the two improvement proposals in relation to Council tenants arising from the Wales Audit Office’s (WAO) Service User Perspective Review – Welsh Housing Quality Standard (WHQS); and
|                 |                       | (ii) that an Information Report be provided to the Committee in the summer of 2020 following a ‘Review of the effectiveness of the new working model for Housing Officers’. | Lead Member and officers informed of the Committee’s observations and an Information Report has been scheduled for circulation to Committee members during the summer of 2019 (see Appendix 1) |
|                 | 6. DRAFT FLEET MANAGEMENT STRATEGY | **Resolved:** - subject to the above observations and the inclusion of a section on fitting vehicle tracking and telematics equipment to Council vehicles to aid efficient driving practices, to support the Strategy’s adoption | The Lead Member and officers have been advised of the Committee’s observations and resolution |
|                 | 7. STREET NAMING AND NUMBERING POLICY | **Recommended:** - that officers having regard to the above observations –
|                 |                       | (i) undertake a thorough review of the Street Naming and Numbering Policy; | The Lead Member and officers have been advised of the Committee’s recommendations and the revised draft policy has been included on the Committee’s |
|   | (ii) that as part of the review the Council’s Welsh Language Steering Committee is consulted on its contents and the accuracy of the draft policy; and (iii) that the revised draft Policy is presented to Performance Scrutiny Committee in the autumn of 2019 for consultation prior to being submitted to Cabinet for approval and adoption | forward work programme for 26 September 2019 (see Appendix 1 attached and also paragraph 4.8 of the attached Scrutiny Work Programme report) |