

To: Members of the Performance  
Scrutiny Committee

Date: 19 November 2021

Direct Dial: 01824 712554

e-mail: democratic@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **10.00 am** on **THURSDAY, 25 NOVEMBER 2021** in VIA VIDEO CONFERENCE.

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 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.

#### **4 MINUTES OF THE LAST MEETING (Pages 7 - 14)**

To receive the minutes of the Performance Scrutiny Committee held on 14 October 2021 (copy attached).

**10.05 a.m. – 10.10 a.m.**

**5 CORPORATE PLAN UPDATE, QUARTER 2, 2021 TO 2022** (Pages 15 - 86)

To consider a report by the Strategic Planning and Performance Team Leader (copy attached) to receive an update on the delivery of the Corporate Plan in 2021 to 2022 as at the end of quarter 2 (July to September 2021).

**10.10 a.m. – 10.40 a.m.**

**6 CORPORATE RISK REGISTER REVIEW, SEPTEMBER 2021** (Pages 87 - 180)

To consider a report by the Strategic Planning and Performance Team Leader and Strategic Planning and Performance Officer (copy attached) to receive an update on the September review of the Corporate Risk Register.

**10.40 a.m. – 11.10 a.m.**

~~~~~ **BREAK (11.10 a.m. – 11.20 a.m.)** ~~~~~

**7 C360 CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SYSTEM UPDATE** (Pages 181 - 192)

To consider a report by the Service Improvement Manager (copy attached) to provide an overview of the implementation of the C360 CRM System.

**11.20 a.m. – 11.50 a.m.**

**8 SUSTAINABLE TRANSPORT PLAN** (Pages 193 - 238)

To consider a report **(which includes a confidential appendix)** by the Traffic, Parking and Road Safety Manager (copy attached) to provide an update on the development of the Council's draft Sustainable Transport Plan and associated work activities.

**11.50 a.m. – 12.20 p.m.**

**9 SCRUTINY WORK PROGRAMME** (Pages 239 - 262)

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

**12.20 p.m. – 12.30 p.m.**

**10 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

## **MEMBERSHIP**

### **Councillors**

Councillor Arwel Roberts (Chair)

Ellie Chard  
Martyn Holland  
Geraint Lloyd-Williams  
Bob Murray  
Paul Penlington

Councillor Hugh Irving (Vice-Chair)

Pete Prendergast  
Peter Scott  
Andrew Thomas  
David Williams

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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'.

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## PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held by video conference on Thursday 14 October 2021 at 10.00 am.

### PRESENT

Councillors Martyn Holland, Bob Murray, Paul Penlington, Arwel Roberts (Chair), Peter Scott and David Williams

**Chair of the Member Task & Finish Group** – Councillor Christine Marston

**Cabinet Members** – Councillors Bobby Feeley (Lead Member for Well-being and Independence), Huw Hilditch-Roberts, (Lead Member for Education, Children’s Services and Public Engagement), Tony Thomas (Lead Member for Housing and Communities) and Mark Young (Lead Member for Planning, Public Protection and Safer Communities)

**Observers** – Councillors Jeanette Chamberlain-Jones, Meirick Davies, Glenn Swingler, Rhys Thomas and Emrys Wynne

### ALSO PRESENT

Chief Executive (GB), Corporate Director Communities (NS), Commissioning and Planning Officer (JA), Scrutiny Coordinator (RE) and Committee Officers (KEJ & RTJ [Webcaster])

**Public Speaker** – Brenda Jones (parent of service user of Meifod) attended for item 5.

## 1 APOLOGIES

Councillors Ellie Chard, Hugh Irving (Vice Chair), Geraint Lloyd-Williams, Pete Prendergast and Andrew Thomas together with the Head of Community Support Services (PG) and Service Manager Client Services (KN)

The Chair advised that Councillor Pete Prendergast had been unable to attend the meeting but had submitted comments to be read out in his absence as follows –

“Item 5 Meifod Enterprise – I myself chair a community based group helping residents from all walks of life to learn skills through an apprentice scheme not only to upskill people, but give them confidence in their own abilities and maybe the possibility of work. Meifod is so important to the people attending, offering similar opportunities to the group I chair. I urge all councillors to support the continuation of this very worthy scheme, and for the residents who use this training facility to continue to have every opportunity to progress in life and maybe obtain work. I also feel that exploring opportunities through both Denbighshire County Council and Betsi Cadwaladr University Health Board for future work/job skills would confirm the tremendous work Meifod carries out in enabling people to progress in life and benefit both organisations in employing dedicated and trained staff. There is a definite need for groups such as Meifod in giving people any chance of gaining

skills as it is so important everyone from all walks of life nowadays to gain some form of employment and improve their own lives and those of their families.”

## **2 DECLARATION OF INTERESTS**

No declaration of interests had been raised.

## **3 URGENT MATTERS AS AGREED BY THE CHAIR**

No urgent matters had been raised.

## **4 MINUTES OF THE LAST MEETING**

The minutes of the Performance Scrutiny Committee held on 15 July 2021 were submitted.

### **Matters Arising –**

Item 5 – Draft Director of Social Services Annual Reports 2019-20 & 2020-21 – the Chair highlighted matters arising from the minutes and the Scrutiny Support Officer confirmed that further information on support for young carers together with an information report relating to Cefndy Healthcare had been contained within the Committee’s Information Brief circulated to members the previous week. The suggestion for a glossary of terms in the Annual Report had also been taken forward. The Corporate Director Communities provided an update on the development of Bwthyn y Ddôl advising that it would be necessary to re-tender for the construction of the new facility given that the firm originally contracted had since entered into administration. Due to the impact on timescales and funding, discussions had taken place with the Welsh Government who continued to support the project going forward. It would not be possible to confirm a timeframe for the development until the outcome of the tendering process.

***RESOLVED*** that the minutes of the meeting held on 15 July 2021 be received and approved as a correct record.

## **5 MEIFOD WOOD PRODUCTS**

The Chair welcomed all present for this item, including the Corporate Director Communities and the Commissioning and Planning Officer together with Councillor Bobby Feeley, Lead Member for Well-being and Independence whose portfolio covered the service area. A warm welcome was also extended to Brenda Jones, parent of a service user of Meifod who would also be addressing the Committee.

The joint report by the Service Manager Client Services and the Commissioning and Planning Officer (previously circulated) detailed the results of the consultation exercise to inform the future operation of service provision at Meifod and potential options for the service, including the recommendation from the Member Task and Finish Group, with a view to the Committee formulating recommendations to Cabinet in relation to future service delivery.

Councillor Christine Marston, Chair of the Member Task and Finish Group reported upon the discussions of the Group on the detailed information and options put forward by officers in their report. The Group strongly recommended that the facility be kept open and for it to reopen as soon as possible but appreciated that clients needed to be maintained in a safe environment and clearly reviews had to be carried out on the machinery used given the safety concerns raised in that regard. The Group had also considered that officers should explore working with social enterprise and/or the private sector to deliver the service in order to safeguard its continuation given the financial challenges faced and be more creative in the way the service was managed. The Group considered that Meifod provided a good service which was vital to the people who used and engaged with it, producing well known quality products bought locally and it would be very sad if that was to be lost.

The Corporate Director Communities referred to the detailed information provided and thanked the Task and Finish Group and the Scrutiny Committee for their work and scrutiny of the report. Meifod was a very welcome and valued service by those who accessed it and also for staff who worked there, the local community, the families of the people who attended and those who referred people there. That said there was a need to consider the viability of all services and opportunities to modernise and meet people's needs. Meifod closed at the end of March 2020 due to Covid-19 and restrictions in place but given that those restrictions were being reduced it was an opportune time to consider the future of the service. Consequently an engagement exercise had been carried out over a period of weeks seeking the views of service users, their families/carers, and service staff together with other stakeholders. Whilst it was clearly a valued service, some people did not want to return to Meifod and would like to consider other opportunities and different activities and therefore it was important to consider the difference of opinion. Having considered a number of options put forward by officers the Member Task and Finish Group had recommended that Meifod should be re-opened as a Council-run service, with reduced activities and new ways of working, and that work be commenced to secure an external organisation or social enterprise to provide a range of activities for people from the existing Meifod building but that this may not be woodwork based activities, with a view to exploring the long term sustainability of Meifod. The Corporate Director confirmed that officers were in complete agreement and supported the recommendation of the Member Task and Finish Group and welcomed questions from the Committee.

During a lengthy debate members scrutinised the report in detail and took the opportunity to raise questions and discuss with officers various aspects of the report. Members paid tribute to Meifod and the valuable service it provided for all those involved with it, acknowledging the significant impact on the wellbeing of individuals accessing the service and opportunities the service presented to them. All members were in agreement that the Council should take necessary steps to safeguard the service for the future and ensure it continued to be delivered for the benefit of service users and their families. Consequently whilst there was support for the recommendation of the Member Task and Finish Group to re-open the service and explore opportunities to ensure its future viability, the Committee considered that the recommendation could be further strengthened to include additional investment and to ensure Meifod was re-opened as soon as possible.

Main issues discussed related to the leasing arrangements; management of repair and maintenance of both building and machinery and concerns regarding the decline; financial pressures facing the service; potential diversification of the service; reasoning behind the reduction in the number of referrals to the service; the engagement exercise, and compliance with the Council's Welsh Language Policy. Officers were also challenged on detail of the report and reasoning behind the various options put forward. The main points of debate focused on the following –

- it was clarified that the current building was subject to a ten year lease with four years remaining up to 30 September 2025; the building was in a state of disrepair and whilst basic maintenance had continued during its closure there had inevitably been issues of deterioration to the building and machinery which had not been in use for a significant period, and there was also a need to upgrade the heating system over concerns of the recirculation of air
- the expensive running costs of the building relating to heating/electricity costs were noted in addition to rent, repair and maintenance costs and there was some debate as to whether Meifod should remain in the existing building long term or whether the service would be better relocated to a more modernised council owned building given the costs associated with the current building and restrictions in terms of any energy efficiency saving adaptations, etc.
- in terms of the potential diversification and provision of alternative work opportunities/activities a range of other products could be explored and further work would be required with service users to seek their views together with other external organisations/social enterprises in terms of available opportunities. Councillor Bob Murray in particular was keen that the potential to work with the NHS was explored, potentially producing face masks, etc.
- whilst the price increase in timber was acknowledged members suggested that wood could be procured locally and officers agreed to look into that possibility
- social workers were more likely to signpost people to non-statutory community based activities and projects to increase the number of individuals in paid jobs or voluntary opportunities although it was acknowledged that approach was not for everyone and some individuals needed the opportunities Meifod provided
- Councillor Bobby Feeley provided some background to Meifod which was set up in 1972 and elaborated upon its aims and objectives together with its success over the years. As Lead Member for the service she would not sanction the closure of Meifod but agreed that changes needed to be made to improve the offer and looked to working collaboratively over the remaining four year term of the building lease to secure a sustainable economic enterprise and potential diversification of activities including working with the NHS and recycling/upcycling. She was keen for the health and safety requirements to be addressed in order that Meifod could be re-opened as soon as possible
- questions were raised by Councillor Rhys Thomas regarding lack of investment in repair/maintenance requirements identified relating to the machinery and heating system and he also queried whether the level of wood stock currently held by Meifod would enable woodwork to continue – both himself and Councillor Emrys Wynne were keen that wood products continued to be produced. Officers agreed to look into the repair/maintenance issues and wood stores and report back to Councillor Thomas thereon. Since compilation of the report Welsh Government had announced a new Social Care Recovery Fund and it was hoped some of the repair costs could be recouped through that fund

- it was confirmed that the recommendation from the Member Task and Finish Group, supported by officers, was to use the remaining time of the building lease to work with people who currently used the service to explore what interests they had and also to look at the opportunities that may be available by working in partnership with others. Other organisations were able to access funding streams (not available to the local authority) to invest monies in new services and opportunities – all of those options needed to be explored
- officers elaborated upon the reasoning behind the cost variation between different services which in Meifod's case included a high rent level and other costs associated with the building, and a high proportion of individuals needing one to one support, and therefore it was difficult to compare like with like with different services providing different activities
- the reasoning behind the reduced number of people attending Meifod and lack of signposting to the service had been due to the introduction of the Social Services and Well-being Act in 2014 and the asset based approach taken to look at what assets an individual had themselves or within their communities which had resulted in more people being signposted to other activities and community based services, consequently all statutory services had seen fewer referrals. That approach worked for some individuals but it was acknowledged that there were individuals who would need a statutory service
- the statement relating to demographic change was important because those individuals referred to Meifod tended to be those who had more complex needs and there was a need to ensure the service could respond to those needs
- referrals to the service were made following an assessment by the Complex Disability Team which included health and social care practitioners
- the point made in the reference to “the council does not exist to supply benches” was that Meifod existed to provide a service and work based activities for people and whilst making a profit was welcomed it was not the primary concern
- a ‘Meet the Buyer’ event had been held in March 2020 which had been an exploratory exercise looking at work opportunity services and whether there were other partners or stakeholders interested in Meifod, however that work had not progressed due to Covid-19. In the event a future decision was taken to look at other alternatives and options then it would be considered again further
- Councillor Meirick Davies also provided some background to Meifod and its relocation from Henllan to Denbigh. In response to questions officers confirmed that the documentation relating to the engagement exercise had been produced bilingually and the origin of the name ‘Meifod’ was unknown. Officers agreed to provide further detail of the costs of providing the service including the gross annual costs prior to the pandemic for comparison with the annual net cost
- the next steps involved the Committee making a recommendation to Cabinet on 23 November 2021 and subject to that decision, work would be carried out to prepare for the re-opening as soon as possible.

At this juncture the Chair invited Mrs. Brenda Jones, whose son used the service at Meifod, to address the Committee.

Mrs. Jones advised that she was representing her own family and other families who had been affected by the current situation. She explained to the Committee about her son's involvement with Meifod and provided a moving account of the valuable service it provided and made a heartfelt plea that Meifod be re-opened

and continued in its current form. Mrs. Jones highlighted concerns over the nature and competency of the engagement exercise and potential future options for the service. She also highlighted issues within the report, including the lack of suitable community based activities, and felt more should be done to market Meifod with local schools and take out of county placements which would contribute financially. She also believed that individuals had left because the service had no longer been there but that they would return once it re-opened. Attention was drawn to the lack of investment in the facility over time and comments made within the engagement report prepared by the North Wales Advice and Advocacy Service and their view that the engagement exercise had not provided adequate opportunity for most Meifod attendees to participate. Finally reference was made to the counter-argument which Mrs. Jones had previously emailed to Committee members and she looked to the Committee to continue the operation of Meifod in its current form.

The Chair and other members thanked Mrs. Jones for speaking to the Committee which provided a valuable insight into the impact of the service. The Chair confirmed the general consensus during the meeting that Meifod be protected and preserved for the future and additional investment be provided in the service.

As Lead Cabinet Member responsible for the service area, Councillor Bobby Feeley confirmed a clear message across all political groups that Meifod be kept open and she had been heartened to hear the questions and contributions from members together with various ideas for the service and how it could be expanded and improved. Notwithstanding comments made regarding the inadequacies of the engagement exercise or the report, the recommendation of the Member Task and Finish Group had been to keep Meifod open and explore opportunities over the next four years to move forward to modernise and improve the service. Councillor Feeley looked forward to an optimistic future for Meifod and thanked officers for responding to questions and comments put forward.

The Committee discussed the recommendations contained within the report and agreed to re-word those recommendations going forward to Cabinet to include the need to re-open Meifod as soon as possible and provision of additional investment together with ensuring compliance with the Council's Welsh Language policy.

The Committee –

***RESOLVED*** that having considered the issues facing Meifod, the feedback from the stakeholders who participated in the engagement exercise, the advantages, disadvantages and risks associated with the potential options contained within the report, along with the outcomes and recommendations submitted by the Task and Finish Group to recommend to Cabinet that –

- (a) *Meifod should be re-opened as soon as possible as a Council-run service within the existing building, with additional investment being provided for the service provided there;*
- (b) *work commence to explore all opportunities for new ways of working to improve and develop Meifod, including the potential of securing an external organisation/social enterprise to provide a range of activities for people from*

*the existing Meifod building (all of which do not necessarily have to be woodwork based activities) with a view to exploring and securing the long-term sustainability of Meifod, and*

- (c) *future service-provision conform with all relevant legislation and the Council's Welsh Language policy.*

The Chair thanked all present for their attendance and contributions to debate.

## **6 SCRUTINY WORK PROGRAMME**

The Scrutiny Coordinator submitted a report (previously circulated) seeking members' review of the committee's work programme and providing an update on relevant issues.

Discussion focused on the following –

- it was noted that the report on the Customer Relationship Manager System scheduled for the next meeting on 25 November had been confirmed and members reaffirmed all four items listed in the work programme for that meeting
- the four items listed in the work programme for the meeting scheduled for 27 January were also noted and reaffirmed
- members were encouraged to submit any proposal forms regarding topics for scrutiny prior to the next meeting of the Scrutiny Chairs and Vice Chairs Group scheduled for 25 November
- reference was made to the information reports contained with the Committee's Information Brief circulated the previous week with regard to the Cefndy Interim Report 2021-2022, and the Corporate Plan Performance Update: April to June 2021. The latter report would aid the Committee when scrutinising Quarter 2 of the Corporate Plan 2021/22 at its next meeting on 25 November.

**RESOLVED** *that, subject to the amendments agreed above, the Committee's forward work programme as detailed in Appendix 1 to the report be approved.*

## **7 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

No reports from committee representatives had been received.

The Chief Executive commended the high level of scrutiny and debate during the meeting and as the Corporate Lead Officer for Performance Scrutiny Committee he looked forward to attending future meetings. At the Chair's request the Chief Executive provided an update on discussions in relation to succession planning for the posts involving the Head of Community Support Services, Head of Business Improvement and Modernisation, and Corporate Director Public Realm which would involve a review of the Senior Leadership Team structure.

The meeting concluded at 12.10 pm.

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|                              |                                                                                                                                                                                          |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Report to</b>             | <b>Performance Scrutiny Committee</b>                                                                                                                                                    |
| <b>Date of meeting</b>       | <b>25 November 2021</b>                                                                                                                                                                  |
| <b>Lead Member / Officer</b> | <b>Cllr Julian Thompson-Hill, Deputy Leader and Lead Member for Finance, Performance and Strategic Assets</b><br><br><b>Alan Smith, Head of Business Improvement &amp; Modernisation</b> |
| <b>Report author</b>         | <b>Iolo McGregor, Strategic Planning &amp; Performance Team Leader</b>                                                                                                                   |
| <b>Title</b>                 | <b>Corporate Plan Update, Quarter 2, 2021 to 2022</b>                                                                                                                                    |

## **1. What is the report about?**

- 1.1 This report presents an update on the delivery of the Corporate Plan in 2021 to 2022 as at the end of quarter 2 (July to September 2021).

## **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 2, 2021 to 2022, in delivering the Corporate Plan outcomes.
- 2.2 Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the Council exercises its duty to improve. Quarterly performance reports are routinely shared with the Senior Leadership Team (SLT), Cabinet and the Performance Scrutiny Committee.

## **3. What are the Recommendations?**

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

- 3.2 Subject to any agreed changes, Performance Scrutiny Committee confirm the content of the draft report.

## **4. Report details**

4.1 The Council's Corporate Plan 2017 to 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 is reported to the Senior Leadership Team (SLT), Cabinet and Performance Scrutiny Committee through our quarterly reports.

4.2 Within this report, a summary of data and project updates is provided, together with data tables outlining our current position in full. Recent Council activities are also presented that demonstrate our support of the Well-being of Future Generations Act, the Equality Act, and the Socio-Economic Duty.

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

5.1 This report is about our progress in delivering the Corporate Plan. Any decisions made should contribute to the successful delivery of our Corporate Priorities.

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

6.1 There is no additional cost associated with this report.

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

7.1 A Well-being Impact Assessment (WIA) is not required for this report. This report provides a retrospective evaluation of the Council's performance and 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?**

- 8.1 The report has been compiled 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. Prior to consideration by Performance Scrutiny Committee, the report has been shared with SLT on November 18, and Cabinet on November 23.

## **9. Chief Finance Officer Statement**

- 9.1 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?**

- 10.1 There are no specific risks attached to this report. It is the role of our Corporate and Service Risk Registers to identify (and manage) the potential risk events that could lead to the Council being unable to deliver its Corporate Plan.

## **11. Power to make the decision**

- 11.1. The performance management of Council objectives is a key element of the Equality Act 2010 (and associated Equality Act (Wales) Regulations 2011), the Well-being of Future Generations (Wales) Act 2015, and the Local Government and Elections (Wales) Act 2021.
- 11.2 Section 21 of the Local Government Act 2000 and Section 7 of the Council's constitution outlines the role of Performance Scrutiny Committee to review and scrutinise the Council in relation to its policy objectives, performance targets and / or particular service areas; including performance management and the Corporate Plan.

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## Appendix 1

# Corporate Plan Performance Update: July to September 2021

This document presents the council's performance against its priorities and governance areas between July to September 2021, including our application of the Sustainable Development principle, the Public Sector Equality Duty, and Socio-Economic Duty.

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**For more information, or to let us know what you think about anything in this report, contact us:**

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Rydym yn croesawu galwadau ffôn yn Gymraeg / We welcome telephone calls in Welsh.

**By POST:**

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

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## Summary position

The measures evaluation for each priority has been determined through the performance management framework that we have in place. The projects evaluation has been determined by the status of our projects.

**Housing:** Everyone is supported to live in homes that meet their needs

Measures: Good

Projects: Good

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

Measures: Priority for improvement

Projects: Good

**Resilient Communities:** The council works with people and communities to build independence and resilience

Measures: Acceptable

Projects: Good

**Environment:** Attractive and protected, supporting well-being and economic prosperity

Measures: Good

Projects: Excellent

**Young People:** A place where younger people will want to live and work and have the skills to do so

Measures: Priority for improvement

Projects: Good

**Corporate Health:** The council is efficient, well-managed and environmentally sustainable

Measures: Acceptable

Projects: Good

## **A Note on Measuring Performance**

In Denbighshire, our default approach to setting performance thresholds is to take the upper-quartile (best performing) from nationally comparable information as the point where performance is considered 'Excellent'. The 'Priority for Improvement' threshold is usually the median. Midway between these two values determines the threshold between 'Acceptable' and 'Good' performance.

If no data is available that we can compare ourselves with (either nationally or by comparable grouping), then we will take a local view on what we feel reasonably determines 'Excellent' and 'Priority for Improvement' performance. This should represent our ambition.

For more information on how we manage performance, view the [Performance Management Guide on our website](#).

## **Housing: Everyone is supported to live in homes that meet their needs**

Measures: Good

Projects: Good

### **Corporate Plan Performance Framework: Measures Update**

There are only two measures with new data to present in this report. As at the end of September 2021, there were 2,283 people on the Single Route to Housing (SARTH) waiting list, down slightly from 2,297 (April to June). The final report following a review of SARTH is anticipated for the end of this year, which will give further explanation as to why there has been an increase compared to pre-pandemic levels.

Our second SARTH measure considers the number of people housed from the register into either council stock or a Denbighshire Registered Social Landlord property. As at the end of September there were 153 housed, which is an increase of 83 for the previous period.

Denbighshire Community Housing undertakes a Standardised Tenants & Residents (STAR) survey of all council house tenant on a bi-annual basis. Out of the 3,277 surveys sent to council home tenants in October 2020, responses were received from 381 households, which is an 11% response rate. Whilst it was expected that it would be more difficult for tenants to respond as normal during the Covid-19 pandemic, it was felt important to run the survey when it was due to help inform plans for the post pandemic recovery. It has been noted by Welsh Government when comparing landlords' data, that the data supplied by Denbighshire was impacted by the pandemic when many other social landlords submitted pre-Covid-19 data. In response to this, WG have asked all councils and Registered Social Landlords (RSLs) to re-run the STAR survey again for April 2022. This means we will repeat the survey again later this year. To view the full report and analysis of the survey responses, please refer to the Council Housing Tenants Survey report, which went to [Communities Scrutiny in July](#).

## **Corporate Plan Performance Framework: Project Update**

### **Experiencing Obstacles: Denbigh Extra Care Housing**

The Head of Community Support Services recently met with Grŵp Cynefin to discuss the difficulties and delays that have been experienced with the project in recent months. It has now been confirmed that the start date for the care contract will be postponed until January 2022. However, Block C of the Extra Care facility is anticipated to be ready earlier, with the care contract expected to start in December.

### **Experiencing Obstacles: Ruthin Extra Care Housing**

An update is expected from Grŵp Cynefin on the appointment of a contractor for Ruthin Extra Care Housing. During the recent meeting with Grŵp Cynefin, reassurance was given that we would soon start to see issues being addressed and progress being made.

### **Experiencing Obstacles: Additional Council Homes**

The delivery confidence for delivering additional council housing developments has improved as progress has been made on various sites, such as:

- Architects were appointed to develop a design for the conversion of the former Houses in Multiple Occupation at Bath Street in Rhyl into apartments for intermediate rent.
- Planning permission was granted for an amendment to the proposal to construct apartments on land off The Dell in Prestatyn. Tenders received for undertaking the works were scored, and the contract was awarded to RL Davies and Sons Limited.
- Cabinet approved a recommendation to invite tenders from contractors for works to redevelop the former library site in Prestatyn.
- The purchase of a former council house in Rhyl was completed and offers were accepted for the purchase of three former council houses in Rhyl, one in Prestatyn and one in Rhuddlan.

The target of delivering 170 additional council homes will be met, but it will be delayed. By the end of March 2022, it is anticipated that 80 additional council homes will have been

delivered, 73 will be under construction and 17 will be going through the planning or acquisition process.

### **On Target: Affordable Housing**

Delivery of our Corporate Plan target for an additional 260 affordable homes has now been achieved, and indeed exceeded as 364 additional affordable homes have been brought forward since 2017.

Affordable Housing delivery is continuing with the scheme at Plas Deva (Ffordd Talargoch) in Meliden, applications having opened for the intermediate rental properties that are due to be ready in October 2021. The development on Victoria Road in Rhyl is well underway, with the work on the second floor now started and completion of the 18 apartments on track for February to March 2022.

Llys Awelon, Ruthin, which will provide an additional 35 units, has been submitted for technical approval by Welsh Government and has now been included in the Social Housing Grant programme for 2021 to 2022 and 2022 to 2023. It is estimated that the development will require £5.5m of grant funding, but this may change dependent on the tender offers received by Grŵp Cynefin.

In addition to this, one property for Specialist Housing, one dwelling under the Empty Homes scheme, and two 'Homebuys' have been sourced and are currently undergoing Registered Social Landlord (RSL) board approval before the conveyancing can continue. Identifying further properties is still proving difficult due to the exceptionally buoyant property market at the moment, pushing prices up and availability being scarce. The 'race for space' is an effect of the pandemic that has been widely reported, with rural and coastal areas being particularly affected.

### **On Target: Empty Homes Back into Use**

The Empty Homes project has successfully brought 490 empty homes back into use to date. Delivery confidence is high that we will meet the target of 500 homes. The Empty Homes Matching Service continues to seek matches and outcomes, and the pilot scheme is now due for review. Our work is currently adopting a reactive approach due to the challenges and pressures arising from Covid-19 and other resources issues; however, the project has the ability to adopt a proactive approach, which is our ambition for this work.

## Annual or Biennial Measures

| Measure                                                                                                                                                              | 2019 to 2020 | 2020 to 2021 | Status                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|------------------------------|
| The number of people who were on the Complex Disabilities Specialist Housing Needs Register for whom supported housing has been secured – <b>Benchmarked Locally</b> | 9            | 5            | Acceptable                   |
| The additional supply of council houses provided                                                                                                                     | 10           | 14           | Does not apply<br>Count only |
| Number of additional homes provided in Denbighshire – <b>Benchmarked Locally</b>                                                                                     | 242          | 435          | Excellent                    |
| Number of empty properties brought back into use (old definition) – <b>Benchmarked Locally</b>                                                                       | 179          | 184          | Excellent                    |
| The number of private sector homes improved in standard and quality due to intervention from the council – <b>Benchmarked Locally</b>                                | 810          | 415          | Good                         |
| The additional supply of affordable housing, including social housing, provided during the year – <b>Benchmarked Locally</b>                                         | 139          | 165          | Excellent                    |
| Percentage of households successfully prevented from homelessness (Section 66 duty) – <b>Benchmarked Nationally</b>                                                  | 57           | 52.3         | Priority for improvement     |
| Percentage of households successfully relieved from homelessness (Section 73 duty) – <b>Benchmarked Nationally</b>                                                   | 30           | 30.7         | Priority for improvement     |

2020 to 2021 data for the following two measures is not expected until the Stakeholder Survey results are finalised, the survey is currently live until October 24th.

| Measure                                                                                                                               | 2018 to 2019 | Status                   |
|---------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------|
| The percentage of residents reporting they felt satisfied with the availability of housing in their area – <b>Benchmarked Locally</b> | 42           | Priority for improvement |

| Measure                                                                                                                          | 2018 to 2019 | Status     |
|----------------------------------------------------------------------------------------------------------------------------------|--------------|------------|
| The percentage of residents reporting they are satisfied with the standard of housing in their area – <b>Benchmarked Locally</b> | 52           | Acceptable |

Our measure concerning additional Extra Care Homes supported by the council will not be reported until those schemes are completed.

### Quarterly or Biannual Measures

| Measure                                                             | Quarter 2 2020 to 2021 | Quarter 3 2020 to 2021 | Quarter 4 2020 to 2021 | Quarter 1 2021 to 2022 | Quarter 2 2021 to 2022 | Status                       |
|---------------------------------------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------------|
| Number of people on SARTH waiting list – <b>Benchmarked Locally</b> | 1,791                  | 1,937                  | 2,139                  | 2,297                  | 2,283                  | Priority for improvement     |
| Cumulative number of people housed from the SARTH register          | 140                    | 237                    | 328                    | 67                     | 153                    | Does not apply<br>Count only |

### Well-being and Equality

This priority applies the five ways of working and directly supports Wales' Well-being Goals around **prosperity**, environmental **resilience**, **health**, **equality**, **cohesive communities**, and a **globally responsible** Wales with a **vibrant culture and thriving Welsh language**. Below are some further highlights from the last year of work that we have undertaken in support of the Well-being Goals and the Sustainable Development Principle; but also benefiting those with protected characteristics or who are at a socio-economic disadvantage.

### Tenancy Hardship Grant

The Tenancy Hardship Grant, which Denbighshire County Council is administering on behalf of Welsh Government, is a grant to provide financial assistance for people in private rented accommodation who are struggling to pay their rent because of the Covid-19

pandemic. A total of £9.8 million is available to support people in private rented accommodation across Wales.

This grant aims to support those who:

- Have built-up 8 weeks or more of rent arrears between March 2020 and June 2021.
- Have struggled to pay rent or rent arrears due to Covid-19.
- Live in and hold a tenancy for private sector property in Wales.
- Have not been in receipt of housing benefit or housing cost payments through Universal Credit when rent arrears were built-up.
- Have not been able to fully pay rent during the period when they went into arrears because of Covid-19.

This grant, delivered **collaboratively** and in an **integrated** approach with the Welsh Government, will aim to help those who are at a **socio-economic disadvantage** and **prevent** households from becoming homeless or from getting into greater debt.

### **UK Government's Afghan Relocation Assistance Policy**

In September 2021, Denbighshire County Council agreed to extend its role in the UK Government's Afghan Relocation Assistance Policy (ARAP) to provide support for a total of five refugee families. Temporary accommodation is currently being sourced from the private rented sector, and has already been used to house the one family currently resettled. The number of refugees could be increased to 10 families, dependent on a comprehensive funding commitment from the UK Government Home Office beyond its present one-year timeframe.

This scheme shows Denbighshire County Council working in **collaboration** with the UK Government, **integrating** our approaches to put in place appropriate housing for those affected by the recent events in Afghanistan. These families will be at a **socio-economic disadvantage**, and the scheme will offer them **long-term** safety and support and **prevent** further hardship. This work also supports the protected characteristics of **Race, Religion and Belief**.

## Major redevelopment plans for Denbigh asylum

The scheme to redevelop Denbigh's grade II listed North Wales Hospital was approved unanimously by Denbighshire County Council. The project could boost the area's economy by £75m and create 1,200 jobs. It is proposed that as many as 300 homes could be constructed on the site, along with a pub, shop and a new ground for Denbigh Cricket Club.

This scheme will provide **long-term** quality housing for Denbigh and **prevent** further decay to a historically important local asset. Working **collaboratively** with our contractors, and **integrating** with WG aspirations for housing, this significant development will support the local community by **involving** them with the offer of skilled jobs and apprenticeships, as well as helping to develop local supply chains. This will have a specific benefit for the Denbighshire economy and provide opportunities to those who may be of a **socio-economic disadvantage**.

## **Connected Communities: Communities are connected and have access to goods and services locally, online and through good transport links**

Measures: Priority for improvement

Projects: Good

### **Corporate Plan Performance Framework: Measures Update**

At October 2021 the coverage of superfast broadband (>30mbps) in Denbighshire was at 92.75%; a small increase of 0.12% since July.

As at October 2021, 4.33% of premises had broadband of 10mbps or below. This is a 0.01% decrease since July 2021 (the reason for this is unknown). The Wales figure remained at 2.3%.

48% of transactions were undertaken via the web during July to September 2021, compared to the total number of transactions undertaken using all access channels. This is an 8% decrease on April to June's figure, and is a priority for improvement.

79% of damaged roads and pavements were made safe within target time. Whilst this is an improvement on performance during April to June (67%), performance is still considered to be a priority for improvement.

### **Corporate Plan Programme Board: Project Update**

#### **On Target: Superfast Broadband and Mobile Networks**

The council continues to support individuals and businesses struggling with poor connectivity. To date, 138 individuals and businesses have been advised, and 84 of these have found a solution to their issues. We are also continuing to press that Openreach progress the Nantglyn (and surrounding villages) project.

Our Digital Officer is continuing to work with communities to obtain fibre internet. The Welsh Government Gigabit Top-up voucher scheme was offline for nearly 6 months, which has delayed progress. Unfortunately, the website showing eligible premises has now been removed as new data about Openreach's future plans is being analysed. This could result if fewer Denbighshire premises being able to apply for the much needed Welsh

Government top-up voucher. The council is also contacting community councils to promote the uptake of Community Fibre Partnerships and to inform remote areas about the [Copper based telephony switch off in December 2025](#).

### On Target: Digital Exclusion

All libraries now have dedicated solo digital spaces. These spaces have been opened up so that members of the public can book them direct without needing to be referred by a provider. The spaces ensure sufficient privacy so that the user could, for example, use them to receive 1:1 digital skills support from a volunteer digital buddy, or access online training and video job interviews without disturbing other library users.

### On Target: Infrastructure for Events

Project representatives have attended all six Member Area Groups to communicate the aims, criteria and timelines of the targeted support package fund. Letters explaining the scheme were sent to all City, Town and Community Councils. Applications for the fund closed on September 30, 2021, and the Community Development Team are currently preparing offer letters and associated documentation to all successful applicants.

Work has commenced on branding the vehicle and trailer that will support the mobile equipment hire scheme. All hire equipment is now stored at Rhyl Pavilion Theatre, with some larger equipment (e.g. barriers) stored at the Events Arena.

Interviews with promoters is expected to start from September 2021 in readiness for the Summer 2022 season.

### Project Brief: Travel to Work, Education and Services

The Corporate Plan Programme Board has asked for a business case to develop a 'Sustainable Transport Plan'. The plan will support the carbon reduction agenda.

### Annual or Biennial Measures

| Measure                                                                                                | 2019 to 2020 | 2020 to 2021 | Status     |
|--------------------------------------------------------------------------------------------------------|--------------|--------------|------------|
| The percentage of principle A roads that are in overall poor condition – <b>Benchmarked Nationally</b> | 3.6          | 3.5          | Acceptable |

| Measure                                                                                                                                              | 2019 to 2020 | 2020 to 2021 | Status                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------------------|
| The percentage of non-principal/classified B roads that are in overall poor condition – <b>Benchmarked Nationally</b>                                | 5.3          | 5            | Priority for improvement |
| The percentage of non-principal/classified C roads that are in overall poor condition – <b>Benchmarked Nationally</b>                                | 8.2          | 7.6          | Good                     |
| The percentage of adults (aged 16 or over) who have used the internet within the last 3 months (Conwy and Denbighshire) – <b>Benchmarked Locally</b> | 87.7         | 89.8         | Acceptable               |

| Measure                                                                                                                                                                      | 2014 | 2019 | Status                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------------------------------|
| 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 - WIMD) | 14   | 14   | Does not apply<br>Count only |

### Quarterly or Biannual Measures

| Measure                                                                                      | Quarter 2 2020 to 2021 | Quarter 3 2020 to 2021 | Quarter 4 2020 to 2021 | Quarter 1 2021 to 2022 | Quarter 2 2021 to 2022 | Status                   |
|----------------------------------------------------------------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|--------------------------|
| The percentage of Superfast Coverage in Denbighshire (>30 Mbps) – <b>Benchmarked Locally</b> | 91.83                  | 91.87                  | 92.23                  | 92.63                  | 92.75                  | Priority for improvement |
| The percentage of premises with Broadband of 10 Mbps or below – <b>Benchmarked Locally</b>   | 4.76                   | 4.71                   | 4.45                   | 4.34                   | 4.33                   | Acceptable               |

| <b>Measure</b>                                                                                                                                         | <b>Quarter 2 2020 to 2021</b> | <b>Quarter 3 2020 to 2021</b> | <b>Quarter 4 2020 to 2021</b> | <b>Quarter 1 2021 to 2022</b> | <b>Quarter 2 2021 to 2022</b> | <b>Status</b>            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|--------------------------|
| The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels               | 48                            | 50                            | 50                            | 56                            | 48                            | Priority for improvement |
| The percentage of mobile 4G road signal (all operators) – <b>Benchmarked Locally</b>                                                                   | No data                       | 49.8                          | No data                       | 49.2                          | Data pending                  | Priority for improvement |
| Percentage of damaged roads and pavements made safe within target time (CAT1 - Category 1 defects dealt within timescale) – <b>Benchmarked Locally</b> | No data due to Covid-19       | No data due to Covid-19       | 87                            | 67                            | 79                            | Priority for improvement |

## Well-being and Equality

This priority applies the five ways of working and directly supports Wales' Well-being Goals around **prosperity**, environmental **resilience**, **health**, **equality**, **cohesiveness**, **global responsibility**, and a **vibrant culture with a thriving Welsh language**. Below are some further highlights from the last three months that we have undertaken in support of the Well-being Goals and the Sustainable Development Principle; but also benefiting those with protected characteristics or who are at a socio-economic disadvantage.

### Llannerch Bridge

Workshops have been held with consultants, and the council has met with other partners, such as Natural Resources Wales, to look at potential options for replacing the bridge. Our

public engagement exercise, using online media, sought views on replacing the bridge. We also reached out to residents throughout September and October in both Trefnant and Tremeirchion to gather their views on the replacement structure. The next step will be for Cabinet to discuss the potential replacement of the bridge in November, where the headlines from the initial assessment of the responses to our engagement will be presented.

Any project to replace the bridge will apply the five ways of working under the sustainable development principle, looking for a **long-term** solution that **prevents** further harm, **integrating** and **collaborating** with stakeholders and partners to seek a solution, whilst of course **involving** local residents in the development of an option for any replacement structure. Such a project would also benefit local residents at a **socio-economic disadvantage**.

### **Digital exclusion: online connectivity in a residential care home**

The infrastructure at Cysgod y Gaer has been updated to superfast broadband with download speeds of 65mg, allowing for greater use of smart devices for the residents at the home to stay in touch with loved ones and friends. iPads, Alexas and Portal devices are now being widely used by residents, and staff have been trained to offer support with the new technology. This project supports the protected characteristic of **Age**, demonstrating how we have supported the well-being of older people by helping them connect with others at an incredibly isolating time.

The digital exclusion project applies the five ways of working under the sustainable development principle, looking to **long-term** solutions that **prevent** isolation, exclusion and data poverty, by **integrating** and **collaborating** with partners, whilst **involving** users.

### **1Bws**

Working in partnership with the six North Wales authorities, bus operators and Transport for Wales, the council is pleased to support the 1Bws ticket for travel on busses across North Wales, which was launched in Rhyl in August. An adult ticket will cost £5.70, a child (or young person with a My Travel Pass) will pay £3.70, as will holders of English and Scottish concessionary bus passes. A family ticket is £12. The initiative will hopefully encourage increased bus use in the region, thereby also helping protect our environment.

This is a great **collaborative** project that will benefit those at a **socio-economic disadvantage**, removing barriers that **prevent** people from travelling. It is a good example of **long-term** thinking, **integrating** ambitions for the region, and has also come about as a result of listening to feedback from customers, who said bus tickets were confusing. It is an example of **involving** customers in shaping services.

## **Resilient Communities: The council works with people and communities to build independence and resilience**

Measures: Acceptable

Projects: Good

### **Corporate Plan Performance Framework: Measures Update**

Domestic Crime in Denbighshire increased in the first six months of 2021 to 2022. As a whole, North Wales has seen a 14.2% increase in Domestic Crime so far this year.

There has been an increase of 23.4% in the cumulative number of repeat victims of domestic violence this year, compared to the same time last year. Figures have increased from 269 to 332 victims. As a whole, North Wales has seen a 2.5% decrease in repeat victims of domestic violence from July to September 2021.

The number of repeat offenders of Domestic Abuse in the first six months of 2021 to 2022 has decreased significantly in Denbighshire. Figures have reduced from 50 offenders this time last year to 35 offenders, a 30% decrease. The overall picture for North Wales from July to September 2021 shows repeat offenders of Domestic Abuse decreased by 38%.

Within the national Dewis Cymru website the number of resources for Denbighshire stands at 620 at the end of September. This is an increase of 14% on the figures we saw for the same period the previous year. It is possible that the Covid-19 pandemic has led people and service providers to use this platform more regularly. At the end of September 2021, there were 10,781 resources for Wales on Dewis Cymru, and 2,752 for North Wales.

The number of carer assessments that took place between July and September is 221.

This is 45% decrease on the same period last year (reduced by 99 assessments).

Support for carers has continued and community support has been available regardless of whether carers have received an assessment.

Data for the average length of time adults (aged 65 years or over) are supported in residential care homes has reduced slightly from to 1,050 days for the period covering July to September. However, compared to the same period last year, where there were 1,028 assessments, the figure has increased by 2.2%. Although our figures remain high in

relation to the Wales average (800), it is understood that Denbighshire has a higher average age population. We are still within our original target of 1,200 days.

## **Corporate Plan Programme Board: Project Update**

### **Experiencing Obstacles: Involvement in shaping and improving services**

During this period, we launched our year 2 survey, which ran until September 30, 2021. Findings will be shared before the end of the year. Two workshops were held in September, with a third scheduled for early October with the Youth Council. Talks are ongoing to secure a replacement online engagement solution beyond the lifespan of the project. Although the change request for this has been agreed with the Corporate Plan Programme Board, discussions with ICT indicate that a replacement solution may need to be sourced externally. The current avenue being explored is a 'speculative interest' notice on Sell2Wales that will invite companies to demonstrate solutions.

### **Experiencing Obstacles: Supporting Carers**

The Supporting Carers Project Team is continuing to address challenges and mitigate any risks arising from Covid-19. Best practice ideas and plans for resuming face-to-face support is underway, although there is a consensus from members that they don't want to lose online services and they will plan to continue offering choice; there has been big benefit seen using online platforms reaching out to more carers.

A Carers Survey has recently been available through the council's County Conversation Engagement Portal, which is now closed with the results being analysed.

The Welsh Government has informed the Local Authority of the award of a grant to provide non-traditional respite for carers; this will enable local authorities to meet the anticipated spike in demand for respite services caused by the impact of the pandemic on the mental and physical health of carers. This is part of their commitment in the new National Carers Strategy to prioritise increased demand for day centres and more traditional sitting service and replacement care post-Covid-19. Carers Trust Wales has been commissioned to work with Bangor and Swansea Universities to draft a roadmap to respite that can be used to inform how this money is spent.

76 Young Carers Identity Card have been issued in Denbighshire and being used as an accepted form of identity, for example with vaccinations at college and universities. The next steps are to develop an App and raise awareness through social media; Wrexham, Conwy and Denbighshire (WCD) Young Carers have funding for an under 8 service and now have 8 members in Denbighshire.

### **On Target: Reduce Domestic Abuse**

The council's domestic abuse policy has been launched and council staff are referring fathers to the Caring Dad's sessions as part of the early intervention work. In terms of the perpetrator workstream, early intervention work requires more development with the Domestic Abuse Safety Unit (DASU) for an autumn or winter training provision. Our final workstreams on volunteering and community benefits have also started.

Level 2 rollout of Ask and Act training sessions to frontline staff is organised for October to March 2022. A total of 22 sessions are organised. Hafan Cymru will be targeting schools that have not received previous training on domestic abuse under the Spectrum initiative.

### **On Target: Working towards becoming a Dementia friendly council**

The Dementia Friendly Council Project Team secured recognition from the Alzheimer's Society for working towards becoming a Dementia friendly organisation. Work is ongoing to raise awareness of Dementia within the Council. This project is now noted as 'business as usual' and will no longer be reported within our quarterly performance management reports.

### **On Target: County-wide Community Development**

The Community Development Team's newly created Customer Relationship Management system has now gone live and it is hoped will be a useful asset in tracking and recording all enquiries received by the team for support. The Team has been involved in the promotion and scoring of Event Infrastructure Funds and are currently preparing offer letters and associated documentation to all successful applicants. Community Development Officers have also recently attended grant panels for the Education Endowment Fund, and Clocaenog and Gwynt y Môr windfarm funds. The Team are still awaiting outcomes of the shortlisted UK Community Renewal Fund Applications, but in the meantime have appointed a Compliance and Monitoring Officer for the fund. The

Community Development Team has also been in contact with the Foodbank Network to inform them of changes to Universal Credit and to assess the situation with regards to the drop-in foodbank donations. The Team will launch this year's round of Open Spaces Commuted Sums in November with £128k available.

## Annual or Biennial Measures

2020 to 2021 data for the following measures is not expected until the carers' and stakeholder surveys are run in late-summer and autumn respectively.

| Measure                                                                                                                                              | 2018 to 2019 | Status                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------|
| The percentage of people reporting they have received the right information or advice when they needed it – <b>Benchmarked Locally</b>               | 88           | Acceptable               |
| The percentage of carers reporting they feel supported to continue in their caring role – <b>Benchmarked Locally</b>                                 | 55           | Priority for improvement |
| The percentage of people reporting that they know who to contact about their care and support – <b>Benchmarked Locally</b>                           | 84           | Acceptable               |
| The percentage of people who agree "my local area is a place where people will pull together to improve the local area" – <b>Benchmarked Locally</b> | 59           | Acceptable               |
| The percentage of people who feel able to influence decisions affecting their local area – <b>Benchmarked Locally</b>                                | 27           | Priority for improvement |

## Quarterly or Biannual Measures

| Measure                                                                                                  | Quarter 2 2020 to 2021 | Quarter 3 2020 to 2021 | Quarter 4 2020 to 2021 | Quarter 1 2021 to 2022 | Quarter 2 2021 to 2022 | Status                       |
|----------------------------------------------------------------------------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------------|
| The cumulative (year to date) number of repeat victims of Domestic Abuse including non-crime occurrences | 269                    | 371                    | 555                    | 148                    | 332                    | Does not apply<br>Count only |

|                                                                                                                                                |       |       |       |       |       |                              |
|------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|-------|-------|-------|------------------------------|
| (3 or more in 12 months, measured as year to date)                                                                                             |       |       |       |       |       |                              |
| The cumulative (year to date) number of repeat offenders of Domestic Abuse (3 or more in 12 months)                                            | 50    | 70    | 108   | 18    | 35    | Does not apply<br>Count only |
| The number of live resources on the Dewis Cymru Platform – <b>Benchmarked Locally</b>                                                          | 543   | 562   | 623   | 565   | 620   | Excellent                    |
| The number of assessments of need for support for carers undertaken during the year                                                            | 320   | 404   | 878   | 114   | 221   | Does not apply<br>Count only |
| The average length of time (measured in days) adults (aged 65 or over) are supported in residential care homes – <b>Benchmarked Nationally</b> | 1,028 | 1,046 | 1,053 | 1,053 | 1,050 | Priority for improvement     |

## Well-being and Equality

This priority applies the five ways of working and directly supports Wales' Well-being Goals around **prosperity, health, equality, cohesiveness, global responsibility**, and a **vibrant culture with a thriving Welsh language**. Below are some further highlights from July to September that we have undertaken in support of the Well-being Goals and the Sustainable Development Principle, and benefiting those with protected characteristics or who are at a socio-economic disadvantage.

## Time to Change, Wales

Back in May we became a Time to Change Wales Pledged Employer. This pledge is a public commitment to changing the way we think and act about mental health at every level of this organisation. We are committed to ending the stigma around mental health and have now launched our new mandatory Mental Health Awareness e-learning module. We have also arranged Mental Health Awareness training for Managers. All managers and supervisors should attend this training. A great deal of supportive information has been made available on our dedicated [Employee Mental Health & Well-being webpages](#).

This work supports the protected characteristic of **Disability** and it is fully accessible to all personnel. **Integrating** with BCUHB and Public Health objectives, it is an excellent example of **collaboration** that seeks to immerse and **involve** personnel who have experienced mental health issues, offering them help and support to for their **long-term** well-being and **prevent** harm.

## Awareness of Domestic Abuse

A new domestic abuse policy has been created by the Council and is available [on our website](#). The council has taken steps to promote the policy and to further support education about domestic abuse. An estimated 90% of children whose parents are abused witness that abuse. The effects are traumatic and long-lasting. When a child witnesses domestic abuse, this is child abuse. Between 40% and 70% of these children are also direct victims of the abuse that is happening at home Information on the Live Fear Free campaign may be found at [www.gov.wales/live-fear-free](http://www.gov.wales/live-fear-free).

The policy will benefit the protected characteristics of **Sex** and **Age**, as well as all people who are living with domestic abuse and experiencing the effects of this abuse. The creation of this policy is a contribution to a much bigger **collaborative, long-term** agenda, where we have **integrated** our objectives with partners, such as North Wales Police, to defending the rights of vulnerable people no matter their socio-economic background and seek to **prevent** any harm coming to anyone.

## Respite for unpaid carers

Two flats have been renovated in Corwen and Ruthin as part of the council's commitment to support unpaid carers. These will offer respite and short breaks to unpaid carers. Both

properties feature modern facilities and will allow carers and / or those they care for to have a break. Both flats have easy access and adaptations to make them disabled friendly and have sleep in facilities if overnight support is needed. This development builds on the successful pilot in Ruthin, where unpaid carers have been able to benefit from breaks within the Llys Awelon Extra Care Scheme, in partnership with North East Wales Carers Information Service (NEWCIS).

This work will directly benefit the protected characteristics of **Age, Disability, Sex, Marriage and Civil Partnership** (particularly in supporting unpaid carers looking after family members, spouse, partner etc.), and those at a **socio-economic disadvantage**. This work, delivered in partnership with our homes, shows good **integration** for recruitment, **collaborative** working and **long-term** thinking. **Involving** individuals in an assessment of their situation is vitally important, as it gives them more control over accessing the right support packages when they need them most, and respite provision such as this is important for maintaining and **preventing** harm to the well-being of the carer and the person they are caring for.

## **Denbighshire Learning Disability Supported Living Schemes**

At a Cabinet meeting in September, approval was given to issue temporary extensions to 35 Learning Disability Supported Living Scheme contracts for a maximum period to March 31, 2023. Additional approval was given for the process of running mini tenders for 41 contracts under the North Wales Regional Framework for Supported Living for this provision.

Approval means that we can continue to **involve** and support people with protected characteristics, such as **Disability, Age**, or those at a **socio-economic disadvantage**, in the level of support required to help them live independently, **preventing** any harm in the short-term. However, this decision informs plans for future service delivery in the **long-term**, and demonstrates our commitment to working **collaboratively** and in an **integrated** way within the North Wales Regional Framework.

## **Foster Care**

Denbighshire has joined 'Foster Wales' in a bid to combine national expertise and increase the number and diversity of foster carers available, to keep up with the numbers

of children who need care and support. This benefits the protected characteristic of **Age**, **Disability**, and **socio-economic disadvantage**.

Working **collaboratively** in this way, with an **integrated** approach to the well-being of children, will enable us to **prevent** harm to young people and have more choice when matching a child, finding the right fostering family to meet their mutual **long-term** needs. To find out more about fostering, visit [www.denbighshire.fosterwales.gov.wales](http://www.denbighshire.fosterwales.gov.wales).

## **Environment: Attractive and protected, supporting well-being and economic prosperity**

Measures: Good

Projects: Excellent

### **Corporate Plan Performance Framework: Measures Update**

Our measures framework for this priority is entirely concerned with annual data. Three measures are derived from our Stakeholder Survey, which is next due in the autumn, 2021.

New annual data has been published based on the Scarborough Tourism Economic Activity Monitor (STEAM). This reveals that the total economic impact of tourism in Denbighshire increased from £490.35m in 2017 to £552.35m in 2019. As predicted, however, this has now seen a 61% reduction to £213m in 2020. Nonetheless, compared to other authorities, Denbighshire's economy has performed well given the circumstances.

### **Corporate Plan Programme Board: Project Update**

#### **Experiencing Obstacles: Climate and Ecological Change**

Denbighshire County Council has been awarded a Carbon Literate Organisation Bronze Award as part of its drive towards becoming carbon neutral. The Council becomes one of just 52 carbon literate organisations in the UK and Ireland and is the first Local Authority in Wales to do so. The Carbon Literacy Project is a unique training scheme to support organisations and individual employees in understanding the carbon impacts of their everyday actions and help them make informed choices to address climate change and reduce carbon emissions.

At present, the in-year delivery confidence for our programme is reported as experiencing obstacles. Moving projects from concept and development phases into delivery phase has taken longer than expected due to staff capacity, resulting in sign-off by the Strategic Investment Group for 2021 to 2022 capital projects being secured later than anticipated. This has compressed delivery time and will cause additional risk to projects, particularly in the Buildings and Fleet Workstreams. That said, it is still expected that there is enough

time before March 2022 to complete most of the activity intended and benefits being realised fully from the spring and summer of next year.

The 2030 delivery confidence is reported as compromised, largely due to the council being behind the pace needed to reduce carbon and increase carbon sequestration at the forecasted annual rate required to reach the Net Carbon Zero Council target. The Net Carbon Zero pathway has been adjusted to do more on the carbon emission reduction side and less on the carbon sequestration side. Achieving less this financial year will mean more will need to be achieved in future years. The Ecologically Positive Council by 2030 goal remains on track at this stage.

### **On Target: Tree Planting**

Project planning and procurement for the 2021 to 2022 planting season is continuing with the actual planting being undertaken between December 2021 and March 2022.

### **On Target: East Rhyl Coastal Defence**

Promenade work continues to be progressed to plan. Financial spend remains on target with 83.4% of the estimated outturn costs now spent.

### **On Target: Improving Biodiversity**

As part of the Council's ongoing commitment to enhancing biodiversity across the county, nearly 60 sites, including highway verges, footpath edges, cycle-ways and amenity grasslands, are being managed to create wildflower meadows. These sites, along with the 11 roadside nature reserves, equate to about 30 football pitches worth of Denbighshire grassland managed as native wildflower meadows. As well as protecting wildflowers, the meadows are also supporting the welfare of native insects to the Denbighshire area. Hornet Hoverflies have been found at wildflower meadow sites in Rhuddlan and Prestatyn recently, which first came to Britain in the 1940s. They can be seen from May till October and despite looking like a stinging hornet, they are actually harmless.

### **On Target: Nature Corridor**

The summer has been very active with several events and many volunteer sessions being run. Attention was placed on several sites, including Crescent Road allotment where much

progress was made on transforming the site into an urban green site and getting the community involved in doing so, as well as our usual sites of Coed y Morfa and Glan Morfa. We have also been running Nordic walks and craft sessions across the project area, getting those with limited mobility out and active and socialising. Several events have been held, including marine litter awareness and an allotment end of harvest celebration event, to bring people together and to draw attention to issues. Engagement with schools has been maintained with a variety of sessions planned for the coming months, including educational trips to the beach, environmental art and tree planting. As the project moves further into its final year, many of the actions are nearing completion, with the focus now on the final winter season of tree planting, habitat improvements and school ground improvement projects, as well as the creation of any material such as leaflets, learning resources, etc. Focus is also being placed on the continuity of the project through other avenues such as other funded projects and community groups.

### **On Target: Moorland Management**

As restrictions have lifted, it has been possible for officers to become more familiar with the area that the project is concerned with, meeting with landowners and farmers. The wildfire risk assessment has also progressed and been applied to a number of upland locations. The plan for phase 2 of the restoration works of the 2018 wildfire damage on Llantysilio Mountain has now been developed and agreed with Natural Resources Wales (NRW) and funding secured. The plan will now be implemented during the autumn and winter period with procurement for works in October. A moorland condition survey will be undertaken by contractors in 2022.

### **On Target: Living Assets**

Site meetings have been held with colleagues to discuss tree planting plans associated with the Climate Change and Ecological Emergency. Discussions with colleagues on a more strategic approach to tree management will continue in order to make this more efficient and better for the trees. We are now planning to celebrate 'Living Assets' during National Tree Week (November 27 to December 5). We are continuing to develop the council's new Tree and Woodland Strategy.

## At Risk: Energy Efficient Council Homes

Delivery confidence remains at risk due to the impact of Covid-19, but we have nonetheless seen a great many improvements to properties during the last year, not least through the delivery of air source heat pumps (ASHP). We are now aiming to install a further 150 during 2022 to 2023, which will be an upgrade to the majority of the housing stock. Meanwhile, progress continues on our 2021 to 2022 capital works. In September Cabinet approved the award of the recently tendered external enveloping framework to six contractors, and to tender the first two lots from the framework by way of mini competition.

## Annual or Biennial Measures

| Measure                                                                                                                                                             | 2019 to 2020 | 2020 to 2021 | Status                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------------------|
| Total carbon tonnage emitted through staff commuting – <b>Benchmarked Locally</b>                                                                                   | 1,848        | 1,719        | Good                     |
| Total carbon tonnage emitted through business travel – <b>Benchmarked Locally</b>                                                                                   | 550          | 126          | Excellent                |
| Total carbon tonnage emitted through supply chains – <b>Benchmarked Locally</b>                                                                                     | 22,710       | 22,206       | Good                     |
| Percentage of council owned and operated land in the highest categories of species richness – <b>Benchmarked Locally</b>                                            | 37.5         | 38.1         | Acceptable               |
| STEAM - Total Economic Impact of Tourism (£ million) – <b>Benchmarked Locally</b>                                                                                   | 552.35       | 213.00       | Priority for improvement |
| The percentage of existing and acquired council housing stock (1st April 2017 baseline) achieving an EPC (Energy) rating of C or above – <b>Benchmarked Locally</b> | 40           | 46           | Priority for improvement |
| The annual number of trees planted to increase canopy cover in Rhyl and Denbigh – <b>Benchmarked Locally</b>                                                        | 4300         | 4400         | Excellent                |

2020 to 2021 data for the following three measures is not expected until the Stakeholder Survey is run in the autumn, 2021.

| <b>Measure</b>                                                                                    | <b>2018 to 2019</b> | <b>Status</b> |
|---------------------------------------------------------------------------------------------------|---------------------|---------------|
| How satisfied are people with their local open spaces? – Countryside – <b>Benchmarked Locally</b> | 87                  | Excellent     |
| How satisfied are people with their local open spaces? – Beaches – <b>Benchmarked Locally</b>     | 70                  | Good          |
| How satisfied are people with their local open spaces? – Parks – <b>Benchmarked Locally</b>       | 64                  | Good          |

Our measure around the number of properties with a reduced risk of flooding (1,000s) will not be reported until the completion of identified flood schemes, which started in 2020.

### **Quarterly or Biannual Measures**

Our measure on the percentage of all new build council housing achieving an EPC (Energy) rating of A will not be reported until the completion of new builds in 2021.

### **Well-being and Equality**

This priority applies the five ways of working and directly supports Wales' Well-being Goals around environmental **resilience, prosperity, health, equality, cohesiveness, global responsibility**, and a **vibrant culture with a thriving Welsh language**. Below are some further highlights from the last year of work that we have undertaken in support of the Well-being Goals and the Sustainable Development Principle; but also benefiting those with protected characteristics or who are at a socio-economic disadvantage.

### **Botanical Gardens**

A range of measures to stop anti-social behaviour at Rhyl's Botanical Gardens have been found to have had a successful impact, including the commissioning of a security company on a trial basis to patrol the park and lock the gates each evening, and the installation of nine additional CCTV cameras in the park. Feedback provided at a meeting involving the council, The Friends of the Botanical Gardens group, North Wales Police, Lead Members, Local Members, and the Vale of Clwyd MP revealed that the measures implemented had made a positive contribution in reducing anti-social behaviour at the grounds. In addition to the current measures Denbighshire Youth Services have also carried out regular patrols of

the park to engage with local youths and highlight the importance of respecting the park as a local facility for the benefit of all.

**Involving** local people in this way and working **collaboratively** and in an **integrated** way has **prevented** a worsening situation at the gardens, whilst hopefully working towards a **long-term** solution. Engagement will be carried out with local schools to ensure the message is delivered that anti-social behaviour in the park will not be tolerated and the park is a facility to be enjoyed by the whole community. This benefits the protected characteristic of **Age** and **socio-economic disadvantage**.

### **Public Space Protection Order**

In August the council launched a Public Space Protection Order to ensure dog owners control their pets whilst using county public areas, including sports pitches. There are also restrictions on Rhyl and Prestatyn beaches during May to September.

The order has been introduced through the **involvement** of residents, who have raised a number of complaints regarding anti-social behaviour from dog owners who don't control their pets properly in public places. In the interests of public safety, the order will help **prevent** anyone coming to harm and allow residents to benefit from the enjoyment of our public spaces safely in the **long-term**.

### **Supporting Recovery**

Denbighshire County Council is committed to working towards building resilient communities and supporting thriving economies to provide a good quality of life for residents. In anticipation of a busy summer, the council worked to manage increased visitor numbers, providing additional car parking spaces at Moel Famau and at the Horseshoe Falls, deploying additional rangers at beauty spots, and ensuring street cleaning provision and waste management operations were ready for increased footfall at tourist hotspots (which included a deep clean of Rhyl).

Work such as this hopefully encourages visitors to see our county as a beautiful place to return to, as well as ensuring local communities to feel more positive about their environment, also encouraging their **involvement** and ownership to **prevent** harm to our assets. It will hopefully bring **long-term** benefits to our environment and the economy, including to those at a **socio-economic disadvantage**.

## Coastal Defence

During July to August the council invited residents, businesses and visitors to have their say on Rhyl's coastal defences, specifically the central area between Drift Park and Splash Point. The promenade here is an important and busy part of Rhyl's identity and economy, but options are likely to be limited owing to what is physically needed to protect the town. Options include scour protection and concrete repairs to the existing sea wall, a concrete revetment to absorb energy from the waves and to provide access to the beach, a new flood defence wall and raising the height of the promenade, and widening the promenade behind the Rhyl Central car park.

**Involving** people at this important early stage as we develop our bid for funding will help us determine a **long-term** solution that will be to the satisfaction of local residents, whilst meeting the increasing threat posed by climate-change and **prevent** any damage to homes or businesses. Ensuring the promenade remains accessible to all is also important from the perspective of **Age** and **Disability**.

## Green Open Space

The former multi use games area (MUGA) at Crescent Road, Rhyl, has been transformed into a functional and attractive green open space on a busy street in West Rhyl. During a twelve-month period, contractors, Countryside Services and Keep Wales Tidy staff worked together to create the green space. Weekly sessions have been run at the site to improve communal areas, tend to the newly planted trees and wildflowers, and support local residents and community groups in their first growing season.

Community groups involved in the project have been encouraged by council staff and through word of mouth. There are a wide range of age groups and backgrounds involved through these groups, including a mixture of residents, Syrian families, and attendees of Youth Support Service, North Wales Training and Youth Justice. Welsh Government provided funding through their 'Transforming Towns, Green Infrastructure' project and their 'Well Connected and Opportunities for All' project to help transform the site.

This is a fantastic **collaborative** project that has **integrated** the ambitions of partners and, through **involvement**, helped the community come together cohesively, hopefully for the **long-term**, despite **Age, Religion and Belief**. It also **prevents** anti-social behaviour,

which was previously a problem on the site. If you are interested in renting a plot here or at any of our other sites please [visit our website](#).

## Reducing School Emissions

Ysgol Dinas Bran, at Llangollen, is leading the way for Denbighshire with a green energy project that will help reduce the school's carbon footprint, installing a 150Kw array of solar panels on the school roof. Other elements of the work include heating control upgrades and LED lighting. The whole project is expected to reduce the school's carbon emissions by 73 tonnes per year. The new Solar Panels went live in August and heating control and LED lighting will all be complete by Christmas.

This project applies all aspects of the sustainable development principle, being a **collaborative** project that **integrates** our shared ambition for a carbon neutral society and will **prevent** harm to our environment in the **long-term**, as well as bring economic savings for the school. It is pleasing that this is one of the early carbon change projects to be delivered as schools were particularly vocal in their support of the environment when developing our Corporate Plan, and it shows how they have been **involved** and listened to.

## Green Taxi

The Welsh Government has set a target of de-carbonising Wales' taxi fleet entirely by 2028, and Denbighshire County Council is one of a select few of local authorities in Wales taking part in the pilot. It will operate a try before you buy initiative, allowing hackney licensed taxi drivers to try the vehicle free of charge for 30 days, including free electric charging at specific locations in Denbighshire, vehicle licensing, breakdown cover and insurance. Denbighshire has four wheelchair-accessible Nissan Dynamo E-NV200 taxis to use as part of the pilot. The associated charging infrastructure will also be installed, consisting of four 50kw rapid chargers (two being located in Rhyl and two in Prestatyn).

The council is also developing other electric vehicle initiatives, including expanding our electric vehicle charging infrastructure to enable us to operate fewer diesel vehicles and increase the number of low emission fleet vehicles. Work will include installing electric vehicle charging infrastructure for the public to use to charge their electric vehicles in eight council owned public car parks.

Working **collaboratively** with the Welsh Government, **integrating** with their ambition for Wales, and **involving** taxi operators in this pilot will help us to work towards becoming a net carbon zero society in the **long-term**, **preventing** further harm to the environment. Accessible taxis will also benefit those with the protected characteristics of **Age** and **Disability**.

## **Young People: A place where younger people will want to live and work and have the skills to do so**

Measures: Priority for improvement

Projects: Good

### **Corporate Plan Performance Framework: Measures Update**

As outlined in the previous report, Welsh Government's curriculum reforms and the impact of the Covid-19 Pandemic has left us with very few measures against which we can report within this priority. During the last few months of the Summer Term and the early part of the Autumn Term, attendance continued to be adversely affected as class cohorts self-isolated or schools were made to close; and attainment data of course is no longer comparable, being based on teacher assessment and not examination results. This poses a real challenge to the council in understanding how our schools are performing, but we will continue to work with our School Improvement partners in GwE to ensure that the very best outcomes are being achieved by our pupils. A joint report by GwE and the Interim Head of Education was taken to [Performance Scrutiny in June](#) on how our regional consortium and the Local Authority are supporting schools in the implementation of the new curriculum for Wales.

Data for 2018-19 academic year has just been released for the Child Measurement Programme for Wales, revealing a slight improvement in the previously declining trend for the healthy weight of Denbighshire's 4-5 year olds. Denbighshire now ranks 13th in Wales (as opposed to 2nd worst the year before), now just 0.5% below the Wales median with 71.8%. 286 (28.2%) children were measured as overweight or obese in 2018-19 (down from 343 for 2017-18).

The only other measure with new data in this report relates to the 18 to 24 claimant count. In line with national trends, data for July to September reveal that Denbighshire's claimant count has fallen again from 10% to 7.7%. We remain behind the Wales average, which is now at 6.1%, but the gap (1.6%, down from 3%) has markedly narrowed. Prior to the pandemic, Denbighshire was 2% behind the Wales average. The UK claimant count also remains above the Welsh average, now at 6.5%.

## **Corporate Plan Programme Board: Project Update**

### **Experiencing Obstacles: Modernising Education**

Positive progress has been made with the Ysgol Plas Brondyffryn project over the last couple of months, with Mott MacDonald providing support to progress the project to the procurement stage, utilising the North Wales Construction Framework. Options are also being reviewed for the proposed land swap for Ysgol Pendref; and with the commissioning forms approved for Ysgol Bryn Collen and Ysgol Gwernant, the council's Design and Construction Team are reviewing internal capacity to progress the project.

A number of closure reports for Band A are being prepared for submission to Welsh Government.

### **Experiencing Obstacles: Childcare Settings**

The Modernising Education Programme also continues to progress a number of small projects through the Child Care Capital Grant. Construction of the Oaktree extension will be commencing shortly, whilst the Ysgol Twm o'r Nant project will progress to the procurement stage. The project at Ysgol Dewi Sant has been delayed to resolve site options due to drainage limitations.

### **On Target: Welsh Language Centre**

All four rooms within the new centre were in use during the summer term, occupied by Cylch Meithrin Llanelwy, Ysgol Glan Clwyd, Mudiad Meithrin and Bangor University. It is expected that usage will increase from September with latecomer provision due to start.

### **Experiencing Obstacles: School Nutrition Project**

For year 2 of the project, 6 schools and 12 members of staff were recruited. The Level 2 Community Food and Nutrition Skills Course, delivered on-line, ran from January to April. The Come and Cook 'bolt-on' date and mode of delivery is yet to be confirmed in line with Welsh Government guidelines, but it is expected to be during the autumn term. The aim was to recruit 10 schools, but 6 is a great engagement given the current situation in schools.

Recruitment for year 3 schools will commence from September. Engagement will depend on the impact of the pandemic, especially as the new term begins. We have scheduled training for the autumn and spring to allow for this.

### **At Risk: The Employee Training Grant**

Formerly the Young Person Employment Bursary, the application criteria has been reviewed to support more people and businesses in the county during the Covid-19 recovery period. Uptake continues to be slow, but the project has asked if Working Denbighshire can assist with its marketing. In order to be eligible you must be living in Denbighshire, earning below the county median salary (£28,199), be in employment (minimum 16 hours), and can clearly demonstrate availability of suitable positions with a Denbighshire based company. Funding of between £250 and £2,000 per person can be awarded for training, development, or accessing mentoring to allow individuals to progress within their current workplace, or with a new employer. Those who have received the grant have seen their wages increase on average by 24 per cent per annum. Information on the bursary is available on [our website](#).

### **Closed: Pupil Attitude to Self and School (PASS)**

We have reached the end of our four-year pilot of the PASS Survey, and have in this period retendered for a new contract whereby we hope to continue to support schools with this important resource. The final award of the contract is still under consideration.

### **On Target: Work Start**

Demand for the service continues to rise. To date the service has allocated 87 placements – 66 paid and 21 unpaid. A total of 56 placements have been completed or are currently active, demonstrating a 64% uptake. This is lower than pre-Covid-19 performance. The service is therefore looking to promote their offer more through the council's communication channels and social media platforms. The Work Start Scheme is also working closely with Care and Waste Recycling teams to develop and provide key recruitment initiatives to support pressures in these services. At present funding for the Scheme ends in March and options are being explored for its continuance.

## On Target: Working Denbighshire Ready for Work

It has been difficult to progress this work under Covid-19 conditions, but project activities have resumed now that the new academic year has commenced. Secondary head teachers have agreed timescales for future events, looking now to the start of next term between January and March. This timeframe aligns with the year 9 GCSE options period and will result in greater engagement and participation. A questionnaire and attendance form has been distributed to schools to help inform and plan the virtual events. A detailed action plan for the delivery of the events has also been developed, including the launching of a new virtual platform.

## On Target: Volunteering

Following the adoption of the new volunteering policy and the launch of the 'One Stop Shop' webpage, the council continues to promote Covid-19 volunteering opportunities. As restrictions are easing, we will be encouraging services to think more about the volunteering opportunities that they can provide and encourage them to advertise. We hope to recruit service representatives to the Internal Volunteers Network where gaps have been identified.

## Annual or Biennial Measures

| Measure                                                                                                                                          | 2019 to 2020 | 2020 to 2021            | Status                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------------|--------------------------|
| Percentage of pupil attendance in primary schools – <b>Benchmarked Nationally</b>                                                                | 94.9         | No data due to Covid-19 | Acceptable               |
| Percentage of pupil attendance in secondary schools – <b>Benchmarked Nationally</b>                                                              | 93.4         | No data due to Covid-19 | Priority for improvement |
| The percentage of children aged 4-5 years who are a healthy weight or underweight (reported one year in arrears) – <b>Benchmarked Nationally</b> | 71.8         | Data pending            | Priority for improvement |
| Local Authority Points Score Average - KS4 Welsh Baccalaureate Skills Challenge Certificate Indicator – <b>Benchmarked Nationally</b>            | 33.8         | No data due to          | Priority for improvement |

| Measure                                                                                                                                                                                                                                                                                                                           | 2019 to 2020 | 2020 to 2021            | Status                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------------|--------------------------|
|                                                                                                                                                                                                                                                                                                                                   |              | Covid-19                |                          |
| The percentage of children achieving 5 GSCEs A*-C (Level 2, Key Stage 4), including English or Welsh (1st language), Maths and English Literature, 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) – <b>Benchmarked Nationally</b> | 50.9         | No data due to Covid-19 | Priority for improvement |
| The number of schools providing education through suitability and condition categories C and D – <b>Benchmarked Locally</b>                                                                                                                                                                                                       | 30           | 27                      | Priority for improvement |
| The percentage of pupils (using Pupil Attitudes to Self and School - PASS) who respond positively against pupils' feelings about school – <b>Benchmarked Locally</b>                                                                                                                                                              | 86.1         | 87.2                    | Good                     |

2020 to 2021 data for the following three measures is not expected until the Stakeholder Survey is run in the autumn, 2021.

| Measure                                                                                                                                                    | 2018 to 2019 | Status                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------|
| The percentage of residents that are satisfied that there are job opportunities for young people at the start of their career – <b>Benchmarked Locally</b> | 19           | Priority for improvement |
| The percentage of residents that are satisfied that there are opportunities for young people to develop their skills – <b>Benchmarked Locally</b>          | 28           | Priority for improvement |
| The percentage of residents that are satisfied that there are leisure opportunities that appeal to young people – <b>Benchmarked Locally</b>               | 50           | Acceptable               |

## Quarterly or Biannual Measures

| Measure                                                                                                   | Quarter 2 2020 to 2021 | Quarter 3 2020 to 2021 | Quarter 4 2020 to 2021 | Quarter 1 2021 to 2022 | Quarter 2 2021 to 2022 | Status                   |
|-----------------------------------------------------------------------------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|--------------------------|
| Percentage of the population aged 18 to 24 claiming Job Seekers Allowance – <b>Benchmarked Nationally</b> | 11.9                   | 11.9                   | 12.4                   | 10.0                   | 7.7                    | Priority for improvement |

## Well-being and Equality

This priority applies the five ways of working and directly supports Wales' Well-being Goals around **prosperity, health, equality, cohesiveness, global responsibility**, and a **vibrant culture with a thriving Welsh language**. Below are some further highlights from the last year of work that we have undertaken in support of the Well-being Goals and the Sustainable Development Principle; but also benefiting those with protected characteristics or who are at a socio-economic disadvantage.

### Healthy Eating

Almost 500 children and young people took part in a healthy eating scheme during the summer. Denbighshire School Holiday Enrichment's Food and Fun programme saw eight schools keep their doors open for three weeks of the school holidays for those aged between 3 and 12. Rhyl High, Prestatyn High, Christchurch, ysgolion Llywelyn, Penmorfa, Esgob Morgan, Plas Brondyffryn, and Cefn Meiriadog all took part in the scheme. Children enjoyed a healthy breakfast and a hot lunch provided each day by Denbighshire's School Meal Service and Food and Fun focused on nutrition education, with children encouraged to try new foods and take part in practical food activities. The scheme is funded through the Welsh Local Government Agency and run in partnership with Denbighshire County Council and Betsi Cadwaladr University Health Board (BCUHB). The schools also provided extra activities including making tie dye t-shirts, mosaic tiles and stress balls while children took part in mindfulness sessions, dance and a variety of sports.

**Integrating** and **collaborating** with partners was a key part of this work, which sought to instil through **involvement** positive behaviours in children, young people and their families

for their **long-term** well-being, and hopefully **prevent** harm or detriment. This work directly benefited the protected characteristic of **Age**, and those who are at a **socio-economic disadvantage**.

## **Construction Awards**

Christ the Word Catholic School, which was officially opened in 2019, has been shortlisted in the Social Infrastructure Project of the Year category at the British Construction Industry Awards (BCIA) 2021. The building was funded by Denbighshire County Council and the Welsh Government through its 21st Century Schools Programme, delivering a brand new educational facility for 420 full time pupils aged 3-11, and 500 pupils aged 11-16. The BCIA look to recognise and reward excellence in project delivery and the delivery of positive outcomes for society. These awards, which will take place on October 13, also celebrate the hard work and dedication of the whole project team involved.

This **collaborative** project, working in partnership and **integrating** goals with Welsh Government, the Diocese of Wrexham, and Keir Construction, delivered a site that includes a chapel, a four-court sports hall, main hall, small hall, drama studio, all-weather pitch, and specialist classrooms such as music, design technology, and science. Pupils, parents and staff were **involved** in the design of the new school, which will enhance the learning experience of young people for the **long-term**. Replacing two old facilities, the creation of the new school will **prevent** and address many of the issues associated with out-dated learning facilities, not least sustainability and access, benefiting those with the protected characteristics of **Disability**, in addition to **Age, Religion and Belief**, and in one of our most deprived areas, those who are at a **socio-economic disadvantage**.

## **Reducing Carbon**

Ysgol Dinas Bran, at Llangollen, is seeing a green energy project taking place on site that will help reduce the school's carbon footprint. Part of Denbighshire County Council's Climate and Ecological Change Programme, the green project at Ysgol Dinas Bran and Llangollen Leisure Centre has seen a 150Kw array of solar panels installed on the school roof. Other elements of the work include heating control upgrades and LED lighting. The whole project is expected to reduce the school's carbon emissions by 73 tonnes per year. The new Solar Panels went live in August and heating control and LED lighting will all be complete by Christmas.

When we **involved** young people in the development of the Corporate Plan, they spoke passionately about the need to do more to protect our environment. This project demonstrates **long-term** thinking, offering a sustainable solution to rising energy costs as well as the challenge of reducing our carbon output and **preventing** further harm to our planet. **Collaborating** and **integrating** with the ambitions of schools and pupils to work towards a Carbon neutral society in this way will help us learn important lessons that we can share with other partners and schools.

## **Keeping Everyone Safe**

Due to an increase in the number of Covid-19 cases associated with schools, learners and staff undertook further measures to help control the spread of the virus. This includes continuing to encourage pupils and staff to take twice weekly lateral flow tests to help identify and isolate asymptomatic cases and the wearing of face coverings by secondary school pupils, staff and visitors in indoor communal areas outside of the classroom. Other arrangements include reducing close interactions between staff and learners, such as physical distancing and seating plans in classrooms.

Working **collaboratively** with schools at this time remains as important as ever, **integrating** our common desire to keep everyone safe and **prevent** any harm, particularly to the most vulnerable (we know Covid-19 can be particularly adverse on those with a **Disability**, or from **Black and Asian** backgrounds. Those at a **socio-economic disadvantage** are also most likely to present with cases).

## **Tackling Crime and Anti-Social Behaviour**

Denbighshire Youth Services, supported by their local Neighbourhood Policing Team, have been providing activities to young people in the Corwen area to help keep youngsters away from crime and anti-social behaviour.

**Collaborative** initiatives such as this are about **preventing** harm in a young person's future and, though **involvement**, helping them grow to become mature adults that make informed choices in the **long-term**. **Integrating** with the police in this way will ultimately help both organisations, as well as benefit the protected characteristic of **Age**.

## Supporting Businesses

To help the council has launched a survey to help shape support to businesses across the county. It asks businesses about their experience in the last 18 months, how they are responding to climate change, and how the council can improve and enhance its support. To take part in the survey click on the link [www.denbighshire.gov.uk/business-survey](http://www.denbighshire.gov.uk/business-survey). Businesses taking part in the survey will receive a report collated from all the information received, and all individual responses will be kept anonymous.

**Involving** businesses in this way will help us work **collaboratively** and **integrate** our ambitions for a prosperous **long-term** future, hopefully **preventing** the loss of any employment in the area, or missed opportunities. There is a particular challenge at the moment with youth unemployment, so we are keep to work with businesses to see what more can be done to help give young people a step-up (benefiting the protected characteristic of **Age**).

## Summer of Fun

The council provided a range of free sporting, cultural and play based bilingual activities as part of the Welsh Government's Summer of Fun project, taking place across the county between July and September. Events and activities were for children and young people aged 0 to 25 and designed to support children and young people to express themselves through play, offer community based interactive, creative and play-based initiatives for all ages, and provide opportunities to play with friends and peers. Denbighshire's new Play Ranger Service operated Let's Play Out sessions and offered outdoor play opportunities; while Denbighshire Youth Service, Technocamps, Salford Children's Camp, Denbighshire Music Cooperative and the Urdd will be offering a range of activities, including community based youth work sessions, open access youth work days, outdoor activity days and sessions, STEM and the schools out project.

Only through **collaborative** working can an offer such as this be made available, **involving** and benefiting our young people in the **long-term**. This directly benefits the protected characteristic of **Age** and **socio-economic disadvantage**.

## **Corporate Health: The council is efficient, well-managed and environmentally sustainable**

Measures: Acceptable

Governance: Good

### **Corporate Health Performance Framework: Measures Update**

Below is a brief update on any new data received for performance measures identified in support of Corporate Health. Please see the tables below for the current outturn and past performance, where the information is available. A performance status has been applied against each measure based on a local determination of excellent performance and reflecting our ambition for the council.

We have received new data for two annual measures concerning gender pay differences. The mean hourly rate of pay for women has continued to rise positively for a second year, women being paid 13.5% more than men during 2020 to 2021. However, the percentage of women in the lowest paid salaries has risen slightly from 79.1% to 79.9%.

With this report, 47% of our Corporate Plan measures currently present as a priority for improvement, up from 43% in the last report. Two of our corporate projects are currently presenting as 'compromised' (Denbighshire and Flintshire Joint Archive Project; and the Corporate Support Services Review), with 90% of projects regularly updated by project managers. For information, the Archive project is revising designs for the same site with a view to submitting a new funding application to Welsh Government. The Corporate Support Services Review programme has now been closed – please see the [Service Challenge Action update below](#).

We have received no formal recommendations for improvement from external regulators (Estyn, Care Inspectorate Wales and Audit Wales). There has been one low assurance report from internal audit, following-up on a previous audit of Contract Management. It was found that limited progress has been made in addressing the actions that had been agreed, but that a number of actions were dependent on approval by the Senior Leadership Team of the Contract Management Framework, which has since been endorsed. Ongoing resource pressures have also restricted the ability of the service to provide appropriate contract management oversight, training and guidance, but the service

has given assurance to the Governance and Audit Committee that this can be provided going forward.

Our measure on budget variance (i.e. what we have and receive versus what we are spending) has increased from 708k in June 2021 to 2,445k as at September 2021. The council's reserves remain at £7.135m.

The percentage of negative news stories about the council (taken as a proportion of all news stories about the council) has fallen between July and September, down from 10% to 6%. This represents 13 negative stories out of a total of 220. However, the percentage of external complaints upheld or partly upheld over the last quarter has increased slightly from 62 to 67%. This represents 45 out of 67 complaints. This number is consistent for the same period the previous year, although the rate upheld is higher than our annual average for 2020 to 2021 (60%).

As at September 2021, sickness absence stood at 7.54 days, up from 7.12 in the last period. This compares to 6.57 days in September 2020. As at July 2021, the percentage of staff who have had at least 3 one-to-one meetings in the last 12 months stood at 42%.

38% of the council's spend was with local suppliers during July to September. 88% of contracts (over £25k and under £1,000k) contained community benefits. No collaborative procurement activities were undertaken during the period, but none were missed either. There are, however, 12 potential collaborative procurements on the horizon and these will be developed in the coming months.

Our final measure considers the council's efforts to support residents into work through placements that we ourselves offer within the council. During July to September we successfully supported 46 additional placements, bringing our annual cumulative total to 110. This is a sharp increase on the trend for the same time last year, aided by the lifting of Covid-19 restrictions.

## **Corporate Health Self-Assessment: Governance Areas**

The following is our self-assessment against the seven key governance areas and seeks to paint a picture of how well the council is performing, how we know that (linking to evidence where it is available), and what we can do to improve.

## **Corporate Planning**

Below are improvement actions that have been identified in support of Corporate Health in this area of governance.

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

Welsh Government advice remains that staff should continue to work from home where it is possible to do so. However, the Senior Leadership Team is sensitive that there is an increased desire for a managed return to offices. Risk Assessments are therefore to be carried out during the autumn to inform how the council can support limited use of our office buildings in a safe way. These interim measures will not be a return to the way things were, nor is it the long-term approach that is being considered as part of the New Ways of Working (NWOW) project.

The project team continues to meet monthly and minutes are published on the council's internal website. The team has considered different workstyles that the council adopts; training and support needed for organisational change; working with other public sector organisations; and new or revised policies that will need to be drawn up. A draft Asset Strategy has also been developed, and will be shared with members in the autumn.

### **Develop a new Corporate Plan by October 2022.**

In this period, the Strategic Planning and Performance Team has been working to complete the initial phase of our County Conversation, as well as the update of the Conwy and Denbighshire Well-being Assessment. Looking ahead, there will be workshops held in November with SLT and Cabinet to look at what lessons have been learned with the existing Corporate Plan, and to analyse the key issues identified thus far. Intelligence gathered through all these exercises will be presented to the new Council in the summer of 2022 to help guide a final decision on objectives by October.

### **Develop interim Strategic Equality Plan**

The council has now published its interim Strategic Equality Plan to cover the period between October 2021 to October. The document meets our legislative requirements to produce a plan every 4 years, and will inform our new Corporate Plan 2022 to 2027. The Strategic Plan and accompanying Equality Objectives may be viewed on [our website](#).

## **Respond to the requirements of the Local Government and Elections (Wales) Act 2021.**

The council launched its new stakeholder survey in September, to run for six weeks until the end of October. The survey has been designed to satisfy legislative requirements, and will inform our next self-assessment report in 2022. Arrangements for a Panel Assessment will be discussed with the new council following the elections in May 2022. Discussions on arrangements for the implementation of the new Corporate Joint Committee (CJC) will commence from September.

## **Plan for new replacement EU funding arrangements.**

The council continues to monitor the impact of Brexit, and has been working through this period to appoint a Compliance, Monitoring and Administration Officer to support Community Renewal Fund arrangements. The Senior Leadership Team has also reviewed capacity requirements to manage the upcoming Shared Prosperity and Levelling Up funds, additional resource being identified to manage these going forward.

## **Service Challenge Action: Provide a public statement in support of an accessible and diverse council in advance of the next election period to inform potential candidates.**

In September the Council committed itself to be a 'Diverse Council'. It was agreed to:

- Provide a clear public commitment to improving diversity in democracy.
- Demonstrate an open and welcoming culture to all, promoting the highest standards of behaviour and conduct.
- Set out a local Diverse Council Action Plan ahead of the 2022 local elections.
- Demonstrate a commitment to a duty of care for Councillors.
- Provide flexibility in council business by reviewing our practical arrangements for the holding of meetings.
- Ensure that all members are aware of the allowances and salaries to which they are entitled, particularly any reimbursement for costs of care, so that all members receive fair remuneration for their work and that the role of member is not limited to those who can afford it.

As a result, the Democratic Services Committee has been tasked with developing a Diverse Council Action Plan ahead of the 2022 local government elections.

**Service Challenge Action: Update the Corporate Executive Team on the position with the Corporate Support Services Review.**

The Head of Business Improvement and Modernisation has provided an update to the Corporate Executive Team, it being confirmed that workstreams already underway will continue to completion. Some other activity may be progressed, but no longer as part of the formal programme.

**Service Challenge Action: Ensure a question is asked at each Service Performance Challenge regarding commitment to customer service.**

This consideration will be put forward in a paper summarising lessons learned and proposals for the 2022 Service Challenge Programme, to be taken to the Corporate Executive Team in the next period. It is felt that the format of the challenges during the summer worked well for its condensed timetable and less paperwork. Consideration does need to be given, however, to how service level data is reviewed, as this is an important part of our Performance Management Framework.

## **Financial Planning**

Below are improvement actions that have been identified in support of Corporate Health in this area of governance.

### **Annual Treasury Management**

The Head of Finance and Property Services presented the [Annual Treasury Management report](#) to Governance and Audit Committee in July. It details the Council's investment and borrowing activity during 2020 to 2021, as well as outlying the economic climate during that time and shows how the Council complied with its Prudential Indicators.

Of course Covid-19 dominated 2020 to 2021, and the start of the financial year saw many central banks cutting interest rates as lockdowns caused economic activity to grind to a halt. The Bank of England cut Bank Rate to 0.1% and the UK government provided a range of fiscal stimulus measures, the size of which has not been seen in peacetime. The council borrowed money throughout the year from the Public Works Loan Board (PWL),

as well as accessing temporary borrowing from other local authorities at very low rates to cover short-term cash flow requirements. As a result of this borrowing, the average rate on the council's debt increased from 3.82% at April 1, 2020, to 3.95% at March 31, 2021. The council's outstanding borrowing at March 31, 2021 was £235m, at an average rate of 3.95%, and the council held £17.8m in investments at an average rate of 0.003%.

### **Audit Wales Financial Sustainability Assessment**

In September 2021, Audit Wales published their findings on the [Financial Sustainability Assessment](#) they conducted during January 2021 to April 2021. The report highlighted a number of key findings, including:

- The council is well placed to maintain its financial sustainability over the medium term. It has a good track record of managing its budget and continues to work to further improve its financial position.
- The immediate impact of Covid-19 on the council's financial sustainability has been mitigated by additional Welsh Government funding.
- The council's financial planning arrangements are mature and further developing to maintain its financial sustainability over the medium-term.
- The council's useable reserves have remained relatively stable since 2016 to 2017 and are forecast to increase.
- There continues to be some significant budget variations that the Council is working to resolve.
- The council has a track record of delivering most of its budget savings, but not always as planned.
- The council has maintained a liquidity ratio of below 1 over the period from 2016 to 2017 and 2019 to 2020.

### **Strategy for the Prevention and Detection of Fraud, Corruption & Bribery**

[The Strategy for the Prevention and Detection of Fraud, Corruption and Bribery and Fraud Response Plan](#) form part of the council's counter fraud framework, a collection of interrelated policies and procedures, including the Code of Conduct, Financial Regulations and Whistle Blowing Policy. It also includes policies and procedures that are specifically targeted at countering fraud and corruption.

In developing this Strategy, the council has adopted the guiding principles included in "Fighting Fraud and Corruption Locally 2020". The Strategy is not just concerned with operational activity to detect and investigate fraud and corruption, but also sets out objectives for pro-active actions to deter and prevent fraud and corruption through the continual development of an anti-fraud and corruption culture. The Fraud Response Plan has been revised to reflect existing processes and to strengthen arrangements to ensure that all relevant parties are involved at key points and to include greater alignment with HR policies, particularly the disciplinary policy and strategy for local government.

## **Performance Management**

Below are improvement actions that have been identified in support of Corporate Health in this area of governance.

### **Implement annual process for stakeholder engagement on council performance.**

The council's Stakeholder Survey was launched in September and ran for six weeks. Analysis will be completed during November and December. The output of the Survey will help inform our Self-Assessment in 2022, and an annual approach to stakeholder engagement in year 2. Data from the survey will also help inform our next Corporate Plan.

### **Provide clarity to the Senior Leadership Team on the role of the Project Management Team.**

Discussions have taken place with the Corporate Executive Team and the Senior Leadership Team about the intention to further develop the Corporate Programme Office, in which the Project Management team sits. A proposal on areas for development will be taken to the Corporate Executive Team in the next few months, which will include a reconfiguration of Verto, our project management software, and the introduction of new roles in the Corporate Programme Office that will broaden the support on offer to the organisation.

### **Other developments in the last period**

The council's Annual Report on Safeguarding Adults in Denbighshire was presented to [Partnerships Scrutiny in July](#). Despite the pressures caused by the Covid-19 pandemic and the restrictions placed upon individuals and organisations by the crisis, the council's

performance in relation to safeguarding adults had remained strong, with improvements being realised in a number of areas, such as performance against the Welsh Government performance indicator on enquiries completed within 7 working days (99%). Overall there has been a significant reduction (40%) in numbers of safeguarding reports received in comparison to the same period the previous year. However, there has been an increase in the number of telephone calls to the Safeguarding team to discuss safeguarding issues. Although fewer reports have been received during the 2020-21 year, the Council had not seen an increase in cases needing to progress to strategy meetings, which appeared to be following the trends of recent years.

In June 2021 (CIW) undertook a five day 'Assurance Check' of Community Support Services (CSS) with a focus on the safety and well-being of citizens and staff employed in Community Support Services. We've recently received a very positive final report that includes findings such as:

- Citizens and carers have their voices heard and maintain control over their care and support.
- Despite competing pressures, practitioners continue to focus on what matters to people.
- Positive culture where practitioners co-produce solutions tailored to individual circumstances.
- Continuing positive culture of improvement in adult safeguarding.
- Practitioners feel supported by the significant efforts made to promote their well-being.
- Providers of care and support work well with social services and find them to be open and honest, willing to be flexible and help resolve challenges.
- Driven by external challenges and their own commitment to succeed, social services managers in Denbighshire continue to lead with confidence and develop increasingly creative solutions at pace.
- At this point in the Covid-19 pandemic, the fact that so many practitioners and managers have continued in their roles and taken on new duties to help protect others is a credit to them and the local authority.

## **Risk Management**

Below are improvement actions that have been identified in support of Corporate Health in this area of governance.

**Next formal Risk Review in September to give a particular focus to risk appetite to help improve the organisation's understanding of its application.**

The September Corporate Risk Review paid particular attention to our risk appetite and our anticipated direction of travel for each risk. Risk owners were asked to reconsider all impacts and determine the most serious impact so as to affirm our level of appetite. We discussed how effectively risks are being managed down or out of the register, and the extent to which controls have been effective or not. The Risk Register now includes commentary about the anticipated direction of travel for each risk, which should help us to understand the effectiveness of our management controls over time. A case study - using Ash Die Back as an example - has been shared with managers and elected members around the practical application of risk appetite.

**Service Challenge Action: Ensure service and corporate risk registers define climate and ecological risks at appropriate levels**

During the September Corporate Risk Review, it was agreed that Risk 45: "The risk that the council is unable to deliver the agenda of Council and external organisations within existing resources" needed to have a singular focus on climate change. The risk is now defined as "The risk that the council fails to become a net carbon zero and ecologically positive council by 2030".

**Service Challenge Action: Consider the provisions of the Local Government and Elections (Wales) Act 2021, particularly in regard to Corporate Joint Committee and any associated risks for the council.**

A new risk has been added to the council's Corporate Risk register, which considers the implications of the new Corporate Joint Committee. Gwynedd Council is taking the lead on work to establish the Committee on behalf of North Wales. Regional Chief Executives and Leaders have been meeting through this period to agree the final proposal for the make-up of the new organisation, which must agree its own budget by January 31 for the year ahead. A Chief Executive Officer, Monitoring Officer and Section 151 officer will also need

to be appointed. The Corporate Joint Committee will oversee three key areas for the region from June 2022, namely Strategic Development, Transport, and the Economy.

### **Other developments in the last period**

Our September Corporate Risk Review also implemented the actions identified in June's Internal Audit review of Corporate Risk Management, such as identification of critical and ancillary controls. The Corporate Executive Team will shortly be commencing 'risk focus sessions'. These sessions will provide more time to interrogate our most concerning risks with risk owners, and have been selected in part by the risk appetite 'gap' (that is the gap between the classification of the risk and our risk appetite).

### **Workforce Planning**

Below are improvement actions that have been identified in support of Corporate Health in this area of governance.

#### **Complementing New Ways of Working, we will review training, development and mental-health needs for staff.**

A new strategy and action plan will be developed to support the new ways of working project and emerging leadership, learning and development programme. A Mental Health policy has been agreed by Cabinet, and middle managers will have received an awareness session at our Leadership Conference. Training has also been arranged for all managers and supervisors, to commence from September. Useful mental health pages have also been published on our website.

#### **Improve the information we have about our workforce, including equality information, to support more detailed analyses in future Public Sector Duty Reports.**

We have been working with colleagues to review decision making and reporting templates to ensure they comply with the Socio-Economic Duty.

#### **Improve our workforce planning programme and consider how best to plan for posts requiring a specific level of Welsh above Level 1.**

We have been planning an annual workforce planning review with all services, which is due to commence in November. This has been developed alongside discussions about the

new corporate risk around recruitment and retention, and the escalated risk about pressures in social care and health. The review for posts requiring specific levels of Welsh commenced in December 2019; unfortunately, this work was paused due to Covid-19, but will restart in the coming months.

**Recruit new Heads of Service for Education and Children’s Services.**

Two Heads of Services have been successfully recruited. The service remains as one but with Geraint Davies looking after Education, and Rhian Morrle overseeing Children’s Services.

**Service Challenge Action: Consider the staff resource requirements associated with the additional burden of managing / supporting virtual meetings, and the increasing number of Member Task & Finish Group meetings, and consider what, if any, actions are required.**

A business case was submitted to the Budget Board with detailed information on the resource shortages and growing workload in committee administration and scrutiny support. The Budget Board has included funding to address these problems in the council’s Medium Term Financial Plan for the new financial year. Consideration is being given to how soon the funding can be drawn down.

**Service Challenge Action: Establish the latest position and level of risk associated with DBS / risk assessment indicators that are, or have been, a priority for improvement / acceptable.**

The latest position is an improving one, but the level of risk remains a priority for improvement due to the back-log caused by Covid-19. A 6-month temporary post is being established to address the issue, which arose due to staff redeployment and the focus being on new staff being DBS checked rather than renewals (unless the renewal was for employees under Social Care Wales or CSIW).

**Other developments in the last period**

A new corporate risk has been identified: “The risk that recruitment and retention issues, leading to a loss of expertise and capacity, worsen resulting in poor or inadequate services.” Many services have been struggling to recruit and retain staff for some time,

particularly – but not limited to - critical front line social care and health and highways and environment roles. In September, the council temporarily suspended its bulky waste collection service due to driver shortages; whilst in care, 15 workers from across the council took on three of the toughest walks in Denbighshire to try to raise awareness of the rewarding careers that are available in the care sector.

There are of course many factors at the root of this recruitment issue, including the relatively low wages, high demands, and sometimes a perceived lack of value. There are also some regional pressures associated with neighbouring employers offering higher salaries.

We will in the next period be working with Audit Wales on a national review of asset management and workforce planning, which will take place between November 2021 and January 2022.

## **Assets**

Below are improvement actions that have been identified in support of Corporate Health in this area of governance.

### **Asset Management strategy**

The proposed priorities for the new Asset Management Strategy were considered and agreed by the Asset Management Group at their meeting in July. The full strategy is now in the process of being drafted. The Asset Management Group's Terms of Reference will also be updated as soon as they have been revised for the Strategic Investment Group.

### **ICT – Lorawan Gateways**

In 2020, the council set out to investigate Lorawan infrastructure costs and the potential to implement them within the council. In this period, we have commissioned the installation of 5 Lorawan gateways across the county, covering Prestatyn and Denbigh High schools, County Hall, and Ysgolion Caer Drewyn and Tremeirchion. The funding for these came from the “push to talk” project. There may be additional Welsh Government funding to provide additional gateways in due course to further improve coverage throughout the County.

## Data Breaches

Alongside the Data Protection Officer, the Senior Information Risk Owner (SIRO) has an explicit responsibility to ensure that information held by the council is managed safely, effectively, and in accordance with the legislation. The council has increased investments to ensure the safe management of data within the following areas:

- Greater engagement with Schools.
- Additional dedicated officer time made available in Legal Services.
- An effective cross-council collaboration in the form of the Information Governance Group, chaired by the council's Senior Information Risk Officer (SIRO).
- Awareness raising across all services through training and dedicated support.

In 2020 to 2021 there were 22 data incidents involving personal data, which is an increase on last year where there were 13 incidents. Although only one of these incidents was considered reportable to the Information Commissioner's Office, it is still a significant increase. The underlying cause of these is human error, and the SIRO has some concerns that these instances have become more common because of reduced office working. To counter this, new procedures for remote 'checking' are being explored and are ongoing within ICT and Social Services, including:

- Exploring whether it is possible for Microsoft Outlook to stop automatically formulating external email addresses in the recipient section.
- Identifying whether it is possible for a pop-up to appear on Microsoft Outlook to confirm whether the sender wants to send the email (as it does when an email has no subject, without an attachment etc.) when addressed to an external recipient.
- Exploring whether reports that are being printed by Business Support Staff on behalf of another member of staff (who is not in the office) can be printed and scanned back to the relevant member of staff to check prior to the report being posted.

Refresher training on data protection is being launched for all staff, which includes advice on managing data safely when working away from the office.

## **Roads**

Denbighshire County Council, in partnership with Welsh Government and Transport for Wales, is making improvements to Castle Street, Llangollen. This scheme has been developed through extensive consultation with the local community and local county councillors. It includes wider footways, improved and safer junctions, new traffic signals and a pedestrian crossing, new one-way systems, and resurfacing works. There will be some road closures and temporary traffic lights, but we will work closely with local residents and businesses to listen to any concerns and minimise disruption. The works should be completed by Spring 2022. Each week the [Llangollen 2020 page](#) will be updated with the details of what we've done and what we plan on doing.

## **Flood Investigation**

In February 2020, extensive flooding occurred across Denbighshire as a result of Storm Ciara. Council officers, as well as officers from Natural Resources Wales (NRW) and Dŵr Cymru, have since carried out investigations into the flooding to understand the reason why the flooding occurred, the likelihood of it happening again, and to assess whether measures can be put in place to reduce flooding in future.

February 2020 was one of the wettest on record for parts of North and Mid Wales. A series of successive weather fronts including storms Ciara, Dennis and Jorge, as well as heavy rainfall over the weekend of February 22, 2020, saw most rain gauges recording over 200% of their February Long-Term Average. The main sources of flooding during the event were the River Elwy, River Ceidiog, River Ystrad and River Clwyd.

The report was presented to [Communities Scrutiny Committee in July](#), and recommendations for improvement will be taken forward in partnership with Dŵr Cymru and NRW.

## **Corporate Health and Safety**

The Annual Corporate Health and Safety report was presented to the [Governance and Audit Committee in September](#). The overall assessment of Denbighshire County Council's implementation of Health and Safety systems is a medium assurance. This means that Health and Safety management systems are generally developed and recorded. The overall assessment of employee involvement in Health and Safety is also a medium

assurance. Significant hazards are generally identified and managed to minimise risk. Employees are generally involved in the development and use of H&S management systems. Finally, the assessment found that overall the council's compliance with Covid-19 regulations and the delivery of a 'Covid-19 secure' workplace is a high assurance.

### **Property Fire Safety**

The Property Health and Safety Team presented an Annual Fire Safety Report to the [Governance and Audit Committee in September](#). The report showed that as at July 2021, 99% of properties has been fire risk assessed (FRA), barring one school that had cancelled their assessment appointment. During 2021 to 2022, key priorities have been around developing the fire safety knowledge and skills of a new member of the team; identifying available options for completing FRAs digitally; reviewing and improving the current recording and allocation of FRA actions; and creating a fire awareness training program.

### **Service Challenge Action: Develop proposal to improve ICT provision, fibre security, business continuity, school ICT provision, and digital Denbighshire**

A proposal has been the Budget Board in order to begin the process of rebuilding capacity within ICT. Discussions are underway concerning a location for a second data suite in either Rhyl or Denbigh to expand resilience. Digital Security remains a threat to the council and remains on the Corporate Risk Register. ICT and Digital Services are actively involved with both local and national groups to mitigate the risk and to ensure that we have a rolling program in place to ensure the council's Digital Perimeter Security is up-to-date and operating at optimum levels.

A number of schools are now directly receiving ICT support from Denbighshire's ICT and Digital Services function. There is still an unstable environment around third party school ICT support provision. Schools have received advice to subscribe to the service offered by the corporate ICT and Digital Services Team to mitigate the risk of digital security to schools directly.

**Service Challenge Action: Create hubs in areas across Denbighshire where there is poor broadband connection, to assist and enable remote meetings**

Progress has been made on the physical fibre roll-out to our corporate sites which include Libraries, Leisure Centres and other remote sites that contain Denbighshire staff. A number of these sites have now had their old broadband connection migrated to new fibre connectivity, providing improvements to download and upload speeds. There has also been steady progress on the roll-out to additional community sites, where a number of physical fibre builds have been completed. We are now awaiting activation of these fibres.

**Service Challenge Action: Work to enable translation provision with Microsoft Teams software**

This activity is experiencing obstacles, but work continues nationally to make progress towards enabling the translation provision within Microsoft Teams.

**Service Challenge Action: Create a plan to support external partners and businesses to take forward the climate and ecological change programme**

In this period, activity has begun to deliver support to partners and businesses to contribute to the Climate and Ecological Change Programme, in particular a public event is planned for November 1, and a Business Breakfast on November 9. In addition to this, a plan to identify wider behaviour change initiatives for 2022 to 2023 onwards is in development, and is anticipated to be complete by April, 2022.

**Service Challenge Action: Ensure lessons learnt are captured from previous purchases of buildings**

The issues with asbestos identification and removal will be included in the lessons learned log for the Queens Building project and in the project closure report, which will be completed once the phase 1 output is delivered. The Project Manager of the proposed Rhyl Gateway project has advised that a healthy contingency has been included in the budget for possible asbestos removal.

Longer-term, it is proposed that the council will need to consider allocating more funding 'at risk' to undertake feasibility work for regeneration projects, especially those involving property acquisition. This will enable more detailed project proposals to be developed and

more confidence in the budget forecasts. However, it also needs to be acknowledged that in some cases, the presence of asbestos will not be known until such time as intrusive surveys are undertaken, or the building is being demolished or refurbished. Intrusive surveys are generally not possible prior to the acquisition of a building.

## **Procurement**

Below is the improvement action that was identified in support of Corporate Health in this area of governance.

**Integrate biodiversity protection and improvement into our procurement processes and drive through community benefits that improve the environment. We will work with businesses and suppliers in Denbighshire to encourage lower carbon practice. We will also develop a new procurement strategy.**

Progress towards these actions has been limited during July to September. The procurement team continues to face capacity issues. Our Community Benefits Hub is working with officers across the council to identify relevant and appropriate environmental community benefits that contribute to bio-diversity. We have agreed that identified community benefits must also include living asset management resources and planning. We have also been exploring opportunities for a potential pilot procurement that applies a managed tree community benefit.

### **Service Challenge Action: Promote adherence to the Procurement Policy across the council**

In respect of encouraging good procurement practice, there are some challenges in this area. There has been some recent poor practice that has resulted in lengthier negotiations and timescales, and stretched capacity further. Any poor practice that has been identified will be reviewed.

### **Service Challenge Action: Explore long-term options for sustaining the Community Benefits Hub**

The service is just starting this work to explore potential options and ways forward.

## Annual or Biennial Measures

| Title                                                                                                                                                                                                                                          | 2018 to 2019 | 2019 to 2020                    | Status                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------------------------|------------------------------|
| Overall satisfaction with the council (%) – <b>Benchmarked Locally</b>                                                                                                                                                                         | 40           | No data<br>Survey due in autumn | Priority for Improvement     |
| The percentage of new appointees from applications where it was disclosed that they are either from a racial or religious minority group, have a disability, are gay or bi-sexual, or had their gender reassigned – <b>Benchmarked Locally</b> | 7            | 15<br>Next report October 2021  | Does not apply<br>Count only |

| Title                                                                                                                            | 2019 to 2020 | 2020 to 2021 | Status                   |
|----------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------------------|
| The percentage difference in the mean hourly rate of pay for women – <b>Benchmarked Locally</b>                                  | -9.7         | -13.5        | Excellent                |
| The percentage of the lowest paid salaries (bottom quarter) that are women – <b>Benchmarked Locally</b>                          | 79.1         | 79.9         | Priority for Improvement |
| Member attendance (expected and present), year to date – <b>Benchmarked Locally</b>                                              | 79           | 89           | Good                     |
| Net Carbon Zero – Total carbon tonnage emitted and absorbed by the council (excluding supply chain) – <b>Benchmarked Locally</b> | 14,030       | 10,277       | Excellent                |

## Quarterly or Biannual Measures

| Title                                                                                                                  | Quarter<br>2 2020<br>to 2021      | Quarter<br>3 2020<br>to 2021 | Quarter<br>4 2020<br>to 2021 | Quarter<br>1 2021<br>to 2022 | Quarter<br>2 2021<br>to 2022 | Status     |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------|
| The percentage of Corporate Plan Measures showing as 'Priority for Improvement' – <b>Benchmarked Locally</b>           | 47                                | 49                           | 49                           | 43                           | 47                           | Acceptable |
| The number of projects on the project register showing as 'compromised' – <b>Benchmarked Locally</b>                   | 2                                 | 0                            | 1                            | 2                            | 2                            | Acceptable |
| The percentage of projects whose delivery confidence was updated in the last three months – <b>Benchmarked Locally</b> | No data<br>New to<br>quarter<br>3 | 90                           | 94                           | 96                           | 90                           | Acceptable |

| <b>Title</b>                                                                                                           | <b>Quarter<br/>2 2020<br/>to 2021</b> | <b>Quarter<br/>3 2020<br/>to 2021</b> | <b>Quarter<br/>4 2020<br/>to 2021</b> | <b>Quarter<br/>1 2021<br/>to 2022</b> | <b>Quarter<br/>2 2021<br/>to 2022</b> | <b>Status</b>                    |
|------------------------------------------------------------------------------------------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|----------------------------------|
| The percentage of corporate risks inconsistent with the council's risk appetite statement – <b>Benchmarked Locally</b> | 52                                    | No data<br><br>Six-monthly            | 55                                    | No data<br><br>Six-monthly            | 62                                    | Priority for Improvement         |
| The number of negative reports from external regulators – <b>Benchmarked Locally</b>                                   | 0                                     | 0                                     | 0                                     | 0                                     | 0                                     | Excellent                        |
| The number of Internal Audit low assurance reports, financial year to date – <b>Benchmarked Locally</b>                | 2                                     | 4                                     | 4                                     | 0                                     | 1                                     | Excellent                        |
| Corporate and Service Budget Variance (£k)                                                                             | 5,107                                 | 2,242                                 | -718                                  | 708                                   | 2,445                                 | Does not apply<br><br>Count only |

| <b>Title</b>                                                                                                         | <b>Quarter<br/>2 2020<br/>to 2021</b> | <b>Quarter<br/>3 2020<br/>to 2021</b> | <b>Quarter<br/>4 2020<br/>to 2021</b> | <b>Quarter<br/>1 2021<br/>to 2022</b> | <b>Quarter<br/>2 2021<br/>to 2022</b> | <b>Status</b>                    |
|----------------------------------------------------------------------------------------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|----------------------------------|
| Council reserves (£k)                                                                                                | 7,135                                 | 7,135                                 | 7,135                                 | 7,135                                 | 7,135                                 | Does not apply<br><br>Count only |
| Negative news stories as a percentage of all news stories about the council –<br><b>Benchmarked Locally</b>          | 4                                     | 12                                    | 24                                    | 10                                    | 6                                     | Good                             |
| The percentage of external complaints upheld or partly upheld over the last quarter –<br><b>Benchmarked Locally</b>  | 63                                    | 52                                    | 57                                    | 62                                    | 67                                    | Priority for Improvement         |
| The rolling average number of working days / shifts per full time equivalent (FTE) local authority employee lost due | 6.57                                  | 6.61                                  | 6.47                                  | 7.12                                  | 7.54                                  | Acceptable                       |

| <b>Title</b>                                                                                                                               | <b>Quarter<br/>2 2020<br/>to 2021</b> | <b>Quarter<br/>3 2020<br/>to 2021</b> | <b>Quarter<br/>4 2020<br/>to 2021</b> | <b>Quarter<br/>1 2021<br/>to 2022</b>                            | <b>Quarter<br/>2 2021<br/>to 2022</b> | <b>Status</b>               |
|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|------------------------------------------------------------------|---------------------------------------|-----------------------------|
| to sickness<br>absence –<br><b>Benchmarked<br/>Locally</b>                                                                                 |                                       |                                       |                                       |                                                                  |                                       |                             |
| The percentage of<br>staff who have had<br>at least 3 one-to-<br>one meetings in<br>the last 12 months<br>– <b>Benchmarked<br/>Locally</b> | No data<br><br>New to<br>quarter<br>4 | No data<br><br>New to<br>quarter<br>4 | 45                                    | 44                                                               | 42                                    | Priority for<br>Improvement |
| The percentage of<br>spend with<br>suppliers based<br>within<br>Denbighshire –<br><b>Benchmarked<br/>Locally</b>                           | 36                                    | 34                                    | 36                                    | 33                                                               | 38                                    | Good                        |
| The cumulative<br>percentage of<br>Denbighshire<br>contracts over<br>£25k and under<br>£1,000k containing<br>community<br>benefits –       | No data<br><br>New to<br>quarter<br>4 | No data<br><br>New to<br>quarter<br>4 | 12                                    | 75<br><br>Now<br>reported<br>as a<br>cumulati<br>ve<br>indicator | 88                                    | Excellent                   |

| <b>Title</b>                                                                   | <b>Quarter<br/>2 2020<br/>to 2021</b> | <b>Quarter<br/>3 2020<br/>to 2021</b> | <b>Quarter<br/>4 2020<br/>to 2021</b> | <b>Quarter<br/>1 2021<br/>to 2022</b> | <b>Quarter<br/>2 2021<br/>to 2022</b> | <b>Status</b>                    |
|--------------------------------------------------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|----------------------------------|
| <b>Benchmarked<br/>Locally</b>                                                 |                                       |                                       |                                       |                                       |                                       |                                  |
| The cumulative number of work experience placements offered within the council | 28                                    | 28                                    | 36                                    | 64                                    | 110                                   | Does not apply<br><br>Count only |

## **Improvement Actions**

Below are new improvement actions that have been identified through this report:

- Service Challenge Programme to be reviewed and proposals for 2022 to be offered to CET in November / December.

## Equality and Diversity

### Gypsy and Traveller Accommodation Needs Assessment

The council is assessing current accommodation need for Gypsies, Traveller and Travelling Show people. This does not include looking for locations for sites. The process will include talking to Gypsy and Traveller families, key stakeholders and representative groups and a survey will run until October 7, 2021. Our work will include a review of local data, including the number of unauthorised encampments that have taken place in the county, and a consultation with families from the Gypsy and Travelling community living in Denbighshire. Elected members and City, Town and Community councils will also be asked to promote the survey to eligible residents, as well as feed in local knowledge around travelling patterns. The council has a legal duty to undertake a new Gypsy and Traveller Accommodation Assessment (GTAA) every five years as a requirement of the Housing (Wales) Act 2014, and it is also a requirement for the replacement Local Development Plan that the council is currently working on.

The assessment work will directly support **Race** and **Religion and Belief**. **Involving** stakeholders and working collaboratively with different partners and groups in this way will help us understand the **long-term** needs of the county, and **prevent** any group from facing worsening **socio-economic disadvantage**.

### Community Catalysts

Denbighshire County Council has teamed up with social enterprise Community Catalysts to help kind-hearted people realise their dreams to help older and disabled people. The programme gives support to Denbighshire residents in the south and central areas of the county who are looking to set up their own small enterprise to help those in need or also bring closer the things that give enjoyment. You can find out more by visiting the [Denbighshire Community Catalysts webpage](#).

This **collaborative** initiative directly benefits the protected characteristics of **Age** and **Disability** and those at a **socio-economic disadvantage**. It encourages **involvement** and will hopefully bring to fruition new ideas to **prevent** harm and meet unrealised needs in the **long-term**.

|                              |                                                                                                                                             |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Report to</b>             | <b>Performance Scrutiny Committee</b>                                                                                                       |
| <b>Date of meeting</b>       | <b>25 November 2021</b>                                                                                                                     |
| <b>Lead Member / Officer</b> | <b>Julian Thompson-Hill, Lead Member for Finance, Performance and Assets / Alan Smith, Head of Business Improvement &amp; Modernisation</b> |
| <b>Report author</b>         | <b>Iolo McGregor, Strategic Planning &amp; Performance Team Leader and Emma Horan, Strategic Planning and Performance Officer</b>           |
| <b>Title</b>                 | <b>Corporate Risk Register Review, September 2021</b>                                                                                       |

## **1. What is the report about?**

1.1. An update on the September review of the Corporate Risk Register.

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

2.1. This report is to update the Committee on the latest review of the Corporate Risk Register.

## **3. What are the Recommendations?**

3.1. That the Performance Scrutiny Committee considers the amendments to the Corporate Risk Register (appendix 1), including the status of each risk against our Risk Appetite Statement (appendix 2).

## **4. Report details**

4.1. The Corporate Risk Register is developed and owned by the Senior Leadership Team (SLT) alongside Cabinet. It is formally reviewed twice yearly by Cabinet at Cabinet Briefing.

- 4.2. Following each formal review, the revised register is presented to the Performance Scrutiny Committee, and is shared with the Governance and Audit Committee.
- 4.3. The last review was undertaken in February 2021. [Papers submitted to the Performance Scrutiny Committee are available online.](#)
- 4.4. The Council's risk appetite approach has been applied to the discussions that we have had with risk owners, and our risk exposure (based on the score) is analysed within the Corporate Risk Register (appendix 1).
- 4.5. Our September review also implemented the actions identified in June's Internal Audit review of Corporate Risk Management, such as identification of critical and ancillary controls. Furthermore, the Corporate Executive Team will shortly be commencing 'risk focus sessions'. These sessions will provide more time to interrogate our most concerning risks with risk owners, and have been selected in part by the risk appetite 'gap' (that is the gap between the classification of the risk and our risk appetite).
- 4.6. There have been a number of updates around risk owners, titles, descriptions, impacts / consequences, and actions. Several risks have been newly scored. Two new risks have been proposed. These changes have been made to the risk register and are specified at the start of each risk in appendix 1.
- 4.7. In summary:
- Risk 18: The risk that programme and project benefits are not fully realised has increased in likelihood from D2 – Major Risk: Unlikely / High Impact to C2 - Major Risk: Possible / High Impact.
  - Risk 35: The risk that the return on investment that Denbighshire receives from the Regional Growth Deal is disproportionate has sufficiently decreased and has been removed. Aspects of the risk have been merged with risk 18 to ensure continued scrutiny and management.
  - Risk 30: The risk that Senior Leadership capacity and skills to sustain service and corporate performance is not available has increased in likelihood from D3 Moderate Risk: Unlikely / Medium, to C3 – Moderate Risk: Possible / Medium.

- Risk 34: The risk that demand for specialist care cannot be met locally has increased from C2 – Major Risk: Possible / High Impact to A2 – Critical Risk: Almost certain / High Impact.
- Risk 36: Brexit risk updated to reflect the current picture, with the residual risk score being downgraded from B2 – Critical Risk: Likely / High Impact, to C2 – Major Risk: Possible / High Impact.
- Risk 37 has been refocussed to include explicit reference to the importance of wider efforts to reduce inequality and deprivation (“The risk that partners do not have the resources, matching priorities or commitment to support delivery of shared plans and priorities, and in particular, fail to reduce inequalities and deprivation”)
- Risk 43: The risk that the Council does not have the funds or resources to meet its statutory obligations under the Additional Learning Needs and Education Tribunal (Wales) Act 2018 has increased in impact from D3 – Moderate risk: Unlikely / Medium Impact to D2 – Major risk: Unlikely / High Impact.
- Risk 44: The risk of Ash Dieback Disease (ADB) in Denbighshire leading to significant health and safety issues that represent a potential risk to life has reduced in likelihood from A2 – Critical Risk: Almost Certain / High impact to B2 – Critical Risk: Likely / High impact.
- Risk 45: The risk that the Council is unable to deliver the agenda of Council and external organisations within existing resources has been updated to have a singular focus on climate change (“The risk that the Council fails to become a net carbon zero and ecologically positive council by 2030”).
- Risk 47 (New): The risk that the new North Wales Corporate Joint Committee (CJC) results in the Council having less influence and control at a local level. The CJC offers opportunities to establish a strategic and regional approach to these functions to develop Denbighshire's economy and communities. However, there is a risk that there is insufficient clarity, time and engagement to capitalise on these opportunities. Conversely, there is a risk that the Council puts in a lot of effort but does not receive a proportionate return on

investment. Residual risk score of D3 - Moderate Risk: Unlikely / Medium (within our risk appetite).

- Risk 48 (New): The risk that recruitment and retention issues, leading to a loss of expertise and capacity, worsen resulting in poor or inadequate services. Many services have been struggling to recruit and retain staff for some time, particularly – but not limited to - critical front line social care and health and highways and environment roles. Residual risk score: B3 – Major Risk: Likely / Medium Impact (within our risk appetite).

#### 4.7 Risk appetite

- During this review, each risk owner was asked to consider again whether the risk posed is consistent with our risk appetite statement. The risk owner was asked to consider all impacts and determine the most serious impact, to identify our level of appetite. We've also set out the anticipated direction of travel for each risk. A case study can be found at appendix 3.
- Risks 1, 6, 13, 14, 21, 27, 33, 34, 36, 37, 43, 44 and 45 (see appendix 1) are currently inconsistent with the council's Risk Appetite Statement (appendix 2). These have been reviewed in discussions with risk owners, their current scorings being agreed as appropriate. This discrepancy justifies their inclusion to be monitored as corporate risks.
- We have a total of 21 risks and 13 are inconsistent with our risk appetite (62%). Our February 2021 review included 11 risks (out of a total of 20) that were inconsistent with our risk appetite, and at that point 55% of corporate risks were inconsistent with the Council's risk appetite statement.

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

- 5.1. 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?**

6.1. 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?**

7.1. This Corporate Risk Register documents identify risks and mitigating actions. The process of developing and reviewing the document 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 will probably require a well-being impact assessment.

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

8.1. Individual discussions have been held with Risk Owners (Chief Executive Officer, Corporate Directors, relevant Heads of Service), also including input from officers leading on further actions for instance. The register is then discussed with the Senior Leadership Team (SLT) and Cabinet to agree and / or make further amendments. The final register is then shared with the Performance Scrutiny Committee and the Governance and Audit Committee.

## **9. Chief Finance Officer Statement**

9.1. There are no financial implications arising from developing, monitoring and reviewing the Corporate Risk Register.

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

10.1. There are no risks associated with this review.

## **11. Power to make the decision**

11.1. Local Government Act 2000.

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.

### Corporate Risk Register (September 2021)

Additions, deletions and amendments are included in the text below. Changes are summarised under each Risk title summary.

#### **Risk 01: The risk of a serious safeguarding error where the council has responsibility, resulting in serious harm or death**

**Lead Member(s):** Cllr Bobby Feeley, Cllr Huw Hilditch-Roberts and Cllr Mark Young

**Risk Owner:** Nicola Stubbins

#### **September update:**

The description has been updated with the expected direction of travel for this risk. Controls have been reviewed and categorised as critical or ancillary controls, i.e. those that have a direct impact and those that have an indirect impact. An update on the further action has also been provided.

#### **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.

#### **Anticipated direction of travel:**

We expect this to be a static risk that consistently features in our corporate risk register. This ensures continued close management at the most senior operational, corporate and political levels of the council. We do not anticipate changes to the risk score nor to our risk appetite.

# Corporate Risk Register (September 2021)

## Impact / Consequences

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

## Inherent Risk

B2 – Critical Risk: Likely / High Impact

## Controls to Manage Risk (in place)

Critical controls:

- We have a statutory responsibility for safeguarding and the operational delivery of our statutory functions, alongside our partners', are our critical controls to mitigate the risk. Other services, and our wider corporate response, is about understanding and awareness so that people know what to do if and when they have concerns about a person or family's welfare.

Ancillary controls:

- Safeguarding policy & procedures are in place. The Corporate Safeguarding Policy has been reviewed and updated in line with new legislation.
- Corporate Safeguarding Training Programme.
- Framework of self-assessment for schools in relation to safeguarding has been established.
- Section 28 audit tool in place for voluntary sector to ensure safeguarding practices are in place.
- Compliance with safeguarding practises is part of the annual HR audit of schools.
- Regional arrangements for safeguarding a) children and b) adults at risk are in place. The regional safeguarding boards set priorities and actions regionally, e.g.

## Corporate Risk Register (September 2021)

training and policies & procedures. This includes, for example, working in partnership with North Wales Police on such issues as County Lines.

- 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.
- Safeguarding policy review has taken place with Schools and new guidance has been developed
- 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.
- Corporate Safeguarding Panel has been reviewed including the terms of reference, roles and responsibilities.
- 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.
- Briefing sessions on safeguarding and Child Sexual Exploitation have been delivered to County Council. Safeguarding features in three Cabinet Members' portfolios.
- Improvements have been made to safeguarding arrangements with contractors including (i) DBS contract checks, (ii) ensuring that Council staff responsible on site for the contractor and managing the tendering / contract process are clear of their responsibilities in respect of safeguarding, (iii) ensuring contracts terms and conditions (including JCT) in relation to DBS checks are appropriate, (iv) ensuring that self-assessment arrangements as part of contract management are appropriate.
- Safeguarding e-learning module in place and compliance is monitored and scrutinised by the Corporate Safeguarding Panel.
- 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

## Corporate Risk Register (September 2021)

for reporting any key messages from panel meetings to members of staff within their services.

- Adoption of new Wales Safeguarding Procedures.

### Residual Risk

D2 – Major Risk: Unlikely / High Impact

### Is our risk exposure (based on the score) consistent with the council's Risk Appetite?

Major risk. Risk Appetite suggests that this should be at most a minor risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.

### Further Actions

#### 1. 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

As a result of the service challenge that took place on 9 June 2021, the Head of Legal, HR and Democratic Services will be evaluating performance of these indicators.

**Action Due Date:** 31/03/2022

**Person Responsible:** Nicola Stubbins

## Corporate Risk Register (September 2021)

**Risk 06: The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income.**

**Lead Member(s):** Councillor Julian Thompson-Hill

**Risk Owner:** Steve Gadd

### **September update:**

Risk owner changed to Steve Gadd. The description has been updated. Controls have been reviewed and categorised as critical or ancillary controls. The further actions have been closed and replaced with a new action to ensure the new budget process is delivered.

### **Description**

Although the latest draft budget settlement (3.6% increase in Revenue Support Grant, 2021 to 2022) is welcome, it still falls short of the 9% that would have been required in order to fund all the pressures that the Council is facing. The levels of future settlements are unknown yet and we await the UK Comprehensive Spending Review in 2021 and then the Welsh Government settlement, which will follow in December 2021. We are hoping for more information on three-year settlements.

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.

The Section 151 Officer is responsible for producing a balanced budget.

There are significant pressures associated with social care, waste budgets, benefits and inflationary increases in pay and pensions. These pressures are all monitored closely and regularly by senior managers, including the Section 151 Officer.

## Corporate Risk Register (September 2021)

The Council is facing a significant in-year financial pressure due to Covid-19, having incurred financial costs and lost income. Income lost is unlikely to be reimbursed and future financial settlements will also be affected. Our risk to income because of Covid-19 is an ongoing risk over the next year. We are anticipating reduced levels of income for the next 12 months and possibly beyond. This affects a number of income generation initiatives across the Council. The Council is likely to face income losses that could be in excess of £2million.

The Head of Finance and Property's service plan includes key performance indicators that are associated with effective management of this risk (for example, the percentage savings identified for 2022 to 2023, and the percentage of savings achieved).

### **Anticipated direction of travel:**

We have some control around the impact of this risk but not the likelihood of it occurring. This year's settlement is anticipated to be acceptable but this is not likely to be the case over the next three years. There is, therefore, a possibility that this risk become more severe or will become an issue. However, we will continue to assess our controls to ensure they are operating as they should be.

### **Impact / Consequences**

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

### **Inherent Risk**

B1 – Critical Risk: Likely / Very High Impact

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

- The council has no control over the global economy or the WG settlement. Therefore, the inherent risk score likely to remain high.

Critical controls (newest first):

## Corporate Risk Register (September 2021)

- A new three to five-year budget process has been agreed by Council. It aims to capture 'small' scale budget flaws (under £100k), identify key strategic budget pressures (over £100k) and aims to ensure a full picture of pressures can be considered in a timely manner and are managed more closely. It is hoped this new approach will identify pressures in services as well areas needing investment. It also aims to identify bigger projects that make savings over the period of three to five years, to minimise the savings target. The new process also sets a communication and engagement plan with a range of stakeholders, which as seen as critical to a successful budget setting process going forward.
- We try to reduce the likelihood of this risk occurring, where we can, for example through individual, regional, national lobbying and through other meetings/fora.
- Annual, detailed budget setting process that considers economic environment
- 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.
- 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.
- Regular (usually monthly) financial planning meetings between services and management accountants are in place.
- Service's budgets and budget proposals are scrutinised by the Lead Member for Finance and the Head of Service during budget-setting talks.
- Establishment of the 'Reshaping the Council Budget (RTCB)' programme board.
- 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.

### Ancillary controls:

- RTCB has considered risks associated with population estimate inaccuracies and the potential impact on future funding. There is a Welsh Government funding floor which would help mitigate any impact, if this issue should transpire (in which case impact would be felt in 2022-23). RTCB will continue to monitor this risk.

# Corporate Risk Register (September 2021)

## Residual Risk

B2 – Critical Risk: Likely / High Impact

## Is our risk exposure (based on the score) consistent with the council's Risk Appetite?

Critical risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.

## Further Actions

1. Ensure the agreed “Budget Process: 2022/23 and beyond” strategy is delivered

Action Due Date: 31/03/2022

Person Responsible: Steve Gadd

## Corporate Risk Register (September 2021)

**Risk 11: The risk of an ineffective response to a serious event, such as severe weather, contamination, public safety (including cyber-attack), or a public health event (such as Covid-19).**

**Lead Member(s):** Cllr Richard Mainon

**Risk Owner:** Graham Boase

### **September update:**

Controls have been reviewed and categorised as critical or ancillary controls.

### **Description**

Serious unexpected events can occur at any time. Services plan for the impact of expected seasonal variations in weather, but severe weather events, including wild fires as has recently been experienced, can impact on public safety and service delivery.

Similarly, we put plans in place to monitor food, water and air quality, but any contaminations can impact on service delivery, as would any viral pandemics.

Cyber-attacks can affect our ability to provide services electronically, putting our business continuity plans to the test, and the same applies to major IT service failures.

Public health events, such as Covid-19, puts terrific strain on organisations such as ours, impacting on service delivery, project timescales, staff capacity, and of course finances. It also challenges the resource capacity of partners and providers that we work with.

### **Anticipated direction of travel:**

We expect this to be a static risk that consistently features in our corporate risk register. This ensures continued close management at the most senior operational, corporate and political levels of the council. We do not anticipate changes to the risk score nor to our risk

# Corporate Risk Register (September 2021)

appetite. We will, however, review the risk once the new emergency planning response review is complete.

## Impact / Consequences

- Significant disruption to core services.
- Serious injury or fatality due to road network closure, poisoning or infection.
- Reputational risk to the council if unable to deal with issues.
- Inability to deliver front line services (as a result of staff shortages for example).
- Temporary loss of data.
- Significant cost pressures to our budget.

## Inherent Risk

A2 – Critical Risk: Almost Certain / High Impact

## Controls to Manage Risk (in place)

Critical controls (newest first):

- A report with a proposal to review our emergency planning response structure/processes will be considered by the Strategic Emergency Management Team and SLT in September 2021. Critical controls associated with this risk will be updated once the review is complete.
- Covid-19 Control: SEMT has been meeting on a regular basis and has responded to the initial Covid-19 emergency and has agreed a number of Covid-19 recovery themes, which sit within a single table with short term and long term updates, for which members of SLT are leading. These are monitored regularly at SLT and have political input by Lead Member and Cabinet.
- A report will be going to SLT in the Autumn 2021 to review lessons learned from our response to Covid-19, from an emergency planning perspective.
- 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

## Corporate Risk Register (September 2021)

significant partnership working with a regional emergency planning team coordinating plans and responses across North Wales.

- We also continually review our procedures for winter highways maintenance and flood response. Secondary rota established and operational.
- Service disruption is minimised through our arrangements for business continuity and emergency planning, with separate Directors responsible for Response and Recovery.
- There's an emergency on-call rota in place.
- Vulnerable people mapping tool is in operation.
- 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.
- 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.
- We have set up a WhatsApp Business Continuity communication network, which has been tested in an internal council Business Continuity exercise (April 2019).

Ancillary controls:

- An annual Emergency Planning Response report is taken to SLT, the Lead Member and Partnerships Scrutiny, as requested, every year.
- New chairs for the Communications and Operational Response Groups have strengthened arrangements.
- Gold & Silver training in place for new representatives.
- Deputies for Chairs of response teams appointed.
- Trial business continuity exercise took place in the council in October 2017. Overall the exercise was successful.

### Residual Risk

C3 – Moderate Risk: Possible / Medium Impact

## **Corporate Risk Register (September 2021)**

**Is our risk exposure (based on the score) consistent with the council's Risk Appetite?**

Yes

## Corporate Risk Register (September 2021)

### **Risk 12: The risk of a significantly negative report(s) from external regulators.**

**Lead Member(s):** Councillor Hugh Evans

**Risk Owner:** Nicola Stubbins

#### **September update:**

Risk owner changed to Nicola Stubbins. The description has been expanded to include the importance of relationship management. Controls have been reviewed and categorised as critical or ancillary controls.

#### **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.

Our relationships with external regulators are very important. We need mutual confidence in our relationships to ensure the best possible outcomes in terms of service improvement and shared learning. We ensure we alert external regulators to issues that may be becoming problematic early on, and we work closely with them on programmes of work to share learning more widely.

#### **Anticipated direction of travel:**

The score has been considered in relation to current performance and is felt to be accurate. The current position is generally positive. We expect this to be a static risk, but one that will continue to be reviewed regularly to ensure all necessary controls are effective and operating as they should be.

# Corporate Risk Register (September 2021)

## Impact / Consequences

- A wider lack of confidence in council services.
- Reputational damage.
- Potential intervention by the WG.
- Significant resources may be required to be diverted to deliver immediate and substantial change.

## Inherent Risk

C2 – Major Risk: Possible / High Impact

## Controls to Manage Risk (in place)

Regulation we are subject to includes: CIW (Care Inspectorate Wales); WAO Office; Estyn; HSE (Health & Safety Executive); ICO (Information Commissioner's Office).

Critical controls:

- Relationship management and ongoing communication with external regulators.
- The corporate performance management framework (PMF) is the main control in this area.
- 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.
- Regulators sit on Service Performance Challenges.
- Protocol developed for addressing recommendations from WAO national studies: services' response will be the subject of performance scrutiny and service challenge.

Ancillary controls:

- Annual Governance Statement and Performance Self-Assessment are aligned.

# Corporate Risk Register (September 2021)

## Residual Risk

D3 – Moderate Risk: Unlikely / Medium Impact

**Is our risk exposure (based on the score) consistent with the council's Risk Appetite?**

Yes

# Corporate Risk Register (September 2021)

## Risk 13: The risk of significant liabilities resulting from alternative models of service delivery

**Lead Member(s):** Councillor Julian Thompson-Hill

**Risk Owner:** Steve Gadd

### September update:

Risk owner changed to Steve Gadd. Controls have been reviewed and categorised as critical or ancillary controls.

### Description

We have a range of ASDMs in place currently, for example revenues and benefits and leisure.

Liabilities could arise due to financial, HR, safeguarding, or governance problems and could impact on the sustainability of service provision.

This risk has been impacted by Covid-19 but Welsh Government has covered the significant loss of income. In particular, our leisure ASDM (Alternative Service Delivery Model) will have to operate within continued restrictions.

Welsh Government has funded losses incurred during 2021 but we have not yet received confirmation for 2022. The income loss would have occurred regardless of the establishment of the ASDM.

### Anticipated direction of travel:

Up until now, any income losses have been covered by the Covid-19 grant from Welsh Government. The risk will continue to be monitored.

### Impact / Consequences

- Financial liabilities.

## Corporate Risk Register (September 2021)

- Property Liabilities.
- Reduction in levels / quality of service provided to the community, or increased revenue costs to continue delivery.
- Collapse of company
- Reputation damage to the council
- Safeguarding to include protection of all assets (physical & intellectual Information)

### Inherent Risk

B2 – Critical Risk: Likely / High Impact

### Controls to Manage Risk (in place)

Critical controls (newest first):

- Covid-19: Financial support and/or subsidies are being provided by Welsh Government.
- A rigorous process is in place to ensure appropriate governance arrangements are in place as ASDMs are established.
- Effective contract management arrangements are in place and appropriate monitoring is carried out throughout the life of the contract, including to ensure compliance with current legislation and approved accredited standards as appropriate.
- Council is entitled to representation on Boards, and Heads of Service providing strategic advice to facilities.
- Intervention measures are exercised by the council if relationships with arm's length organisations are difficult to manage.
- Resources have been committed to improve financial monitoring of facilities and services
- Register of all ASDMs
- Processes are in place to manage relationships between the council and Arm's Length organisations.

# Corporate Risk Register (September 2021)

Ancillary controls:

- Heads of Service advise the council on any emerging issues and risks.
- Ensure best practice / lessons learned is applied to our robust contract and relationship management of ADM models.

## Residual Risk

C2 – Major Risk: Possible / High Impact

### **Is our risk exposure (based on the score) consistent with the council's Risk Appetite?**

Critical risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.

## Corporate Risk Register (September 2021)

**Risk 14: 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)**

**Lead Member(s):** Councillor Julian Thompson-Hill

**Risk Owner:** Steve Gadd

### **September update:**

The description has been updated. Controls have been reviewed and categorised as critical or ancillary controls.

### **Description**

This could be as a result of unsafe acts, unsafe work places or ineffective H&S management.

### **Anticipated direction of travel:**

This impact of this risk has been heightened as a consequence of risks associated with Covid-19. In our February 2021 review, the Council upgraded the residual risk score from E2 – Moderate Risk: Rare / High impact to D2 - Major Risk: Unlikely / High Impact. The risk has been reviewed as is considered to be static. We have good controls in place to mitigate the risk and whilst at present, this risk is considered 'Major', and is beyond our risk appetite, it is anticipated that the score will reduce as community transmission of Covid-19 lessens.

### **Impact / Consequences**

- Serious injury or death of an employee and/or any other person.
- Significant reputational damage
- Substantial legal/litigation costs.
- Criminal prosecution of staff or the organisation.

# Corporate Risk Register (September 2021)

## Inherent Risk

C2 – Major Risk: Possible / High Impact

## Controls to Manage Risk (in place)

Critical controls (newest first):

- A Covid-19 buildings recovery theme (excluding schools and housing stock) has put measures in place to ensure workplaces are safe to work in. Covid-19 risk assessments and safe working practices have been developed for our workplaces. These apply to the three main offices and ancillary offices across Denbighshire. Wherever possible, staff are working from home and particular guidance is in place for staff who have been advised to “shield”. Guidance for staff or family members who are displaying Covid-19 symptoms is in accordance with the latest government advice. Where staff are required to attend the office workplace, social distancing of 2m (6ft) should be adhered to at all times, including breaks. Offices have one-way systems, signage on toilets to ensure one person can use facilities at any one time, sanitising stations and ‘high risk’ areas like clocking stations are out of use. Detailed guidance is available for all staff.
- All schools have carried out Covid-19 risk assessments and have operational plans in place which are regularly reviewed to remain in line with WG guidance.
- Strategic leadership is provided by the Head of Finance & Property, with delegated responsibility for Health and Safety.
- Competent H&S advisors are employed by the organisation to provide support, guidance and training on H&S.
- A Corporate Health and Safety Policy is in place, which defines the H&S organisation and arrangements in the council.
- There is an established H&S Management System in place.
- H&S training program focussed on council activities and the way we manage H&S.
- “Managing safely in Denbighshire” training is mandatory for all managers.
- The corporate H&S team carry out a program of targeted monitoring

## Corporate Risk Register (September 2021)

- An online accident, incident reporting process is in place. There is an expectation that all accidents and incidents are reported

### Ancillary controls:

- 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.
- 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.
- Significant H&S related accidents, incidents and near misses are investigated internally
- Schools have effective health and safety practices. However, schools are reliant on families to follow Welsh Government and school guidance. Schools have had to close as part of wider efforts to reduce community transmission and keep communities safe. There is a wealth of guidance held on a bespoke SharePoint. There are weekly meetings with Education managers. There are safeguarding processes to check the safety and well-being of pupils who are not engaging with school.

### Residual Risk

D2 - Major Risk: Unlikely / High Impact

### Is our risk exposure (based on the score) consistent with the council's Risk Appetite?

Major risk. Risk Appetite suggests that this should be at most a minor risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.

## Corporate Risk Register (September 2021)

### **Risk 16: The risk that the impact of welfare reform (Universal Credit) is more significant than anticipated by the council.**

**Lead Member(s):** Councillor Bobby Feeley and Councillor Julian Thompson-Hill

**Risk Owner:** Steve Gadd

#### **September update:**

The description and impact have been updated. Controls have been reviewed and categorised as critical or ancillary controls.

#### **Description**

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

Universal Credit (UC), and the systems around it, are operating well in Denbighshire. However, the number of people accessing UC since Covid-19 has increased significantly.

- UC was introduced in Denbighshire in 2018.
- By March 2020, 5,238 people were accessing UC
- By May 2020, 8,255 people were accessing UC (note the significant increase at the start of the first lockdown)
- By March 2021, 9,064 people were accessing UC (nearly twice as many people were accessing UC this March compared to March 2021)

Wider issues around poverty generally are concerning, but are as result of the pandemic than UC itself. Emergency financial support schemes will start to be phased out from September 2021, eg furlough, and it is possible there could be an increase in the number of people accessing UC and/or an increase in the amount of money people need to access.

# Corporate Risk Register (September 2021)

## Anticipated direction of travel:

The risk will diminish over time, and will eventually be removed as a corporate risk as all mitigation will have become business as usual.

## Impact / Consequences

- A consequence of the Covid-19 pandemic is that more people are accessing Universal Credit than ever before. It hasn't caused the council any issues; it has accelerated what was going to be a slow process. The consequences of increased uptake have resulted in more people accessing the Council Tax Reduction Scheme and increased access to free school meals. The losses in council tax income together with the increased free school meal provision have been funded by Welsh Government this financial year. We are uncertain whether this financial support will continue (we anticipate levels of access to Universal Credit staying the same or increasing). A report was taken to Scrutiny at the end of January 2021.
- Deepening poverty/inequality as a result of Covid-19.
- 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.
- Reduced income from rents and council tax payments with reduced cash flow and an increase in bad debt for the authority.
- Potential rise of council tax reduction scheme claimants.
- This could also impact on our ability to deliver our Corporate Priorities.

## Inherent Risk

B2 – Critical Risk: Likely / High Impact

## Controls to Manage Risk (in place)

Critical controls (newest first):

## Corporate Risk Register (September 2021)

- Monthly monitoring of UC statistics to anticipate impact on and demand for council services
- Monitoring of actual impact on key risk areas such as numbers on free school meals and claiming council tax reduction
- We are working with DWP and are tracking furlough statistics and comparing these to UC statistics.
- The Tackling Poverty Group is meeting in September 2021 to discuss the picture for Denbighshire following the end of furlough support.
- 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.
- A proactive management of risk is involving identifying those likely to be affected to reduce the risk/mitigate any negative impacts.
- 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.
- This register is reviewed on a frequent basis and updates provided at each Board meeting.
- The roll out plan is risk averse and limits the risk that the impact will be more significant than expected, but the approach (determined by Westminster) could change. The intended approach though is that by the time all other benefits are phased out, existing claimants will have naturally become eligible for Universal Credit as a result of a change in their circumstances.
- Community Housing has implemented predictive analytics software to enable us to identify tenants at risk of falling into rent arrears. The software identifies risk cases at an early stage and allows us to focus resources on early intervention to prevent households from falling into arrears.

### Ancillary control:

- Demand for the Council Tax Reduction Scheme has increased for some years. We have a £350k budget contingency in place.

# Corporate Risk Register (September 2021)

## Residual Risk

D3 – Moderate Risk: Unlikely / Medium Impact

**Is our risk exposure (based on the score) consistent with the council's Risk Appetite?**

Yes

## Corporate Risk Register (September 2021)

**Risk 21: 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**

**Lead Member(s):** Councillor Bobby Feeley

**Risk Owner:** Nicola Stubbins

### **September update:**

The description has been updated to reflect the importance of integrated services more generally and the longer term impact of Covid-19 and the tensions that could create. Controls have been reviewed and categorised as critical or ancillary controls.

### **Description**

Integrated social care and health services and delivering on the [Social Services and Well-being \(Wales\) Act 2014](#) is a fundamental part of our partnership with the health board and more widely, across North Wales, through the Regional Partnership Board and the North Wales Social Care and Well-being Improvement Collaborative.

Whilst BCUHB is no longer in special measures, health at a local level, and the effectiveness of health and social care working together, is subject to increased political and regulatory scrutiny. This requires a level of scrutiny and a strong commitment to partnership. There is a national agenda to drive effective partnership working.

Relationship management and communication is critical to successful mitigation.

### **Anticipated direction of travel:**

The longer term impact of Covid-19 is becoming apparent but is by no means fully understood. The catch up required in routine/planned treatment, exacerbated health inequalities and hidden harms (due to not having treatment, mental health impact of

## Corporate Risk Register (September 2021)

Covid-19), all create a potential for challenge in the system, and therefore the relationship, and could affect delivery of integrated social care and health services in Denbighshire. The funding arrangements with Welsh Government create an ongoing friction.

The partnership arrangements and relationships we have built means there is enough interface and opportunity to deal with issues before they become significant problems.

However, there is a possibility that this risk could increase in terms of both likelihood and impact (and sit further beyond our risk appetite), should our controls be ineffective.

### Impact / Consequences

- Inefficient services
- Gaps in service provision
- Delays/failure to deliver joint projects
- Reputational damage
- Ability to meet statutory duties - Well-being of Future Generations Bill, Social Services and Well-being Act

### Inherent Risk

A1 – Critical Risk: Almost certain / Very high impact

### Controls to Manage Risk (in place)

Critical controls:

- Regional Partnership Board and the North Wales Social Care and Well-being Improvement Collaborative are currently reviewing need for social care and health services as part of our population needs assessment (Social Services and Well-being (Wales) Act 2014).
- Central Area Integrated Services Board is in place.
- BCUHB Area Director in place.
- Two Community Resource Teams have been established.
- The Regional Partnership Board is in place to progress cooperation and integration.

## Corporate Risk Register (September 2021)

- BCUHB is a member of the Conwy/Denbighshire PSB, which has shared priorities and a shared governance vision.

Ancillary controls:

- NWWSiC has reviewed its governance arrangements in partnership with BCUHB.

### Residual Risk

C2 – Major Risk: Possible / High Impact

### **Is our risk exposure (based on the score) consistent with the council's Risk Appetite?**

Major risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.

## Corporate Risk Register (September 2021)

### **Risk 18: The risk that programme and project benefits are not fully realised.**

**Lead Member(s):** Cllr Julian Thompson-Hill

**Risk Owner:** Graham Boase

#### **September update:**

Risk owner changer to Graham Boase.

The description has been updated. Controls have been reviewed and categorised as critical or ancillary controls.

The risk has increased from D2 – Major Risk: Unlikely / High Impact to C2 - Major Risk: Possible / High Impact.

A new further action has been committed.

#### **Description**

This risk touches on elements of other risks in our corporate risk register. But specifically, in relation to benefits realisation, there is a real risk of lack of capacity or focus that could result in us not delivering our commitments, partly or wholly. There are reputational and financial consequences, especially where significant funding is coming from Welsh and UK governments, that could affect their confidence in us in the future.

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 Board, Corporate Support Services Review (CSSR), Reshaping the Council Budget, Climate and Ecological Change Programme, the regional Growth Deal.

There are a range of Welsh Government and UK Government funding streams for some of our programmes and projects (eg 21<sup>st</sup> Century Schools, UK Levelling Up Fund), and expectations around delivery are extremely high.

## Corporate Risk Register (September 2021)

This risk encompasses risks associated with the council making changes that result in a greater negative impact than we anticipated (formerly risk 00028). 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.

It is understood that a number of programmes and projects will be facing delays as a result of Covid-19.

### **Anticipated direction of travel:**

The risk has been heightened to reflect the range of new externally funded programmes we are delivering, or will soon be delivering. The risk is still within our (open) risk appetite and we do not expect it to decrease in the short term.

### **Impact / Consequences**

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

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

- Services that are important for our residents are no longer available
- Performance in important areas of our business (for our residents) deteriorates
- Reinstatement/correction in performance is difficult and slow to achieve
- Reputation can suffer if performance deteriorates
- Reputation can suffer if messages are not managed
- The impact of not fulfilling our programmes and realising benefits could result in poor social, cultural, economic and environmental outcomes.
- Financial liabilities
- Regulatory liabilities
- Deteriorating staff morale
- Inability to meet statutory obligations
- Disproportionate return on investment.

## Corporate Risk Register (September 2021)

- Failure to maximise opportunities for the benefit of communities and businesses in Denbighshire.
- Failure to agree a regional approach to funding projects.

Importantly, as resources have reduced, there is less capacity to additionally respond to new, emerging and unplanned issues of importance to residents, councillors or partners.

### Inherent Risk

B2 – Critical Risk: Likely / High Impact

### Controls to Manage Risk (in place)

Critical controls (newest first):

- Programmes and projects are developed within robust management and governance systems.
- We have a new capital strategy to help us plan over a longer term for capital projects and how we commit capital funding. The new process also sets a communication and engagement plan with a range of stakeholders, which as seen as critical to a successful budget setting process going forward.
- 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 work stream meetings.
- Corporate Programme Office in place.
- Leadership Strategy in place.
- Strategic Planning team will support the Corporate Plan Board, and also support performance management in the organisation, therefore there's a strong alignment between 'change' and BAU.
- Impact assessments are undertaken and form part of the cover report for decisions.
- Risk are considered and form part of the cover report for decisions.
- Use of Verto to record benefit tracking and significant outcomes from projects will be picked up as part of Service Planning process.

## Corporate Risk Register (September 2021)

- Finance remove savings from budgets to ensure financial savings are delivered.
- Quarterly Performance Reports on the Corporate Plan are sent to SLT, Cabinet and Scrutiny.
- SLT reviews key projects every three months.
- Programme Board members have attended Programme Management training.
- Lead Member for Finance, Performance & Strategic Assets now chairs the Corporate Plan Board, also sitting on the Budget Board. Their involvement in both boards ensures a coherent approach to our programmes and financial planning.
- The Corporate Plan was reviewed during its second tranche review in July during which the impact of Covid-19 and current project progress was analysed. Senior managers and Cabinet confirmed their continued commitment to existing projects.
- The content of the Corporate Plan was developed and agreed with officers and Members at the start of the new council year. This document should capture the ambition of Elected Members for their term of office.
- The development of the new Corporate Plan will be an opportunity for residents, businesses, councillors and partners to consider what to prioritise for the next five years, and to put in place ambitious but deliverable plans.
- Heads of Service assume responsibility for the implementation of new legislation, supported by the Strategic Planning Team where appropriate.

Ancillary controls:

- The council partakes in government consultations on new legislation (either directly or through the WLGA).

### Residual Risk

C2 - Major Risk: Possible / High Impact

**Is our risk exposure (based on the score) consistent with the council's Risk Appetite?**

Yes

# Corporate Risk Register (September 2021)

## Further Actions

1. Ensure all of SLT have access to necessary training to support them in their roles as sponsors and to manage interdependencies

**Action Due Date:** 31/03/2023

**Person Responsible:** Graham Boase

## Corporate Risk Register (September 2021)

**Risk 27: 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**

**Lead Member(s):** Cllr Julian Thompson-Hill

**Risk Owner:** Steve Gadd

### **September update:**

Risk owner changed to Steve Gadd. The description has been updated. Controls have been reviewed and categorised as critical or ancillary controls. The further action has been extended from 30/04/2021 to 31/12/2021.

### **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.

As decisions are becoming harder lead in times are becoming longer.

The Head of Finance and Property's service plan includes key performance indicators that are associated with effective management of this risk (for example, the percentage of savings achieved and the percentage of savings that are needed for the following year that are identified).

**Anticipated direction of travel:**

# Corporate Risk Register (September 2021)

Static risk. It will always be present on our corporate risk register because it requires close management at the most senior corporate and political levels of the council.

## Impact / Consequences

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

## Inherent Risk

B1 – Critical Risk: Likely / Very High Impact

## Controls to Manage Risk (in place)

Critical controls (newest first):

- A new three to five-year budget process has been agreed by Council. It aims to capture 'small' scale budget flaws (under £100k), identify key strategic budget pressures (over £100k) and aims to ensure a full picture of pressures can be considered in a timely manner and are managed more closely. It is hoped this new approach will identify pressures in services as well areas needing investment. It also aims to identify bigger projects that make savings over the period of three to five years, to minimise the savings target. The new process also sets a communication and engagement plan with a range of stakeholders, which as seen as critical to a successful budget setting process going forward.
- The budget process has been followed and discussed at a range of fora, and more meetings are planned for the autumn 2021.
- 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.
- The better than expected settlement for 2020 to 2021 means that only savings with minimum impact on service delivery and staff have been accepted.

## Corporate Risk Register (September 2021)

- The 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.
- Early identification of the budget gap and potential actions to address it are managed through the Budget Board and SLT.
- All of these controls are in place to ensure good financial monitoring and robust financial planning.

Ancillary controls:

- None

### Residual Risk

C2 – Major Risk: Possible / High Impact

### Is our risk exposure (based on the score) consistent with the council's Risk Appetite?

Major risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.

### Further Actions

#### 1. Review Strategic Investment Group (SIG) process.

**Action Due Date:** 31/12/2021

**Person Responsible:** Steve Gadd

## Corporate Risk Register (September 2021)

### **Risk 30: The risk that Senior Leadership capacity and skills to sustain service and corporate performance is not available**

**Lead Member(s):** Councillor Julian Thompson-Hill

**Risk Owner:** Graham Boase

#### **September update:**

Risk owner changed to Graham Boase.

The description has been updated with the latest position. Controls have been reviewed and categorised as critical or ancillary controls.

The risk score has increased from D3 Moderate Risk: Unlikely / Medium, to C3 – Moderate Risk: Possible / Medium, and is now the same as the residual risk score (the level of risk posed before controls). This escalation is expected to be temporary.

#### **Description**

The current structure of the Senior Leadership Team has been built on the strength and experience of current potholders. As the number of posts at 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. There is great pressure on the Senior Leadership Team, who have been managing services remotely through the pandemic, whilst trying to manage business as usual. Currently, two heads of service posts are filled on an interim basis (although recruitment is now active), and another post will become vacant from March 2022. A Corporate Director post will soon become vacant following the previous post holder's recruitment into the Chief Executive position.

#### **Anticipated direction of travel:**

## Corporate Risk Register (September 2021)

The risk has increased, but the increase is anticipated to be temporary. The risk remains within our risk appetite and is not expected to exceed it.

### Impact / Consequences

- Reputational damage.
- Declining performance.
- Poor performance against new priorities.
- Stress and poor health and well-being.

### Inherent Risk

C3 – Moderate Risk: Possible / Medium Impact

### Controls to Manage Risk (in place)

Critical controls (newest first):

- At the Spring Leadership Conference, it was agreed that a questionnaire would be published to identify the training and development requirements that managers have to be able to effectively manage and lead in the new ways of working. A questionnaire is now live and feedback from the survey will inform the training plan for management and leadership in the council going forward.
- Leadership Strategy is in place
- Heads of Service are tested on their succession plans through Service Challenge
- Quarterly Leadership Conferences held to develop middle managers.
- Heads of Service are encouraged to rethink their service plans against context of new corporate plan, budget decisions, and any new legislation, etc.
- The establishment of an alternative service delivery model for leisure includes within the project the need to reduce the risk of knowledge and skills loss. The senior leadership team restructure took place in September 2019.

Ancillary controls:

## **Corporate Risk Register (September 2021)**

- Greater opportunities for Middle Managers to 'act up' to key posts in order to gain experience at a more senior level
- Additional support has been put in place through occupational health.

### **Residual Risk**

C3 – Moderate Risk: Possible / Medium

**Is our risk exposure (based on the score) consistent with the council's Risk Appetite?**

Yes

## Corporate Risk Register (September 2021)

**Risk 31: The risk of fraud and corruption resulting in financial and reputational loss and possibly impacting on service delivery.**

**Lead Member(s):** Cllr Julian Thompson-Hill

**Risk Owner:** Gary Williams

### **September update:**

Risk owner changed to Gary Williams.

Controls have been reviewed and categorised as critical or ancillary controls.

### **Description**

Denbighshire County Council employs in excess of 4,000, with a net revenue budget for 2020 to 2021 of £208.302m. 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.

This risk is a static risk, and our aim is to maintain it as a moderate risk. We would not foresee a time when this risk would not be on the risk register. There are no performance measures currently available to quantify progress in reducing this risk.

### **Impact / Consequences**

- Financial loss.

## Corporate Risk Register (September 2021)

- Loss of reputation and confidence in the council and public bodies in general.
- Negative impact on service provision / delivery.
- Legal / compensation costs.
- Criminal prosecution.
- Negative audit / inspection reports.

### Inherent Risk

C2 – Major Risk: Possible / High Impact

### 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 following:

Critical controls (newest first):

- Internal Audit has recently concluded a review of ethical culture. As a result, we are making improvements to our code of conduct and will strengthen arrangements for declarations of conflicts and interests, including gifts and hospitality.
- The strategy for the prevention and detection of fraud corruption and bribery, which includes fraud response plan, has been updated and will be ratified by Governance and Audit Committee in July 2021. The purpose of the Strategy and Fraud Response Plan is to provide management with a tool to ensure progress and transparency with regards to counter-fraud activities. It is designed to heighten the Council's fraud resilience and demonstrate its protection and stewardship of public funds.
- In developing this Strategy, the Council has adopted the guiding principles included in "Fighting Fraud and Corruption Locally 2020" (FFCL2020) which is the counter fraud and corruption strategy for local government. It provides a blueprint for a coordinated response to fraud and corruption perpetrated against local authorities with the support of those at the top.

## Corporate Risk Register (September 2021)

- IT systems have authorisation controls in place, which reduce the risk of fraud (remote working does not increase the risk)
- 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 the council's Internal Audit team
- Regular internal and external review of our systems and procedures
- The risk of fraud and corruption is also managed at a service level

Ancillary controls:

- Engagement with the National Fraud Initiative (NFI)
- E-learning modules on Whistleblowing and Code of conduct

### Residual Risk

E2 – Moderate Risk: Rare / High impact

**Is our risk exposure (based on the score) consistent with the council's Risk Appetite?**

Yes

# Corporate Risk Register (September 2021)

## Risk 33: The risk that the cost of care is outstripping the council's resource

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

**Risk Owner:** Nicola Stubbins

### September update:

Impact/consequences have been updated. Controls have been reviewed and categorised as critical or ancillary controls.

### Description

The continued inflationary pressure resulting from the cost of domiciliary and residential care means the cost of care could outstrip our budget.

### Anticipated direction of travel:

We expect this to be a static risk that consistently features in our corporate risk register. This ensures continued close management to ensure our controls are working as they should be and are having the desired effect. We do not anticipate changes to the risk score nor to our risk appetite.

### 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.

The social care budget is consistently overspent by over £1million per year, which up until recently, has been mitigated somewhat by the use of reserves of £0.5million per annum towards the overspend. However, the reserves are now depleted. The annual budget process has taken into account the projected pressure in this area: £2.6million was included as a pressure for 2020 to 2021 and the Budget for 2021 to 2022 included a pressure of £2.4million. It is, however, recognised that growth in demand will also continue in future years.

# Corporate Risk Register (September 2021)

## Inherent Risk

B1 – Critical Risk: Likely / Very High Impact

### 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:

Critical controls:

- 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.
- Our Corporate Director: Communities is a member of WG's Social Care Forum and is examining pay and conditions of social care workforce.

Ancillary controls:

- Opportunities arising from the Healthier Wales Transformation Programme.

## Residual Risk

C2 – Major Risk: Possible / High Impact

## **Corporate Risk Register (September 2021)**

### **Is our risk exposure (based on the score) consistent with the council's Risk Appetite?**

Major risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.

### **Further Actions**

#### **1. Development of additional extra care housing (corporate plan priority)**

This is being project managed by the Corporate Plan Board.

**Action Due Date:** 31/01/2022

**Person Responsible:** Phil Gilroy

# Corporate Risk Register (September 2021)

## Risk 34: The risk that demand for specialist care cannot be met locally

**Lead Member(s):** Cllr Bobby Feeley, Cllr Huw Hilditch-Roberts

**Risk Owner:** Nicola Stubbins

### September update:

This risk has recently increased; nationally, regionally and locally. It could become an issue. It is being actively managed.

The description has been reviewed. Controls have been reviewed and categorised as critical or ancillary controls. Impact/consequences reflect the impact on staff.

The risk score has increased from C2 – Major Risk: Possible / High Impact to A2 – Critical Risk: Almost certain / High Impact.

### 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. A reduction in the availability of domiciliary care provision means we are unable to provide services needed (particularly in the south of the county).

As at August 2021, 900 hours of domiciliary care have been handed back to the Council due to staff shortages. This means people are waiting for domiciliary care agency allocation. The situation in the south of the county is a particular concern. Adding to the already existing shortage in the south, the main domiciliary care agency covering Llangollen recently pulled out of all of their Llangollen care packages due to lack of staff.

The reasons for this are summarised as follows:

- **Recruitment and retention** – This is a national issue for the care sector. At the root of this are many factors, including the relatively low wages, high demands, and

## Corporate Risk Register (September 2021)

a sometimes perceived lack of esteem/value in the care career path. Even internally in DCC, we struggle to recruit to care work positions.

- **Increase in scale and complexity of needs** – The ageing population brings obvious additional pressures in this area. We have seen an increase in need for double-handed packages. Some individuals currently awaiting domiciliary care have also had previous agencies withdraw, due to their being unable to manage the level/complexity of need.
- **Denbighshire's rural geography** – This presents a number of challenges, including because of costs, e.g. travel time can make a rural care package much less attractive to prospective providers, and recruitment, e.g. as usually care workers covering more rural areas must be able to drive.
- **Citizens' choice** – A number of individuals currently awaiting care have been made offers that they have declined, on the basis that they are unhappy with the specific hours being offered.
- **The prevention and reablement agenda** – Enabling people to remain independent and prevent the need for residential care, prolonged hospital stays etc. as far as possible - while of course significant wellbeing goals and priorities for the council - naturally creates additional pressures on domiciliary care/interim services.

The wider consequences of the pandemic are also making this issue more challenging. We are still facing high rates of community transmission, with staff having to self-isolate. People are also making life changes with some leaving the sector altogether.

### **Anticipated direction of travel:**

Currently, the risk associated with us being unable to meet the demand for specialist care locally is a critical risk, which is beyond our appetite. In the longer term, we hope to bring the risk under control and return to a 'business as usual' scenario. It is not clear how long this will take.

### **Impact / Consequences**

- High cost

## Corporate Risk Register (September 2021)

- Individuals with eligible needs unable to receive suitable domiciliary care due to lack of resources and service provision
- If far from home, there is a detrimental impact on a client's well-being (and that of their family)
- Unable to meet need in preferred language
- Staff become over-stretched

### Inherent Risk

B2 – Critical Risk: Likely / High Impact

### Controls to Manage Risk (in place)

Critical controls (newest first):

*These controls relate to action being taken to deal with the current demand and challenges for domiciliary care provision in the county, as at August 2021*

An emergency regional meeting took place on 2<sup>nd</sup> August to discuss options. Locally:

- We have agreed regionally to stand back up the silver health and social care Covid-19 group, under the remit of the Recovery Coordinating Group.
- We have put a rolling care recruitment programme in place, with three recruitment events in the last month alone, and monthly drives planned for the rest of the year. As a result of this programme we have been able to recruit five new care workers, with an additional eight recruited as supply staff. WG are aware of the situation and have put in train an additional recruitment campaign.
- Our in-house teams (Reablement, Interim and Health & Social Care Support Workers) are covering as many outstanding care packages as possible.
- We are currently looking at how we can safely (in compliance with CIW/SCW requirements) draw on more support from other internal social care staff who do not currently deliver personal care.
- Working closely with health colleagues to manage workload and explore the potential to tap into their care applicants.

## Corporate Risk Register (September 2021)

- Continue to exploring alternative ways of meeting people's needs, within a strengths-based, enabling approach.
- A Community Catalyst has recently been commissioned to get micro-enterprises/micro providers off the ground in Denbighshire
- We are working with Procurement to look at contractual arrangements to respond to the exceptional circumstances.
- We are returning to discussions with other local authorities to look at opportunities for joint commissioning.
- We will continue working to ensure that carers have the support they need.
- We will be exploring possibilities to create more flexibility for residential care staff to provide some domiciliary care hours; however, it is currently not possible to create such arrangements because of Covid-19 infection control measures in care homes.
- We are looking at ways that we can try to manage the expectations of citizens/families; to continue to honour preference as much as possible, while at the same time ensuring that we are realistic about what we can provide, and that we are ultimately led by need.

### *Critical controls under usual circumstances include:*

- 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

## Corporate Risk Register (September 2021)

- Regional project considering issues.
- Recommissioning 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 (reablers providing longer term support whilst identifying appropriate agency)
- The North Wales Transformation Programme is in place and we are leading one of the four projects.

### Ancillary controls:

- Denbighshire County Council has written to the UK Government following a Notice of Motion that was put before a meeting of Full Council on 12 October 2021. The letter urges UK Government to designate, as a matter of urgency, social care workers as skilled workers, in order that they meet the entry requirements of the post-Brexit points-based immigration system introduced in January 2021.
- Recruitment fayres taken place in county to highlight the need for specific health and social care staff.
- Continue to look at the use of grant monies in creative and combined ways to deliver better solutions.
- CIW national review of domiciliary care - implementing recommendations.

### Residual Risk

A2 – Critical Risk: Almost certain / High Impact

### Is our risk exposure (based on the score) consistent with the council's Risk Appetite?

Critical risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner, together with the Head of Community Support Services, are actively managing this risk to bring it back under control. This is a national issue though and one that is unlikely to be resolved quickly.

# Corporate Risk Register (September 2021)

## Further Actions

### 1. Develop a new Children's Assessment Centre jointly with Conwy CBC

The principal contractor WRW Construction has gone into administration. This has resulted in serious time and financial risks for the project, which is being led by Conwy County Borough Council. Conwy council has sought agreement to depart from usual contract management procedure rules and invite the three unsuccessful companies to tender again for the work. Welsh Government is aware of the current situation.

**Action Due Date:** 31/07/2022

**Person Responsible:** Rhian Morrle

## Corporate Risk Register (September 2021)

### **Risk 36: The risk that any negative impacts of leaving the European Union cannot be mitigated by the council**

**Lead Member(s):** Councillor Hugh Evans

**Risk Owner:** Graham Boase

#### **September update:**

Risk owner changed to Graham Boase.

Description updated to reflect current position, including anticipated direction of travel.

Residual Risk Score downgraded from B2 – Critical Risk: Likely / High Impact, to C2 – Major Risk: Possible / High Impact.

Controls have been reviewed and categorised as critical or ancillary controls.

#### **Description**

The UK has now left the EU and the transition period has come to an end. The implications of the 'light' trade deal that was reached with the EU are not yet fully understood and are being masked by the impact of Covid-19. As a minimum we anticipate, short-term disruption to the trade of certain goods to and from the EU as businesses adapt to new requirements. This could have repercussions on the council in terms of purchasing goods and supplies. Specific long-term implications on Denbighshire businesses, particularly agriculture and the food industry, also need to be better understood. The council must continue, therefore, to be braced for any implications of Brexit in terms of funding (e.g. State-Aid / Shared Prosperity Fund, and current WEFO funded projects), and the likely impact on demand for services. This is developing into an issue but there are risks associated with our exit. Whilst a deal with the European Union is now in place, it is too early to quantify impacts; positive or negative.

#### **Anticipated direction of travel:**

## Corporate Risk Register (September 2021)

We would hope and expect that small Denbighshire based businesses will need to respond / adapt to changing circumstances arising from Brexit in the immediate / short term (i.e. within the first year, covering 2021 to 2022). Likewise, any short-term disruption arising to the supply of goods to the council should be resolvable within that timescale. The impact on larger Denbighshire based businesses, such as forestry, food and agricultural industries, for example, may be felt more in the short to medium-term as they try to adapt their business models to remain sustainable, in 2022 to 23 and perhaps 2023 to 24. We will remain vigilant of the impact of new trading frameworks as they become live. We anticipate recruitment / retention issues to persist along a similar medium-term timetable.

Controls have established clear lines of communication and information sharing that has been critical during a long period of uncertainty. Strong mechanisms are in place to allow ongoing monitoring of the risk as a result. Our next review of this risk will hopefully see this risk reduce again to become a B3 Moderate Risk: Possible / Medium Impact.

### Impact / Consequences

- Lack of clarity on the status of EU citizens living in Denbighshire.
- EU funded projects (e.g. skills, poverty and regeneration projects; rural and business funding).
- Impact on supply chains and procurement of goods and services.
- Impact on farming and agriculture.
- Potentially negative impact on broader public sector provision.
- Foreign Direct Investments in Denbighshire could be affected.
- Legislative change could result in delays and uncertainty for legal proceedings.
- Impact on university education in the region and research.
- Impact on recruitment across public services.
- Denbighshire businesses that import / export to European Union areas. For example, Cefndy exports medical equipment products.

# Corporate Risk Register (September 2021)

## Inherent Risk

B1 – Critical Risk: Likely / Very High Impact

## Controls to Manage Risk (in place)

Critical controls:

- As requested by the Welsh Local Government Association, Denbighshire have two named Brexit lead contacts: Corporate Director: Economy and Public Realm and the Leader.
- Workforce planning is in place.
- Regular contact with Welsh Government and the Welsh Local Government Association.
- Teams within Planning, Public Protection and Countryside Services are available to advise businesses, including the agricultural sector,
- Citizen's Advice Denbighshire have been contracted to engage with EU Citizen's to apply for Settled Status.
- HR have identified and are supporting those within our own workforce who need to apply for Settled Status.
- Services have identified supply chains that could be at risk.
- SLT actively manages risks associated with Brexit, until such time the risks can be managed corporately or at a service-level.
- The council has a representative on the WLGA Brexit Working Group.
- The Statement of Accounts considers Brexit and the impacts of Brexit.

Ancillary controls:

- SLT and Cabinet are regularly briefed on emerging areas of concern.

## Residual Risk

C2 – Major Risk: Possible / High Impact.

## **Corporate Risk Register (September 2021)**

### **Is our risk exposure (based on the score) consistent with the council's Risk Appetite?**

Major risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.

## Corporate Risk Register (September 2021)

**Risk 37: The risk that partners don't have the resources, matching priorities or commitment to support delivery of shared plans and priorities, and in particular, fail to reduce inequalities and deprivation**

**Lead Member(s):** Councillor Hugh Evans

**Risk Owner:** Nicola Stubbins

### **September update:**

Risk owner changed to Nicola Stubbins.

The title of this risk has been refocussed to include explicit reference to the importance of wider efforts to reduce inequality and deprivation. Controls have been reviewed and categorised as critical or ancillary controls.

### **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.

Denbighshire is not a homogenous community but is made up of a diverse range of different communities where income, education, employment opportunities and housing all vary substantially. Within this diverse mix are communities with high concentrations of multiple-deprivation including some parts of Rhyl and Upper Denbigh within Denbighshire. Despite our, and our communities', clear pride in our areas, deprivation and inequality remain intractable problems that require a 'one public sector focus'. Rhyl West 2 ranks as 'the most deprived ward' in the whole of Wales, and Rhyl West 2 the second according to the Wales Index of Multiple Deprivation.

Overall household income levels in Denbighshire are lower than the national average and a greater proportion of households are estimated to be in poverty, many of which are households with children. There is evidence of higher than average in-work poverty. Based on our analysis of claimant rates, the recent increase in the claimant count, and the

## Corporate Risk Register (September 2021)

time we expect it will take for the employment rate to recover, poverty and destitution, with food and fuel poverty, will be issues affecting adults and families with children over the next five to ten years at least.

There is health inequality within the area. People living in the areas in the most deprived fifth of Denbighshire not only have a shorter lifespan, but also spend less of it in good health compared to those living in the least deprived fifth. There is a difference of over 17 years of healthy life expectancy for females in Denbighshire's most deprived areas when compared to the least deprived. Despite overall increases in life expectancy, the gap between the proportion of life expected to be spent in good health in the most and least deprived areas has shown no clear sign of reducing in the last ten years.

Geographical access to key services forms part of the Welsh Index of Multiple Deprivation 2019 (WIMD 2019). This domain of the WIMD considers the average travelling time to access a range of services considered necessary for day-to-day living, including access to a pharmacy and GP surgery, food shop or primary school for example. As of 2019, the domain now includes a new digital indicator (percentage of unavailability of broadband at 30Mb/s). 14 lower super output areas (LSOAs) in Denbighshire feature in the 10% most deprived in Wales for access to services. These data tell us primarily about travel times to physically access services and indicate a significant population who are likely to suffer poor physical access to services or to be significantly reliant on private transport. That more LSOAs in feature in the 10% deprived in Wales in 2019 for access to services than five years ago, is probably likely to the additional indicator measuring broadband.

### **Anticipated direction of travel:**

Covid-19 has put external pressure on the council and its partners to deliver services; this is likely to be the case into the medium term.

The consequences of Covid-19 have resulted in significant impacts for people's economic and educational outcomes, their physical and mental health, and well-being more generally. As a result of Covid-19 we have already seen exacerbated inequalities (with people from non-white ethnicities being more likely to die from Covid-19) and these are likely to continue for the medium and long term. The prevalence of 'long Covid', the term

## Corporate Risk Register (September 2021)

used to describe continued symptoms of Covid-19, is likely to compound existing inequalities in the same way Covid-19 has.

We therefore do not expect the risk to diminish in likelihood or severity soon.

### Impact / Consequences

- Objectives not delivered.
- Issues/problems that provided justification for the priorities continue or deteriorate.
- Failure to maximise opportunities to collaborate to resolve issues no single organisation is responsible for or capable of resolving on its own.
- Ineffective management of expectations among partners/public leading to reputational damage.
- Investment of council resources with minimal return.
- There will be greater demands this year to manage recovery from Covid-19, with pressures on the front line.

### Inherent Risk

B1 – Critical Risk: Very Likely / High Impact

### Controls to Manage Risk (in place)

Critical controls (newest first):

- Denbighshire County Council's corporate plan is developed in the context of local need and regional priorities. A detailed engagement and well-being assessment is currently underway to assess need in the local area. These pieces of work will inform the development of the new Public Service Board's (PSB) Well-being Plan and the council's new corporate plan.
- Denbighshire is represented at collaborative boards by senior managers and / or political leadership, for example, at the Regional Partnership Board, Economic Ambition Board, and Regional Leadership Board.

## Corporate Risk Register (September 2021)

- Collaborative plans and priorities (for instance, the PSB's Well-being Plan) has been developed to reflect broader public sector priorities across the two counties.
- Regional working to manage the Covid-19 pandemic through the Strategic Coordination Group is working well with all partners present and working together.

| <b>Collaborative partnership</b>    | <b>Collaborative plan/strategy</b>               |
|-------------------------------------|--------------------------------------------------|
| Conwy and Denbighshire PSB          | Well-being Plan                                  |
| North Wales Economic Ambition Board | Growth deal                                      |
| Regional Partnership Board          | Transformation Programme and Regional Priorities |

Ancillary controls:

- None

### Residual Risk

C2 – Major risk: Possible / High Impact

### Is our risk exposure (based on the score) consistent with the council's Risk Appetite?

Major risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.

## Corporate Risk Register (September 2021)

### **Risk 43: The risk that the council does not have the funds or resources to meet its statutory obligations under the Additional Learning Needs and Education Tribunal (Wales) Act 2018**

**Lead Member(s):** Cllr Huw Hilditch-Roberts and Cllr Bobby Feeley

**Risk Owner:** Geraint Davies

#### **September update:**

The description has been updated. Controls have been reviewed and categorised as critical or ancillary controls.

The risk has increased from D3 – Moderate risk: Unlikely / Medium Impact to D2 – Major risk: Unlikely / High Impact. On reflection, we felt we underestimated the impact of the risk in our last review. The risk is no longer within our risk appetite.

#### **Description**

The Additional Learning Needs and Education Tribunal (Wales) Act, 2018 will replace the current Special Educational Needs Code of Practice for Wales (2002). The new Act will be supported by regulations and an ALN Code. The Act replaces the terms 'special educational needs' (SEN) and 'learning difficulties and/or learning disabilities' (LDD) with the new term 'additional learning needs' (ALN). The Act creates a single system, with a single statutory plan, the Individual Development Plan (IDP). This plan will replace existing plans, such as Individual Education Plans (IEPs), Statements of SEN and Learning and Skills Plans.

The Act places a range of duties on local authorities in relation to additional learning needs (ALN), which can be grouped as follows:

Specific duties - in relation to individual learners (usually those in their area) such as duties to maintain individual development plans (IDPs) for some learners (including learners who

## Corporate Risk Register (September 2021)

are dual registered and those with more complex needs) and the duty to reconsider decisions made by school governing bodies.

General duties - to support the functioning and effectiveness of the ALN system – including the duty to provide information and advice and the duty to keep additional learning provision under review.

In addition, local authorities have general education functions - related to maintaining schools and the provision of education, including intervention powers where schools fail to perform their duties.

Local authorities will be directly responsible for meeting the needs of children and young people with the most complex and/or severe needs, those who do not attend a maintained school or FEI in Wales (including those below school age).

Delivery of the legislation and guidance around capacity, is not cost neutral.

This risk has been escalated from the Education and Children's Service Risk Register to reflect the wide-ranging implications for other areas of the council (adult's services, legal, procurement and so on).

### **Anticipated direction of travel:**

This risk is currently beyond our appetite. It is a new piece of legislation that is prompting significant change in working practices, and there are capacity/budgetary implications and constraints. However, once the new Act is embedded and this work becomes business as usual, the risk will decrease. There will always be a risk associated with not meeting individual learner's needs however, but we anticipate being in a position to manage that risk at a service level, in Education and Children's Services risk register.

### **Impact / Consequences**

To not meet the requirements of the Act could have an impact on learners with ALN and would have regulatory and reputational consequences for the authority, including potential legal and financial implications. There is also the potential for increased demand on services. There is a budget pressure and we are anticipating, across Wales, an increase in

## Corporate Risk Register (September 2021)

disputes, which could impact on other services (legal services), and increase the risk for reputational damage.

### Inherent Risk

B2 – Critical risk: Likely / High Impact

### Controls to Manage Risk (in place)

Critical controls (newest first):

*There is an ALN action plan with the following themes:*

- Regional - Denbighshire continues to work collaboratively with colleagues across the region and with support from the regional Transformation lead. We have in the past 6 months completed two update reports for the region which show how Denbighshire is working towards the implementation of the ALN reforms. There are various regional working groups ongoing, with action plans agreed by regional inclusion leads. Denbighshire is leading on the Educated Other Than At School (EOTAS) and Looked After Children (LAC) working groups
- Training – Staff across schools and Education Services have been given the opportunity to attend Person Centred Practice training to prepare them for the intended person centred approach of the ALN reforms. Furthermore, regional training continues to be provided by the North Wales Transformation Team.
- Budgets - School ALN funding is now fully delegated to schools as agreed in the school budget forum on a 3 year rolling average. The aim is to allow schools to plan more effectively in supporting learners who are deemed to have ALN and to be reactive to the needs of learners.
- IT System - Denbighshire, Flintshire, Conwy and Wrexham have jointly procured a new IT system to enable the management of the new ALN processes. Supplied by OLM, ECLIPSE is a cloud based workflow solution enabling users to work more efficiently and effectively whether logging on via a smart phone, tablet or computer. It will allow collaborative working when determining if a child has ALN, Efficient documentation management for those learners with ALN, Easy monitoring of time

## Corporate Risk Register (September 2021)

frames, deadlines and annual reviews with specific timed alerts to ensure statutory commitments are met.

- Learner Support - The Team Around the School has been established to continue to meet the current requirements of the Statutory Assessment process and the ALNET Act 2018 in relation to early intervention and prevention and accurate, timely identification of additional learning needs. It will ensure a flexible responsive and transparent process which will provide clear actions to support the progression of the learner's educational journey.
- Provision – We are currently working with schools to map out their provision, including interventions and strategies that they use to support learners with and without ALN. This will then allow us, along with schools to have a clear understanding and when a child is needing Additional Learning Provision (ALP), a key question in determining if a child has ALN.
- Individual Development Plan – As part of the transformation work and in readiness for the new legislation, we will be trialling the Individual Development Plan (IDP). This plan will replace existing plans, such as Individual Education Plans (IEPs), Statements of SEN and Learning and Skills Plans. This will ensure consistency and continuity, and that provision and rights are protected regardless of the severity or complexity of needs.
- Documentation – Other documents are being developed including a 'Learner Profile' (which will eventually be recorded on the Eclipse IT system), this will capture the support, progress and targets of learners in need of targeted support that may not be defined as ALN. Updated ALN policies, the LA will be working with schools to prepare an updated ALN/Inclusion policy for schools to adopt for September 2021.
- School readiness – Schools have been supporting in the new ALN Coordinator role, which is now compulsory as of January 4<sup>th</sup> 2021 and we have been supporting schools in providing the Welsh Government's non-statutory guidance alongside supplementary guidance from our own Education Services. Schools have also been completing the GwE milestones on the G6 online platform and we also offer support to schools where requested.

## Corporate Risk Register (September 2021)

- This risk is also managed closely at a service level by Education and Children's Services.
- There is budget allocation but it will be reviewed annually, although the pressure is expected to be less in subsequent years.

Ancillary controls:

- None

### Residual Risk

D2 – Major risk: Unlikely / High Impact

### Is our risk exposure (based on the score) consistent with the council's Risk Appetite?

No. Major risk. Risk Appetite suggests that this should be at most a minor risk. As our mitigating actions progress over the next year, we would expect to see the residual risk reducing and brought closer to our risk appetite. We expect the likelihood to reduce, although the impact is anticipated to remain medium or high.

## Corporate Risk Register (September 2021)

### **Risk 44: The risk of Ash Dieback Disease (ADB) in Denbighshire leading to significant health and safety issues that represent a potential risk to life**

**Lead Member(s):** Cllr Tony Thomas

**Risk Owner:** Tony Ward

#### **September update:**

The description has been updated with the expected direction of travel for this risk. The impact considers the impact on carbon absorption. Controls have been reviewed and categorised as critical or ancillary controls. Based on progress with our controls, the residual risk has reduced from A2 – Critical Risk: Almost Certain / High impact to B2 – Critical Risk: Likely / High impact.

The first further action to “Draft Corporate Ash Dieback Action Plan” has an extended completion date and the second further action has been changed to “Develop a business case for further funding to deliver the Ash Dieback Action Plan”, with an extended completion date.

#### **Description**

ADB is already present in Denbighshire. The range and frequency is unknown at this present time. The frequency is currently low but will inevitably increase over the next few years. Also, the number of ash trees in the county is similarly unknown. ADB will not be "business as usual" and the scale must be assessed. There will be a need for changes in management practice. As time is progressing, we are developing a better view of the scale of the issue (due to the inspections).

#### **Anticipated direction of travel:**

## **Corporate Risk Register (September 2021)**

We anticipate that once funding is in place to deliver the action plan, the residual risk will be further reduced and brought closer to, but perhaps not within, our risk appetite. We expect the likelihood to reduce, although the impact is anticipated to remain high. There are no performance measures currently available to quantify progress in reducing this risk, however this will be reviewed once the action plan is in place.

### **Impact / Consequences**

The impact is likely to be far reaching, across various council services and communities themselves.

- Considerable impact on landscape - dead and dying ash trees across the county.
- Increased liability.
- Impacts on statutory functions and service delivery.
- Public safety.
- Staff safety.
- Significant budgetary implications.
- Disruption to infrastructure and communities.
- Political and reputational impact.
- Reduced carbon absorption due to a loss of trees.

### **Inherent Risk**

A1 – Critical Risk: Almost certain / Very high impact

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

A proactive approach is necessary to understand how many ash trees are in the county and prepare an ADB action plan. Capacity and resources will need to be secured to achieve this.

Critical controls (current controls appear first):

## Corporate Risk Register (September 2021)

- It is growing season now (July 2021) and ash trees are in leaf. We have recruited two additional tree inspectors (bringing our total to four) to increase our capacity to undertake inspections/mapping. Our priority is to gain a good sample of the highways network (which pose the most serious risks), from which we can extrapolate to determine the overall scale of the problem. Over the course of this summer and autumn (2021), we will have gained a sufficient sample for us to base our assumptions to develop an action plan.
- The aim is to have a draft corporate ADB Plan in place by the end of March 2022 (and a business case for funding in place by June 2022), but the impact of ADB will need to be managed for the next 5-10 years.
- In the course of the inspections currently underway, which are being based along our critical routes, we are identifying instances that pose an imminent health and safety risk. Where these are found we are taking action to deal with the risk immediately. This is helping us to bring the risk under a little more control.
- A £250k one-off cash amount was allocated within the 2020 to 2021 budget to support initial development of Action Plan. The Head of Service has discussed the implications of ADB for the medium term financial plan. Welsh Government may fund interventions to tackle ADB, although this is conjecture at this stage.
- £250k base budget is included in the budget proposals for 2021 to 2022 to further develop and commence the project.
- A briefing paper on our approach went to Cabinet in December 2019.
- Project updates are reported on a regular basis.

### Ancillary controls:

- The issue is so significant we are focussed solely on critical controls at this stage.
- However, whilst no formal collaboration is in place, we will work with Conwy informally. We have agreed to meet regularly to discuss progress informally; to learn from one another's experiences, and to ensure we deal with the problem efficiently - doing things once.

## Corporate Risk Register (September 2021)

- Carbon absorption and biodiversity improvement, with favourable replanting/habitat/land management ratio, will be considered as part of the ADB action plan.

### Residual Risk

B2 – Critical Risk: Likely / High impact

### Is our risk exposure (based on the score) consistent with the council's Risk Appetite?

Critical risk. Risk Appetite suggests that this should be at most a moderate risk. Our management of this difficult risk is in its early stages but progress is being made. Our current score reflects this and the serious potential for death or injury. As our mitigating actions progress over the next 12-24 months plus (the action plan will be a 5-10-year effort), we would expect to see the residual risk reducing and brought closer to our risk appetite. We expect the likelihood to reduce, although the impact is anticipated to remain high.

### Further Actions

#### 1. Draft Corporate Ash Dieback Action Plan

Action plan will be informed by detailed mapping of the council's ash tree population and condition information, identifying those trees that need to be made a priority based on the level of risk.

**Action Due Date:** 31/03/22

**Person Responsible:** Tony Ward

#### 2. Develop a business case for further funding to deliver the ABD Action Plan

Ash Dieback is anticipated to have the greatest impact over the next ten years. Our action plan to tackle the issue will require resourcing.

# Corporate Risk Register (September 2021)

**Action Due Date:** 30/06/2022

**Person Responsible:** Tony Ward

## Corporate Risk Register (September 2021)

### **Risk 45: The risk that the council fails to become a net carbon zero and ecologically positive council by 2030.**

**Lead Member(s):** Cllr Brian Jones and Cllr Tony Thomas

**Risk Owner:** Alan Smith

#### **September update:**

Risk owner changed to Alan Smith.

This risk previously - “The risk that the council is unable to deliver the agenda of Council and external organisations within existing resources” - was felt to duplicate elements of risk 18 (programme and project benefits not being realised), risk 21 (our strategic relationship and plans with the health board), and risk 37 (partners’, their plans, resources and commitment to shared priorities). However, a risk linked to being unable to deliver the agenda of the Council is still present and following Council’s declaration of a Climate Change and Ecological Emergency in July 2019, this risk now focuses singularly on the Climate and Ecological Change Programme.

All elements have been updated.

#### **Description**

Since declaring a Climate Change and Ecological Emergency in July 2019, we have developed a Climate and Ecological Change Programme to become a net carbon zero and ecologically positive council by 2030.

#### **Anticipated direction of travel:**

This risk is currently beyond our risk appetite. Our management of this difficult risk is in its early stages but progress is being made, and we expect to receive positive feedback from Audit Wales on our programme management and organisational ambition on this agenda. This risk will require close and very regular management to ensure controls are working as intended. We expect the likelihood to reduce, although the impact is anticipated to remain high. The programme contains a range of indicators to track progress and performance.

# Corporate Risk Register (September 2021)

## Impact / Consequences

- The impact of not fulfilling our programmes and realising benefits could result in poor social, cultural, economic and environmental outcomes. This could result in us not meeting our carbon reduction and absorption targets and not maximising benefits such as flood alleviation, urban cooling, contributing to keeping to temperature rise to 1.5 degrees or lower.
- Damage to reputation
- Financial liabilities
- Regulatory liabilities
- Deteriorating Staff morale
- Inability to meet statutory obligations

## Inherent Risk

A1 – Critical Risk: Almost Certain / Very High Impact

## Controls to Manage Risk (in place)

Critical controls (newest first):

- Climate Change team has been established, with a programme board in place. Resource plans are in place for services for key areas of the Climate and Ecological Change Programme.
- The Climate and Ecological Change programme actively seek opportunities for external grant funding
- Introduction to Climate Change training is available to all staff. Most of the Senior Leadership Team have attended a one-day accredited Carbon Literacy course. Intranet pages launched to increase awareness of staff to the contribution they can make.
- Active participation in national, regional and local strategy and operational groups to leverage benefits from collaboration.

## Corporate Risk Register (September 2021)

- We are anticipating some feedback from Audit Wales regarding performance and judging success of the Climate and Ecological Change programme and how the Council will ensure resources are in place to deliver the programme.

Ancillary controls:

- None.

### Residual Risk

B2 – Critical Risk: Likely / High

### Is our risk exposure (based on the score) consistent with the council's Risk Appetite?

Critical risk. Risk Appetite suggests that this should be at most a minor risk. Our management of this difficult risk is in its early stages but progress is being made. We expect the likelihood to reduce, although the impact is anticipated to remain high. It is unlikely that this risk will be brought closer within our risk appetite for some time to come. Although, clearly, our ambition is to meet the target, we hope to be able to reduce the impact of the risk closer to 2030 once sufficient benefits and positive impacts have been achieved.

### Further actions:

1. **Ensure all of SLT, including any new members, attend one-day carbon literacy training**

**Action Due Date:** 31/03/2022

**Person Responsible:** Helen Vaughan-Evans

2. **Develop the maturity of the benefit realisation approach for the Programme**

**Action Due Date:** 31/03/2022

# Corporate Risk Register (September 2021)

**Person Responsible:** Helen Vaughan-Evans

# Corporate Risk Register (September 2021)

## **Risk 47: The risk that the new North Wales Corporate Joint Committee (CJC) results in the council having less influence and control at a local level**

**Lead Member(s):** Cllr Hugh Evans

**Risk Owner:** Gary Williams

### **September update:**

This is a new risk.

### **Description**

The Local Government and Elections (Wales) Act 2021 has created provision for the establishment of Corporate Joint Committees. For North Wales, this means the creation of a single North Wales CJC with three key functions:

1. Strategic development planning
2. Regional transport planning
3. Regional economic development

The CJC has to set its budget by January 2022 and the functions of the CJC must be operational from June 2022.

The CJC offers opportunities to establish a strategic and regional approach to these functions to develop Denbighshire's economy and communities. However, there is a risk that there is insufficient clarity, time and engagement to capitalise on these opportunities. Conversely, there is a risk that the council puts in a lot of effort but doesn't receive a proportionate return on investment.

### **Anticipated direction of travel:**

We anticipate that this risk will reduce, and potentially disappear once the CJC is fully established and operational. However, the risk, once it is fully understood established, will

## Corporate Risk Register (September 2021)

need to be re-evaluated. For example, there may be a risk of reduced local oversight. There are no performance measures currently available to quantify progress in reducing this risk.

### Impact / Consequences

- Failure to agree a regional approach to the workings of the CJC.
- Failure to agree the budget.
- Risk of confusion between the CJC and the North Wales Economic Ambition Board.
- Failure to maximise opportunities for the benefit of communities and businesses in Denbighshire.
- Poor services.
- Disproportionate return on investment.

### Inherent Risk

C2 – Major Risk: Possible / High Impact

### Controls to Manage Risk (in place)

Critical controls:

- We will be holding a series of internal meetings in September 2021 to establish a corporate position on what we want the CJC to look like. Our aim is to have a single Denbighshire position to shape the discussion regionally.

Ancillary controls:

- None at present.

### Residual Risk

D3 - Moderate Risk: Unlikely / Medium

## **Corporate Risk Register (September 2021)**

**Is our risk exposure (based on the score) consistent with the council's Risk Appetite?**

Yes

## Corporate Risk Register (September 2021)

### **Risk 48: The risk that recruitment and retention issues, leading to a loss of expertise and capacity, worsen resulting in poor or inadequate services**

**Lead Member(s):** Cllr Hugh Evans

**Risk Owner:** Graham Boase

#### **September update:**

This is a new risk. The controls set out the activity that is planned to help us properly assess this risk.

#### **Description**

Many services have been struggling to recruit and retain staff for some time, particularly – but not limited to - critical front line social care and health and highways and environment roles. This is a national issue for the care sector. At the root of this are many factors, including the relatively low wages, high demands, and sometimes a perceived lack of esteem/value in the care career path in particular. There are also some regional pressures associated with neighbouring employers offering higher salaries.

The behaviour changes resulting from social-distancing measures - with the pivot to home working now common in many workplaces – means people are now able to apply for jobs from across Wales, UK and beyond.

Furthermore, one emerging consequence of Covid-19 is that people are reassessing their situation and ambitions and are making different life choices, which sometimes involves leaving their roles.

With the resurgence of the hospitality and retail sectors following Covid-19, potential new employees and some existing employees (whether employed by the council or an agency), are taking positions in these sectors instead.

# Corporate Risk Register (September 2021)

These changes also present opportunities, with the council being able to position itself to attract a wider pool of talent from a much larger geographical area.

## Anticipated direction of travel:

The risk, in terms of its likelihood and impact, is not fully understood at present. What is more, the severity of the risk will not be the same for all services (for example, in relation to Risk 34: The risk that demand for specialist care cannot be met locally). There is most acute concern in adult and children's services, followed by concern in highways and environment roles, in environmental health and finance roles for example. However, at this stage we anticipate that this risk will reduce in the short to medium term, and will eventually be managed solely by Services themselves with support from Legal, HR and Democratic Services. There are no performance measures currently available to quantify progress in reducing this risk.

## Impact / Consequences

- Failure to recruit to and retain staff in key roles, including front line positions
- Difficulty in sustaining services
- Difficulty meeting statutory requirements
- Deteriorating staff morale/well-being
- Increased pressure on middle and senior managers
- Reputational damage, i.e. the council isn't perceived to be a desirable employer with favourable terms and conditions
- Failure to position Denbighshire as a great place to work

## Inherent Risk

B3 – Major Risk: Likely / Medium Impact

## Controls to Manage Risk (in place)

Some services are taking specific actions, such as Highways and Environment Service working with Working Denbighshire or Adult's Services working with Communities and Customers to deliver a targeted recruitment programme. This risk though captures the

## Corporate Risk Register (September 2021)

impact on the organisation corporately and the following controls reflect a corporate response. Whilst these controls are regarded as important to undertake, we are not currently certain that they will reduce the risk. There are regional and national pressures around recruitment and retention and some of these pressures may resolve themselves as we recover from Covid-19, for instance.

Critical controls:

- HR will be facilitating workforce planning discussions with all services through November 2021. Those discussions will include recruitment and retention. HR will, alongside Services, explore a range of different strategies that could be put in place to support recruitment activities and help with retention, such as upskilling our own employees; working with partners, job redesign and market supplement payments.
- Following completion of workforce planning with all services HR will attend SLT (date TBC) to discuss the actions that might be needed to address issues/opportunities corporately. At that point the risk can be properly assessed. Until then this risk remains under development.
- Activities that are likely to be considered in relation to a taking a corporate approach to the issue could include a review of our marketing, recruitment process, and how managers and 121s support learning and development.
- Denbighshire County Council has written to the UK Government following a Notice of Motion that was put before a meeting of Full Council on 12 October 2021. The letter urges UK Government to designate, as a matter of urgency, social care workers as skilled workers, in order that they meet the entry requirements of the post-Brexit points-based immigration system introduced in January 2021.
- Work experience, career grade job roles, apprenticeships are available in the council.
- Work is taking place regionally to tackle particular/acute recruitment issues (such as those in social care and health).
- We are adopting a more commercial, marketed approach to recruitment.
- A real living wage workshop is taking place with Full Council on 14 September 2021.

# Corporate Risk Register (September 2021)

Ancillary control:

- Denbighshire County Council has written to the UK Government following a Notice of Motion that was put before a meeting of Full Council on 12 October 2021. The letter urges UK Government to designate, as a matter of urgency, social care workers as skilled workers, in order that they meet the entry requirements of the post-Brexit points-based immigration system introduced in January 2021.

## Residual Risk

B3 – Major Risk: Likely / Medium Impact

### **Is our risk exposure (based on the score) consistent with the council's Risk Appetite?**

Yes. If operational and policy delivery is regarded as the most significant impact, our risk appetite in this regard is open.

### **Further actions:**

- 1. Understand the implications of adopting a real living wage policy for DCC and explore whether Welsh Government will implement it nationally and fund it**

**Action Due Date:** 31 March 2022

**Person Responsible:** Louise Dougal

- 2. Explore the potential of market supplements for certain roles.**

**Action Due Date:** 31 January 2022

**Person Responsible:** Louise Dougal

## Appendix 2: Risk Scoring Matrix

### Grading the likelihood of an event

| Grade                    | % chance   | Description                                                |
|--------------------------|------------|------------------------------------------------------------|
| <b>A: Almost Certain</b> | Over 70%   | Event is almost certain to occur in most circumstances     |
| <b>B: Likely</b>         | 30% to 70% | Event likely to occur in most circumstances                |
| <b>C: Possible</b>       | 10% to 30% | Event will possibly occur at some time                     |
| <b>D: Unlikely</b>       | 1% to 10%  | Event unlikely and may occur at some time                  |
| <b>E: Rare</b>           | Under 1%   | Event rare and may occur only in exceptional circumstances |

### Rating the impact of an event

| Rating              | Time / cost / objectives                                                                   | Service performance                                            | Reputation                                                        | Financial cost |
|---------------------|--------------------------------------------------------------------------------------------|----------------------------------------------------------------|-------------------------------------------------------------------|----------------|
| <b>1: Very High</b> | More than 50% increase to project time or cost. Project fails to meet objectives or scope. | Unable to deliver core activities. Strategic aims compromised. | Trust severely damaged and full recovery questionable and costly. | Over £5million |

| <b>Rating</b>      | <b>Time / cost / objectives</b>                                                                                     | <b>Service performance</b>                                     | <b>Reputation</b>                                                        | <b>Financial cost</b>  |
|--------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|--------------------------------------------------------------------------|------------------------|
| <b>2: High</b>     | 20% to 50% increase to project time or cost. Impact on project scope or objectives unacceptable to sponsor.         | Significant disruption to core activities. Key targets missed. | Trust recoverable at considerable cost and management attention.         | £1million to £5million |
| <b>3: Medium</b>   | 5% to 20% increase to project time or cost. Major impact on project scope or objectives requiring sponsor approval. | Disruption to core activities / customers                      | Trust recovery demands cost authorisation beyond existing budgets.       | £350,000 to £1million  |
| <b>4: Low</b>      | Less than 5% increase to project time or cost. Minor impact on project scope or objectives.                         | Some disruption to core activities / customers                 | Trust recoverable at modest cost with resource allocation within budgets | £50,000 to £350,000    |
| <b>5: Very Low</b> | Insignificant increase to project time or cost. Barely noticeable impact on project scope or objectives.            | Minor errors or disruption.                                    | Trust recoverable with little effort or cost.                            | Less than £50,000      |

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

| Risk Score                     | Risk Severity | Escalation Criteria                                                                        |
|--------------------------------|---------------|--------------------------------------------------------------------------------------------|
| C5, D4, D5, E4, E5             | Minor         | Risk easily managed locally – no need to involve management                                |
| A5, B4, B5, C3, C4, D3, E2, E3 | Moderate      | Risk containable at service level – senior management and SLT may need to be kept informed |
| A3, A4, B3, C2, D1, D2, E1     | Major         | Intervention by SLT with Cabinet involvement                                               |
| A1, A2, B1, B2, C1             | Critical      | Significant SLT and Cabinet intervention                                                   |

## Summary of Denbighshire's Risk appetite statement (as agreed September 2020)

Denbighshire County Council's risk appetite in relation to different aspects of council business is summarised below:

- **Reputation and Credibility** – Open risk appetite, willing to consider all options and choose one that is most likely to result in successful delivery with an acceptable level of reward (and value for money). This means we will tolerate minor, moderate or major risks.
- **Operational and Policy Delivery** – Open risk appetite, willing to consider all options and choose one that is most likely to result in successful delivery with an acceptable level of reward (and value for money). Again, this means we will tolerate minor, moderate or major risks.
- **Financial Projects** - Open risk appetite, willing to consider all options and choose one that is most likely to result in successful delivery with an acceptable level of reward (and value for money). As above, we will tolerate minor, moderate or major risks.
- **Financial Treasury Management** – Cautious risk appetite, preference for safe options that have a medium degree of inherent risk and may have some potential for rewards. Within this risk appetite, we will only tolerate minor or moderate risks.
- **Compliance and Regulation - Safeguarding** – Minimalist risk appetite, preference for ultra-safe options where the well-being of individuals is concerned, with a low degree of inherent risk and have a potential for only limited (safe) reward. This means we will only accept minor risks in this area.
- **Compliance and Regulation - Other** – Cautious risk appetite, preference for safe options that have a medium degree of inherent risk and may have some potential for rewards. Again, we will only tolerate minor or moderate risks in this area.
- **People (Workforce) Learning and Development** – Cautious risk appetite, preference for safe options that have a medium degree of inherent risk and may have some potential for rewards. As above, minor or moderate risks only will be tolerated.
- **People (Workforce) Terms and Conditions** – Minimalist risk appetite, preference for ultra-safe options that have a low degree of inherent risk and have a potential for only limited reward. This means we will only accept minor risks in this area.

## **Appendix 3: Applying risk appetite**

The September 2021 corporate risk review paid particular attention to our risk appetite and our anticipated direction of travel for each risk. Risk owners were asked to consider how effectively risks are being managed down, or out of the register, and the extent to which controls have been effective or not. Integral to these discussions was consideration of our risk appetite, and how risks that are inconsistent with our appetite will be brought back into line.

### **Example: Ash Die Back (ADB)**

#### **Step 1: Consider the risk, its impact and residual risk score**

It is important here to select the most severe impact. For example, in the case of ADB, impacts range from increased liability, public safety, budget to reputational impacts. Of all these impacts public safety is the most severe impact.

#### **Step 2: Determine the council's risk appetite<sup>1</sup>**

On the basis that public safety is the most severe impact, we have used our appetite statement in relation to compliance and regulation.

Risk appetite suggests that because the most severe impact could be public protection, then will we only accept a cautious risk appetite and therefore, this should be at most a moderate risk, owing to the serious potential for death or injury.

#### **Step 3: Compare the appetite to the actual risk score**

Our risk management guide includes the following table. I have added a final column to demonstrate how our risk appetite statement maps onto our risk severity (this is our classification for a risk on the basis of the likelihood and impact being combined).

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<sup>1</sup> The council's risk appetite statement can be found [here](#), from page 36.

| <b>Risk Score</b>                             | <b>Risk Severity</b> | <b>Escalation Criteria</b>                                                                 | <b>Risk appetite</b>                     |
|-----------------------------------------------|----------------------|--------------------------------------------------------------------------------------------|------------------------------------------|
| <b>C5, D4, D5,<br/>E4, E5</b>                 | <b>Minor</b>         | Risk easily managed locally – no need to involve management                                | Minimalist<br>Cautious<br>Open<br>Hungry |
| <b>A5, B4, B5,<br/>C3, C4, D3,<br/>E2, E3</b> | <b>Moderate</b>      | Risk containable at service level – senior management and SLT may need to be kept informed | Cautious<br>Open<br>Hungry               |
| <b>A3, A4, B3,<br/>C2, D1, D2,<br/>E1</b>     | <b>Major</b>         | Intervention by SLT with Cabinet involvement                                               | Open<br>Hungry                           |
| <b>A1, A2, B1,<br/>B2, C1</b>                 | <b>Critical</b>      | Significant SLT and Cabinet intervention                                                   | Hungry                                   |

Our ash die back risk is classified as B2 – Critical Risk: Likely / High impact. Critical risks, as per our risk appetite statement, should apply to only those risks for which we are risk hungry. Yet our appetite in relation to ADB, as confirmed by step 3, is cautious and should therefore be a moderate risk at most.

**Step 4: Discuss whether we are comfortable with the risk being inconsistent with our risk appetite**

Discussion is key. Sometimes risk owners will decide that they are not comfortable and immediate action needs to be taken to reduce/remove the risk. More often though, owners are satisfied that the controls in place will bring the risk back into line with our risk appetite statement.

ADB is a good example of a risk being beyond our appetite, but where we are comfortable with the inconsistency on the basis of our plans. In the case of ADB, there is a direction of travel with clear plans to get the risk back into our comfort zone.

**Step 5: Set out the anticipated direction of travel**

This conversation can help to review the effectiveness of controls, and may expose gaps in our management of the risk. Furthermore, this direction of travel will inform the continued review of the risk to ensure progress is being made in the right direction, within anticipated time frames.

Commonly, risk owners expect to see the likelihood of a risk reducing, with the impact staying the same for the foreseeable future. In the case of ADB, our current review anticipates that the residual risk will be further reduced and brought closer to, but perhaps not within, our risk appetite.

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|                              |                                                                                                                                                                   |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Report to</b>             | <b>Performance Scrutiny Committee</b>                                                                                                                             |
| <b>Date of meeting</b>       | <b>25 November 2021</b>                                                                                                                                           |
| <b>Lead Member / Officer</b> | <b>Lead Member for Education, Children’s Services and Public Engagement – Councillor Huw Hilditch-<br/>Roberts/Head of Communities and Customers – Liz Grieve</b> |
| <b>Report author</b>         | <b>Service Improvement Manager – Ffion Angharad</b>                                                                                                               |
| <b>Title</b>                 | <b>C360 CRM System Update</b>                                                                                                                                     |

## **1. What is the report about?**

1.1. This report provides an overview of the implementation of the C360 Customer Relationship Management (CRM) system, and its performance relevant to the product specification. It also outlines council services’ use of C360 as a corporate CRM or integrated customer contact solution, and their continued demand for new customer enquiry forms.

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

2.1. To enable the Committee to fulfil its scrutiny role in relation to services/the Council’s performance relative to customer contact and satisfaction, whilst realising value for money.

## **3. What are the Recommendations?**

3.1. That the Committee considers the content of this report and, if appropriate, identify any areas that require further scrutiny.

## 4. Report details

### 4.1 Background

The C360 CRM system agreement was finalised in 2018, having evaluated and considered the suppliers' (Civica) proposal which met and delivered most of DCC's requirements with particular consideration for:

- the need to replace the existing 10-year-old LACRM system (which was defunct as it was no longer supported by the suppliers and represented a risk in terms of IT security)
- removing the council's dependency on Lotus Notes - as the organisation moved onto the new corporate Microsoft solution as the Council's main business platform.
- A requirement for a multifunctional CRM system which provides:
  - a single view of a customer's enquiry history;
  - enables residents/customers to directly log, track and manage service requests independently;
  - provides service operators with a central management work queue to action service requests from all customers from multiple access channels.

C360 is a multi-channel solution directly supporting web, telephone, face to face, post, email, SMS and mobile communications

### 4.2 Headlines

The C360 CRM system was implemented over a 6 week phased approach from February 2019 – to date we have 60 active service request forms. See *appendix 1 for details*

Post implementation developments continued, and over the next 12 months we saw several new improvements 'go live':

- ✓ bespoke weekly C360 Councillor and management performance reports distributed.
- ✓ Your Voice - unified compliments, complaints, suggestions, feedback platform
- ✓ Email updates sent to customers confirming action on completion
- ✓ Self –service (Customer Portal).

Officers identified as C360 users and all Members were invited to attend one of a number of scheduled training sessions – on the whole these were well attended.

One of the main features of C360 deliverables is the ability for officers to add updates/customer notes to service enquiries, which are automatically delivered to customers, creating better customer information without impacting service capacity. See Appendix 2 for examples of Good practise

Whilst performance is measured at service level in terms of responding to C360 service requests / enquiries, corporately, performance in terms of delivering within target date is very positive - 84% of all C360 customer enquiries were completed and closed within the 10-day target date. See appendix 3 for more information.

### **4.3 Highlights**

C360 deliverables (additional to LACRM features) include the following:

- Improved working practice for services e.g. provides a unified/single customer contact management system i.e. no separate back office systems;
- Improved service to our customers:
  - accessible anytime, anywhere using customers preferred contact method with the option to self-service i.e. new Customer Portal
  - All residents/customers have the ability to directly log, track and manage service requests without having to rely on Council opening hours.
- Making our front line staff more efficient and effective e.g. ability to capture essential enquiry details at 1<sup>st</sup> point of contact with the use of predefined service specific customer enquiry forms i.e. specific questions asked
- Enquiry updates sent automatically to customers via email notifications, reducing 'avoidable' contact and therefor demand on direct contact with council staff.
- Weekly individual bespoke automated Cllr and CT&CC reports emailed direct i.e. no need to log onto a separate platform (EMMA) to monitor updates
- Service performance/business support officers able to run bespoke reports to monitor customer demand, to identify problem areas, lessons learnt and continuous improvement opportunities.

- Fully compliant with the Welsh Language Standards - default language on creation of customer account and Welsh language service requests forms.
- Full integration with:
  - **Local Land and Property Gazetteer** (LLPG) – street and property data from the Council’s LLPG system;
  - **Geographic Information system** (GIS) - allows users to interact by dropping pins on a Denbighshire map to show a specific enquiry location e.g. for fly tipping.

Introduced ‘pre-defined’ fulfilment notes for service officers to quickly select on completion/closure of high volume simple transactions – improves back office admin efficiency (less time) and provides consistency in terms of customer feedback. See Appendix 4 for examples of good practise

#### **4.4 Limitations and considerations**

- *ICT development* time required to make even simple changes or deploy new forms, is unacceptably high compared with similar systems deployed by DCC.
- *The C360 technical capabilities* provides efficiencies as it demands less manual intervention, i.e. less time spent on admin work. However, in reality, cuts were made to back-office functions before the system was put in place, without a full understanding of the admin support required
- Services report that C360 is very slow to refresh as information is being inputted which results in frustration from officers. Reasons for this have not been fully identified but they are partly due to the software platform itself
- *C360 offers a ‘single’ customer management system* i.e. ability to log enquiries and fulfil them using only one system; in reality, many services continue to use their own customer contact management system which means this benefit is not realised.
- *Training & support* – following the initial user training for Members, frontline staff, back office and administrative staff there has been no follow up due to resource pressures. As a result, quality and consistency of system use and customer feedback updates have been compromised and new staff have had to rely on train the trainer sessions for existing service staff.

- Your Voice module – not all features of this module are always used/completed by the customer/by services which creates more work for the Complaints services having to compile manual reports for the commissioner/audit.
- C360 Reports – using intelligence that is available from C360 reports can evidence demand and inform future policy and resource allocation, but this function is not widely used. further training and support to enable services to make better use of reports to enable them to address systemic issues, manage demand, identify lessons learnt and enable continuous improvement.

## **4.5 Next Steps**

The C360 project team haven and continue to work closely with services to review and improve processes to meet service requirements.

Workshops with C360 service Champions originally delayed due to COVID will be reinstated.

The 'mobile' capabilities of C360 is being piloted so that officers out on the ground can pick up enquires in real time and respond in a timely manner, immediately if urgent and/or an emergency.

A corporate Customer Contact Project is currently being scoped – this will look at customer requests for council services and how we respond with a view to simplifying processes for all. Work will commence shortly to develop requirements and specifications for the next procurement exercise, using what we know now and lessons learnt

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

The implementation and development of the C360 CRM directly contributes to the corporate priority of: Connected Communities - Communities are connected and have access to goods and services locally, online and through good transport links

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

This is a performance report therefore there are no cost implications.

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

This is a performance report; a Well-being Impact Assessment was completed as part of the implementation plan and any conclusion identified which impacted on staff or the community were addressed before the implementation delivery.

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

All undertaken as part of the project implementation plan.

## **9. Chief Finance Officer Statement**

There are no obvious financial implications arising from the report.

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

N/A

## **11. Power to make the decision**

- Section 21 of the Local Government Act 2000
- Sections 7.3 and 7.4.2(b) of the Council's Constitution outlines the Committee's remit and powers with respect of Services' performance.

**Title: Appendices to C360 CRM system update Report**

**Appendix 1: Existing C360 Service Request forms**

| <b>Type of Form / Request</b>            | <b>Service</b>            | <b>Type of Form / Request</b>  | <b>Service</b> |
|------------------------------------------|---------------------------|--------------------------------|----------------|
| Receive Form                             | Customer Service Advisors | Bulky (Payment)                | Refuse         |
| Simple Enquiry                           | Customer Service Advisors | Parking permit (Payment)       | Traffic        |
| Transfer                                 | Customer Service Advisors | New bin                        | Refuse         |
| Public Toilets                           | Public Toilets            | Assisted collection            | Refuse         |
| Streetworks                              | Streetworks               | Missed trade waste             | Refuse         |
| Drivecare                                | Drivecare                 | Missed Bin                     | Refuse         |
| Electoral Services                       | Elections                 | Nappy scheme                   | Refuse         |
| Fixed Penalty Enquiry                    | Fixed Penalty             | Refuse general enquiry         | Refuse         |
| Street lights                            | Street Lighting           | Trade waste enquiry            | Refuse         |
| Buses                                    | Buses                     | Compost Bin (Payment)          | Refuse         |
| Buses                                    | Bus Passes                | Refuse adaptor                 | Refuse         |
| School admissions                        | School Admissions         | Van Ban Permit                 | Refuse         |
| School Transport                         | School Transport          | General Waste Enquiry          | Refuse         |
| School Transport Concessionary Buss Pass | School Transport          | Corona general enquiry         | Corporate      |
| Antisocial behaviour                     | Anti-social Behaviour     | General Enquiry                | All services   |
| Dog issues                               | Dog Issues                | Coastal and Promenade          | Highways       |
| Car parks                                | Traffic                   | Electric Vehicle Pilot         | Corporate      |
| Traffic lights and crossings             | Traffic                   | Fly Posting                    | Streetscene    |
| Signs and markings                       | Traffic                   | Damaged Barrier                | Streetscene    |
| road safety                              | Traffic                   | Flooding                       | Streetscene    |
| Parking                                  | Traffic                   | Hazard on Road                 | Streetscene    |
| Cycling                                  | Traffic                   | Gully, culvert / Manhole issue | Streetscene    |
| Adopted Road                             | Traffic                   | Pot holes                      | Streetscene    |
| Dropped Kerb                             | Traffic                   | Snow ice and road gritting     | Streetscene    |
| Public Footpath and bridleway            | Public ROW and Bridle     | Road or pavement damage        | Streetscene    |

|                   |                     |  |                                       |             |
|-------------------|---------------------|--|---------------------------------------|-------------|
| Abandoned vehicle | Environmental Crime |  | Play area, open space / country parks | Streetscene |
| Fly-Tipping       | Environmental Crime |  | Dead animal                           | Streetscene |
| Nuisance vehicle  | Environmental Crime |  | Graffiti                              | Streetscene |
| Cemeteries        | Cemeteries          |  | Hedge, tree and grass                 | Streetscene |
| Bridges           | Bridges             |  | Street cleaning                       | Streetscene |

*\*any service request not listed above will be recorded using an alternative customer contact method e.g. service specific: supplier hosted CRM system; internal developed system/database; other electronic and/or paper record.*

## Appendix 2: Good Practise 1

### Description

Service Request Type: Hedge, tree and grass South

Is the issue on: Council land

Where is the issue? Verge

Further location details: Crossroads from Llanrhydd to Bathafarn Hall.

What are you reporting? Hedge

Nature of problem: Overgrown onto road

Any further information: Approx. 3 meter wall of brambles overgrown into the road on the left hand side corner of junction causing visibility problems joining the B 5429 road. Needs a good cut back.

### Start Date

06/10/2021 11:10:21

### Due Date

20/10/2021 11:10:19

### End Date

19/10/2021 08:14:48

### Notes

- 06/10/2021 12:51:47 by Streetscene assigned this enquiry
- 06/10/2021 13:02:11 by Streetscene assigned this enquiry
- 08/10/2021 14:14:40 by Streetscene assigned this enquiry
- 15/10/2021 13:55:17 by Streetscene added:
- Internal notes: Advised customer I will inspect the area highlighted in this enquiry.
- Customer notes: Good afternoon. Thank you for your enquiry. I apologise for my last reply. I assumed you meant the grass area to the left of the junction in your last request. I will revisit the area and make an informed decision. Thank you.
- 19/10/2021 08:14:48 by Streetscene
- Internal notes: Area revisited. Enquiry identified. Landowner to be identified and request the hedge to be cut back.
- Customer notes: Good morning, I revisited the area yesterday and identified the problematic hedge. I will contact the landowner and request that this hedge be cut back. Thank you for your patience.

- **Notes**
- 19/10/2021 11:25:51 Customer would like thanks passed to the team for this work

## Good Practise 2

### Description

Service Request Type: Dropped Kerb

Enquiry request: Dropped kerb

Please give details of where you would like the dropped kerb, and where you intend to park vehicles on your property:

Customer making enquiries about dropping kerb outside the property as they have recently moved into this property and a wall has been taken down which will make it easier to get onto drive, currently the drop kerb is at the side and not the full length of the drive.

Alternative contact method: E-mail

### Start Date

12/10/2021 13:41:52

### Due Date

26/10/2021 13:41:50

### End Date

19/10/2021 10:59:43

### Notes

- 13/10/2021 08:39:32 by Drapped kerb assigned this enquiry
- 19/10/2021 10:59:43
- Internal notes: No objection to the widening of the existing dropped kerbs subject to highway consent. I will arrange to forward the application pack to the email address provided in due course.
- Customer notes: No objection to the widening of the existing dropped kerbs subject to highway consent. I will arrange to forward the application pack to the email address provided in due course.

### Appendix 3: Enquiries completed within target date

| April – October 2021          | Total Enquiries Closed | % Total |
|-------------------------------|------------------------|---------|
| Total enquiries               | 38,152                 |         |
| Closed within target date     | 28,462                 | 82%     |
| Closed outside of target date | 6,997                  | 18%     |

**Appendix 4:** Examples of 'pre-defined' fulfilment/completion notes (service officer selects form the choices and the narrative is automatically added)

\*\*These notes will be added to an email that is sent to the customer.\*\*

Customer notes: \* (The customer will see anything entered here)

|                                                                                                                     |                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| <b>Complete - English</b>                                                                                           | <b>Complete - Welsh</b>                                                                                               |
| <input checked="" type="checkbox"/> - Removed                                                                       | <input type="checkbox"/> - Removed                                                                                    |
| <input type="text"/>  - Calendar | <input type="text"/>  - Calendar |

---

The graffiti has been removed

**\*\*These notes will be added to an email that is sent to the customer.\*\***

**Customer notes: \* (The customer will see anything entered here)**

**Complete - English**

- Removed

- Cat

- Dog

 - Calendar

**Complete - Welsh**

- Removed

- Cat

- Dog

 - Calendar

We have collected and scanned a deceased cat, if the cat was chipped then details are held by Denbighshire County Council

|                              |                                                                                                                                                                 |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Report to</b>             | <b>Performance Scrutiny Committee</b>                                                                                                                           |
| <b>Date of meeting</b>       | <b>25<sup>th</sup> November 2021</b>                                                                                                                            |
| <b>Lead Member / Officer</b> | <b>Councillor Brian Jones, Lead Member for Waste, Transport and the Environment / Emlyn Jones, Head of Planning, Public Protection and Countryside Services</b> |
| <b>Report author</b>         | <b>Mike Jones, Traffic, Parking and Road Safety Manager</b>                                                                                                     |
| <b>Title</b>                 | <b>Sustainable Transport Plan</b>                                                                                                                               |

## **1. What is the report about?**

- 1.1. To provide Committee with an update on the development of the Council's draft Sustainable Transport Plan and associated work activities.

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

- 2.1. To provide information regarding the purpose for the Sustainable Transport Plan and the various work streams covered by the Plan, to enable Committee to provide observations and recommendations to support the delivery of the Plan.

## **3. What are the Recommendations?**

- 3.1. That Committee notes the contents of the draft Sustainable Transport Plan, and provides observations and recommendations to support the delivery of the Sustainable Transport Plan.
- 3.2 That Committee confirms that it has read, understood and taken account of the Well-being Impact Assessment in Appendix A as part of its consideration.

## **4. Report details**

### Introduction

- 4.1 In 2019 the Council passed a motion to declare a climate and ecological emergency.

- 4.2 In the current Corporate Plan, the *Connected Communities* priority included the project “*Better enable people to travel to work, education and services*”. The scope of this project was very broad which made it difficult to identify specific interventions that would make a difference, despite further research that was undertaken.
- 4.3 Following discussion at the Corporate Programme Board in October 2020 and July 2021, it was decided that because of the issues with the above project and the need to make carbon reduction central to any transport-related projects then we should instead focus on developing a Sustainable Transport Plan.
- 4.4 A Sustainable Transport Plan is not a statutory requirement, but is being based on similar plans that other local authorities have produced. For example, Wrexham County Borough Council produced a *Sustainable Urban Mobility Plan*. We have chosen the title “Sustainable Transport Plan” to reflect that the Plan will not purely be focused on urban areas.

#### Purpose of the Plan

- 4.5 It's important to note that there is much important work planned and already taking place right across different Council services to encourage greater use of greener transport modes. The Sustainable Transport Plan will be an effective way of detailing those activities in one place and will therefore help to identify any potential gaps. This will have a number of benefits:
- It enables us to easily communicate to our residents, businesses and visitors what we're doing as a Council to encourage greener travel.
  - It embodies the *One Council* approach, as although different services are involved in delivering various tasks, they can still be effectively coordinated and delivered.
  - It can help support funding bids in specific areas by helping to demonstrate the bigger picture and the joined-up approach that the Council is taking.
- 4.6 It is also important to note that the Plan naturally integrates with the various transport-related activities being undertaken as part of the corporate carbon reduction programme. The Climate Change Programme Manager is a member of the Sustainable Transport Plan project team.
- 4.7 The scope of the Sustainable Transport Plan extends beyond the scope of the corporate carbon reduction programme because the latter is rightly focused on the

actions the Council will need to take to reduce its own carbon footprint across all areas not just transport. The Sustainable Transport Plan also includes the actions we intend to take in discharging our duties as Local Planning Authority and Local Highway Authority i.e. to encourage our residents, businesses and visitors to travel in a more sustainable way.

#### Structure of Sustainable Transport Plan

- 4.8 The format for the Sustainable Transport Plan is to be an accessible, clear and concise document that can easily be read by the general public. The Plan contained within Appendix B contains purely the draft text (Appendix B is excluded from publication by virtue of Paragraph 14 of Part 4 of Schedule 12a of the Local Government Act, 1972)>The actual document that we use for consultation will be in full-colour and will include graphics to make it an appealing and attractive document to read.
- 4.9 The content of the Plan has been developed by a range of officers across different Council services over the past year. This work also built upon much of the work previously undertaken as part of the “Better enable people to travel. . .” project.
- 4.10 The Plan will describe the policy context for why we have produced the Plan and how it will fit in within a regional context and with national policy. For example, the Welsh Government publicised its new transport policy Llwybr Newydd earlier this year. The Plan is intended to align with that policy albeit whilst not losing sight of the specific needs for Denbighshire.
- 4.11 As is the case with Llwybr Newydd, the Plan has a 20-year vision but also includes priorities for the next 5 years. These priorities have been developed into a list of actions for each specific work area.
- 4.12 The areas of work that have been included within the scope of the work include Electric vehicle charging, Active Travel, Taxi charging, Business travel, Bus, Flexi bus services/demand responsive transport, Car share schemes, Community car clubs, Bus Priority/Traffic Management and integration between transport modes.
- 4.13 It is proposed that the Plan is published in April 2022 after incorporating the feedback from the February 2022 public engagement exercise as detailed in Paragraph 8.3.

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

- 5.1 As referred to in Paragraphs 4.2 and 4.3, the idea of developing a Sustainable Transport Plan stemmed from the “Better enable people to travel. . .” project contained within the Corporate Plan (under the Connected Communities priority”) and the Council’s declaration of a climate and ecological emergency.

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

- 6.1 The cost of producing the Plan itself is relatively low and will be incorporated within the service budget. The Corporate Programme Board has allocated a revenue base budget increase of £26k to contribute towards a post within the Traffic, Parking and Road Safety Section. This post holder will be responsible for implementing some of the tasks listed within the Plan and for the overall monitoring of progress of the tasks.
- 6.2 Many of actions contained within the Plan will rely on significant amounts of capital funding in order for them to be implemented. There is grant funding available for such projects but there will be a need for match-funding contributions from the Council. This is the same process for how we currently bid for capital funding towards projects and requires the details of each scheme to be submitted in the form of a business case to the Strategic Investment Group (SIG) so that each scheme can be discussed on a case-by-case basis.

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

- 7.1. The Sustainable Transport Plan has many potentially positive impacts owing to the focus on sustainability and carbon reduction. Some work streams are better developed than others which means that there will be a need to keep the Well-being Impact Assessment (WIA) updated as those work streams develop further.

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

- 8.1. The Corporate Priority of connected communities and the “Better enable people to travel. . .” project came about as a result of the County Conversation and subsequent workshops.

- 8.2. The project brief for the Sustainable Transport Plan was presented to the Corporate Programme Board in October 2020 and July 2021.
- 8.3. Once the views of Scrutiny have been incorporated into the draft Sustainable Transport Plan; we will undertake a public engagement exercise consisting of both online and face-to-face engagement in January and February 2022. This feedback will then be incorporated into the final version of the Plan.

## **9. Chief Finance Officer Statement**

- 9.1. As stated above the Corporate Plan Board approved the allocation of £26k to help fund the new post required, with the balance coming from service resources.
- 9.2. Any new schemes requiring additional DCC funding would need to go through the annual budget process. Capital schemes in particular need to be considered individually. However, it is also important that the schemes are included in the Capital Horizon Scanning Exercise which will eventually inform the Medium Term Capital Plan in order for future funding requirements to be planned in advance.

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

- 10.1. The risks associated with producing a Sustainable Transport Plan are low providing that the actions listed within the Plan are realistic and achievable. This is because there is a risk that a failure to achieve stated actions could create some slight reputational damage.

## **11. Power to make the decision**

- 11.1. Section 21 of the Local Government Act 2000.
- 11.2. Section 7.4.1 of the Council's Constitution outlines Scrutiny's powers with respect to policy development and review.

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# Sustainable Transport Plan - Project brief stage v1

## 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.

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Assessment Number:                               | 941                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Brief description:                               | The aim of the Denbighshire Sustainable Transport Plan is to reduce carbon emissions from transport in Denbighshire, through reducing the need to travel and encouraging greater use of sustainable modes of transport. It aims to make people and places healthier as vehicle emissions are reduced and people to travel more actively. The Plan includes what we will do to directly reduce transport emissions relating to services delivered by the Council, including business travel, commuting and transport emissions from our supply chain. The Plan sets out our long term vision for sustainable transport in Denbighshire. This includes how we will link with transport connectivity across North Wales and North West England. |
| Date Completed:                                  | Version: 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Completed by:                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Responsible Service:                             | Planning & Public Protection                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Localities affected by the proposal:             | Whole County,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Who will be affected by the proposal?            | Residents, businesses, tourists Some particular impacts on people with protected characteristics, eg disability (visual impairment, in particular)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Was this impact assessment completed as a group? | Yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

# 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


 ( 3 out of 4 stars ) Actual score : 27 / 36.

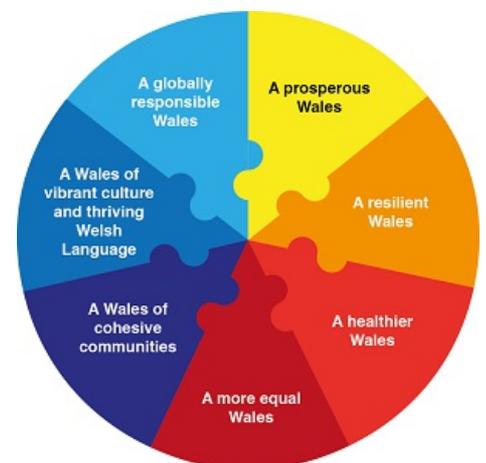
## Summary for each Sustainable Development principle

|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Long term</b>     | The focus of the strategy is our own assets and infrastructure, to reduce carbon emissions, but there is a wider infrastructure that we do not have direct control over. We have therefore determined that, for now, we are "considering how assets can be managed to a limited extent". We will continue to discuss this to see where we can have a greater impact. We are considering how reducing carbon emissions and how active travel will contribute to tackling wider public health issues (eg obesity). |
| <b>Prevention</b>    | This strategy may not reduce reliance on public services, we want to promote cleaner, greener forms of transport eg public transport/active travel (some routes managed by the council).                                                                                                                                                                                                                                                                                                                         |
| <b>Integration</b>   | There are links between LDP and active travel routes already, and the LDP will include active travel and active travel infrastructure policies. A member of the LDP team is part of the Project Team. LDP will be in alignment with the Sustainable Transport Plan.                                                                                                                                                                                                                                              |
| <b>Collaboration</b> | A stakeholder management plan will be developed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Involvement</b>   | The intention is to consult on the sustainable transport plan. Eventually we'd like to work towards people being involved more proactively. This project was identified through the first county conversation in 2017. We work with the Public Engagement Officer to ensure we apply the National Principles.                                                                                                                                                                                                    |

## Summary of impact

### Well-being Goals

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



## Main conclusions

Mike - some notes here....

I'd be inclined to say that some of the work streams are already in place and others are new - some impact will be patchy and probably more felt in urban/coastal areas as mentioned by the others.

However we feel the Plan could lead to fewer carbon emissions. But it will be hard to achieve because it's about hearts and minds....

There are issues associated with poverty that need to be worked out.

The impact assessment will be revisited as the scope of workstreams is confirmed. Any projects that contribute to the Sustainable Transport Plan will need an impact assessment in their own right.

### **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 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

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Overall Impact</b>           | Positive                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Justification for impact</b> | <p>The Plan aims to improve infrastructure and change hearts and minds in relation to travel habits to contribute to fewer carbon emissions.</p> <p>There is a regional agenda, and some of the Plan will be managed through national/regional working (with benefits and dis-benefits). Some partners, eg commercial bus companies, may perceive there to be a negative impact for their operations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Further actions required</b> | <p>The technological advances in alternatives to fossil fuelled vehicles are fast paced. We will need to keep track of these to inform our decision making. We will need to distinguish between likely impact across rural and urban (coastal, in particular) areas. These applies in particular to active travel and public transport. Decisions on certain schemes can be made based on a population basis, and are therefore less likely to benefit rural areas. There are also different needs in different areas and our ability to support communities to overcome issues may differ. Highway management is linked to this but is not part of this Plan. Management of roads and bridges is fundamental to this Plan but is managed and funded separately. Our internal staff are being supported to develop their EV skills, in terms of maintenance and also working with local suppliers.</p> |

### Positive impacts identified:

|                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A low carbon society</b>                                 | The plan aims to change habits and provide infrastructure to achieve cleaner, greener transport system. We want to see reduced reliance on fossil fuel private vehicles.                                                                                                                                                                                                                                                                                                                                              |
| <b>Quality communications, infrastructure and transport</b> | Well maintained roads and bridges is fundamental. There are connections and interdependencies with digital infrastructure.                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Economic development</b>                                 | The Plan, if successful, in line with planning through LDP, should offer different opportunities to private car.                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Quality skills for the long term</b>                     | <p>Active travel cycling safety training is already offered to children and young people and we intent to offer this to adults. There may be training associated with car share schemes.</p> <p>Denbighshire vehicle maintenance businesses will need to develop their skills to maintain non-fossil fuel vehicles. The market will adapt to this.</p> <p>There will need to be some re-training, eg driving an EV, fitting and maintaining skills, breakdown and recovery (some of which will affect DCC staff).</p> |
| <b>Quality jobs for the long term</b>                       | There may be new jobs associated with some of these developments (although not stimulated by this Plan). However, LDP can influence employment and there may be more work associated with some of the workstreams (but these are likely to be limited and probably not high salaried).                                                                                                                                                                                                                                |
| <b>Childcare</b>                                            | No known direct impacts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

### Negative impacts identified:

|                                                             |                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A low carbon society</b>                                 | <p>We need to consider long terms issues associated with battery disposal.</p> <p>There could be negative impacts for people without a private car.</p> <p>There are storage and safety issues associated with hydrogen. Hydrogen use in Denbighshire doesn't look likely over the next five years.</p> |
| <b>Quality communications, infrastructure and transport</b> | Denbighshire is a rural county and it will not be easy to deliver this plan, or deliver it consistently in all areas.                                                                                                                                                                                   |
| <b>Economic development</b>                                 | There is likely to be a greater beneficial impact for urban areas, so rural communities and businesses may be less likely to be impacted positively.                                                                                                                                                    |
| <b>Quality skills for the long term</b>                     | <p>Those that do not adapt their skills (eg mechanics, private car users) could be negatively affected.</p> <p>Is there a risk some people could lose their driving skills if they switch from car? This is a very long term issue.</p>                                                                 |
| <b>Quality jobs for the long term</b>                       | Those that do not adapt their skills (eg mechanics) could be negatively affected.                                                                                                                                                                                                                       |
| <b>Childcare</b>                                            | Women, at the moment, tend to take children to childcare/school and may be less able to benefit from active travel improvements.                                                                                                                                                                        |

## A resilient Denbighshire

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Overall Impact</b>           | Positive                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Justification for impact</b> | The active travel, public transport, EV, car sharing type schemes and the greater focus on all of these elements through LDP/strategic planning will lead to less use of fossil fuelled cars.                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Further actions required</b> | We undertake environmental impact assessments on all proposed active travel routes. Any biodiversity loss is kept to an absolute minimum. We are looking at bat boxes for EV charging points. These will be guided by Local Development Plan design guidance. When we design our active travel schemes will take into account environmental impact. We will also have an AONB Supplementary Planning Guidance. Wherever possible we will develop transport projects that don't increase the volume of rain water being discharged into drainage systems/sewers. |

### Positive impacts identified:

|                                                               |                                                                                                                                                          |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Biodiversity and the natural environment</b>               | The plan aims to contribute to improved air quality, and reduced noise (both over the long term).                                                        |
| <b>Biodiversity in the built environment</b>                  | The plan aims to contribute to improved air quality (both over the long term). Active travel routes tends to be focussed around existing infrastructure. |
| <b>Reducing waste, reusing and recycling</b>                  |                                                                                                                                                          |
| <b>Reduced energy/fuel consumption</b>                        | Reducing fossil fuel use is one of the main aims of the Plan.                                                                                            |
| <b>People's awareness of the environment and biodiversity</b> | This Plan aims to increase awareness and change habits in terms of personal transport habits                                                             |
| <b>Flood risk management</b>                                  | No known impact. This will need to be considered by individual schemes.                                                                                  |

## Negative impacts identified:

|                                                               |                                                                                                                                                 |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Biodiversity and the natural environment</b>               | A new active travel route could result in some minimal temporary loss or damage to biodiversity (we undertake environmental impact assessment). |
| <b>Biodiversity in the built environment</b>                  | Lighting could have a negative impact, where active travel routes are lit for example.                                                          |
| <b>Reducing waste, reusing and recycling</b>                  | Battery disposal issues. Hydrogen storage issues.                                                                                               |
| <b>Reduced energy/fuel consumption</b>                        |                                                                                                                                                 |
| <b>People's awareness of the environment and biodiversity</b> | No known negative impact.                                                                                                                       |
| <b>Flood risk management</b>                                  | No known impact. This will need to be considered by individual schemes.                                                                         |

## A healthier Denbighshire

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Overall Impact</b>           |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Justification for impact</b> | <p>The Plan aims to change people's hearts and minds to encourage people to choose green and healthier forms of transport, by walking or cycling. There may be disproportionate impacts in different places (eg urban vs rural).</p> <p>We are not currently working with the health board to consider access to healthcare through lower carbon transport and this is something we need to progress in the near future</p> |
| <b>Further actions required</b> |                                                                                                                                                                                                                                                                                                                                                                                                                             |

## Positive impacts identified:

|                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A social and physical environment that encourage and support health and well-being</b> | Active travel supports better physical and mental health. Better infrastructure could support more active travel to school and work.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Access to good quality, healthy food</b>                                               | No known impacts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>People's emotional and mental well-being</b>                                           | Active travel contributes to better health and well-being. As well as helping to reduce levels of obesity, increasing levels of physical activity has beneficial consequences in terms of increasing peoples' healthy lifespans. It is widely recognised that several of the key health issues faced by Wales (and other countries) are considered to be 'preventable' (Chief Medical Officer Annual Report 2013-14 & 2014-15). These include many of the chronic conditions that insufficient physical activity contributes to, such as cardiovascular disease, Type 2 diabetes, chronic kidney disease, some cancers, osteoporosis and arthritis. |
| <b>Access to healthcare</b>                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Participation in leisure opportunities</b>                                             | Safer active travel routes as set out in the Plan could help people to feel more confidence to travel on foot, by bike, or by scooter.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

## Negative impacts identified:

|                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A social and physical environment that encourage and support health and well-being</b> | Some people, over the short term, may be reticent about public transport as we emerge from Covid-19.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Access to good quality, healthy food</b>                                               | No known impacts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>People's emotional and mental well-being</b>                                           | Some groups may be less likely to benefit from active travel, for example those with a protected characteristic (see A More Equal goal).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Access to healthcare</b>                                                               | <p>Access to health services in some areas will continue to be challenging for some.</p> <p>Access to services is influenced by both structural service characteristics (the structure, organisation and delivery of services; service characteristics such as location and opening times) and the characteristics of the population being served (demographic characteristics, for example being an asylum seeker, being homeless, having a learning difficulty, or living in a rural area; cultural characteristics, for example if the person does not speak English as their first language or lives in a Gypsy or Traveller community; behavioural characteristics, for example illicit drug use or commercial sex work, that people may want to actively conceal; attitudinal characteristics, for example being suspicious of the services offered or being unaware of the health benefits that might be gained; lifestyle characteristics, for example being a carer). People who do not routinely access standard health and social care services in particular are at increased risk of poor health, which can accumulate through life and lead to increased demand on services and increased health and social care costs.</p> <p>Some health services may pivot to a more digital platform, and thus remove the need to travel altogether.</p> |
| <b>Participation in leisure opportunities</b>                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

## A more equal Denbighshire

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Overall Impact</b>           | Neutral                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Justification for impact</b> | <p>The Board has requested a focus on reducing carbon emissions. People told us in 2017 that they faced travel barriers because they did not have access to a private car. These people might still face travel barriers in the future, albeit slightly different barriers.</p> <p>Rural areas, particularly in the south of the county - with poor access to services - are less likely to benefit. However, the Plan will not make transport infrastructure worse.</p> |
| <b>Further actions required</b> | As the Plan develops its workstreams, we will look at how we can design out any negative impacts as set out here.                                                                                                                                                                                                                                                                                                                                                        |

### Positive impacts identified:

|                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>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</b></p> | <p>Active travel provision includes widening pavement, dropped kerbs, reducing gradients that whilst of benefit to all users, benefit people using wheelchairs/mobility scooters.</p>                                           |
| <p><b>People who suffer discrimination or disadvantage</b></p>                                                                                                                                                                                                               |                                                                                                                                                                                                                                 |
| <p><b>People affected by socio-economic disadvantage and unequal outcomes</b></p>                                                                                                                                                                                            | <p>We are looking at charging points for those with no personal off-street charging facilities. There may also be scope to review charging policies to ensure they are fairer and more affordable for those on low incomes.</p> |
| <p><b>Areas affected by socio-economic disadvantage</b></p>                                                                                                                                                                                                                  | <p>We are looking at charging points for those with no personal off-street charging facilities.</p> <p>Most improvement is expected to take place in the most deprived areas, eg coastal towns.</p>                             |

**Negative impacts identified:**

|                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>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</b></p> | <p>People with protected characteristics, such as visual impairment, could be negatively affected by the strategy as changes to transport infrastructure occur.</p> <p>Adapted cars - very little information is available to those needing adapted EVs.</p> <p>Car share/active travel schemes may not be designed for people with protected characteristics.</p> <p>Women may be less likely to benefit from active travel as more women tend to drop off/pick up children from childcare and school</p>                                                                                                                                                                                                                                         |
| <p><b>People who suffer discrimination or disadvantage</b></p>                                                                                                                                                                                                               | <p>Access to services is influenced by the characteristics of the population being served (demographic characteristics, for example being an asylum seeker, being homeless, having a learning difficulty, or living in a rural area; cultural characteristics, for example if the person does not speak English as their first language or lives in a Gypsy or Traveller community; behavioural characteristics, for example illicit drug use or commercial sex work, that people may want to actively conceal; attitudinal characteristics, for example being suspicious of the services offered or being unaware of the health benefits that might be gained (eg from active travel); lifestyle characteristics, for example being a carer).</p> |

|                                                                            |                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>People affected by socio-economic disadvantage and unequal outcomes</b> | People in poverty are still likely to face travel barriers, and these may widen. For example, some people experiencing socio-economic disadvantage may not be able to purchase the latest EV technology (there will be a market for EVs nearing the end of their life?). 30% of vehicles owned in Wales don't have off-street parking. |
| <b>Areas affected by socio-economic disadvantage</b>                       | No known negative impacts.                                                                                                                                                                                                                                                                                                             |

## A Denbighshire of cohesive communities

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Overall Impact</b>           | Positive                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Justification for impact</b> | As already stated, some rural areas will be less likely to benefit from some of the proposed workstreams compared with more urban areas.<br><br>We are proposing to engage the community and stakeholders on the draft Plan. Many of the workstreams contained within the Plan will help improve physical connectivity. Active travel projects can often provide the opportunity to enhance the attractiveness of an area through careful planning and design. |
| <b>Further actions required</b> | Consider opportunities to improve physical connectivity for rural areas. Ensure effective engagement is carried out both on the Plan itself and in the delivery of the various projects.                                                                                                                                                                                                                                                                       |

### Positive impacts identified:

|                                               |                                                                                                                                                                                  |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Safe communities and individuals</b>       | Active travel improvements can include providing new and/or wider pavements; providing new pedestrian crossings; and the introduction of traffic calming and 20 mph speed limits |
| <b>Community participation and resilience</b> | It is proposed that public engagement is carried out to                                                                                                                          |
| <b>The attractiveness of the area</b>         | Cleaner air and less noise can be perceived to be more pleasant.<br><br>Public realm improvements can often be incorporated into active travel schemes.                          |
| <b>Connected communities</b>                  | Active travel routes, an EV charging network, better connectivity with public transport could lead to a more seamless society.                                                   |
| <b>Rural resilience</b>                       | Initiatives such as Community Car Clubs, and flexible bus services can help increase rural resilience.                                                                           |

### Negative impacts identified:

|                                               |                                                                                                                                 |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| <b>Safe communities and individuals</b>       | Some people can complain that allowing cyclists on shared pedestrian/cycle paths can make things more dangerous for pedestrians |
| <b>Community participation and resilience</b> |                                                                                                                                 |
| <b>The attractiveness of the area</b>         |                                                                                                                                 |
| <b>Connected communities</b>                  |                                                                                                                                 |
| <b>Rural resilience</b>                       |                                                                                                                                 |

## A Denbighshire of vibrant culture and thriving Welsh language

|                                 |                                                                                                                                                            |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Overall Impact</b>           | Neutral                                                                                                                                                    |
| <b>Justification for impact</b> | Whilst all signage, information and training will be bilingual we are not envisaging an increase in the use of the Welsh language as a result of the Plan. |
| <b>Further actions required</b> |                                                                                                                                                            |

### Positive impacts identified:

|                                     |                                                                                                                                                                                           |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>People using Welsh</b>           | No known impact                                                                                                                                                                           |
| <b>Promoting the Welsh language</b> | No known impact                                                                                                                                                                           |
| <b>Culture and heritage</b>         | Active travel routes/EV charging points that connect people with local beauty spots and other places of interest could increase people's interaction with our local culture and heritage. |

### Negative impacts identified:

|                                     |                 |
|-------------------------------------|-----------------|
| <b>People using Welsh</b>           | No known impact |
| <b>Promoting the Welsh language</b> | No known impact |
| <b>Culture and heritage</b>         |                 |

## A globally responsible Denbighshire

|                                 |                                                                                                          |
|---------------------------------|----------------------------------------------------------------------------------------------------------|
| <b>Overall Impact</b>           | Positive                                                                                                 |
| <b>Justification for impact</b> | Positives outweigh the negatives, particularly due to projects focus on carbon reduction                 |
| <b>Further actions required</b> | Could DCC EBD team have a role in working with local garages and identify opportunities for re-training? |

### Positive impacts identified:

|                                                                  |                                                                                                                              |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| <b>Local, national, international supply chains</b>              | Procurement - sustainable transport in supply chains is one of workstreams                                                   |
| <b>Human rights</b>                                              | No known impact at this stage                                                                                                |
| <b>Broader service provision in the local area or the region</b> | Higher participation in active travel is expected to improve health which could have long term benefits to the Health Board. |
| <b>Reducing climate change</b>                                   | The main reason for the project is to reduce carbon emissions through encouraging greater use of sustainable modes           |

### Negative impacts identified:

|                                                                  |                                                                                                                                                         |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Local, national, international supply chains</b>              | Encouraging the move from fossil fuel to EV to take place more quickly may impact some local garages and suppliers of engine parts that don't diversify |
| <b>Human rights</b>                                              | No known impact at this stage                                                                                                                           |
| <b>Broader service provision in the local area or the region</b> |                                                                                                                                                         |



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of the Local Government Act 1972.

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|                        |                                           |
|------------------------|-------------------------------------------|
| <b>Report to</b>       | <b>Performance Scrutiny Committee</b>     |
| <b>Date of meeting</b> | <b>25 November 2021</b>                   |
| <b>Lead Officer</b>    | <b>Rhian Evans, Scrutiny Co-ordinator</b> |
| <b>Report author</b>   | <b>Rhian Evans, Scrutiny Co-ordinator</b> |
| <b>Title</b>           | <b>Scrutiny Work Programme</b>            |

## **1. What is the report about?**

The report seeks Performance Scrutiny Committee to review its draft forward work programme. In doing so the Committee is asked to reflect on the implications of the focus on business critical operations during the emergency phase of the COVID -19 pandemic and the programmes of work underway or being planned under the recovery phase, whilst also having regard to items of business already on its forward work programme prior to the pandemic.

## **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

- 3.1 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate; and
- 3.2 determines whether any key messages or themes from the current meeting should be publicised via the press and/or social media.

## 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 Audit Wales (AW) 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. AW 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);

- Urgent, unforeseen or high priority issues; and
- Supporting the Council's recovery work in relation to the effects of the COVID-19 crisis on Council services, the local economy and the county's communities

#### 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.

### Cabinet Forward Work Programme

- 4.8 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

- 4.9 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's next meeting will be held on the afternoon of the 25 November 2021.

## **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 and resource pressures.

## **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?**

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**

11.1 Section 21 of the Local Government Act 2000.

11.2 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:**

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**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.

| Meeting         | Lead Member(s)                                                                          | Item (description / title)                                                                                  | Purpose of report                                                                                                                                                                                                                                                                                                                                                                            | Expected Outcomes                                                                                                                                                                                                                                                                                                                                                           | Author                                            | Date Entered                       |
|-----------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|------------------------------------|
| 27 January 2022 | <b><i>Cllrs. Tony Thomas/<br/>Bobby Feeley</i></b>                                      | 1. <i>Denbighshire's Housing and Homelessness Strategy Action Plan</i>                                      | <i>To examine the progress made to date in delivering the revised Strategy and Action Plan approved by County Council in December 2020</i>                                                                                                                                                                                                                                                   | <i>The identification of actions that will support and ensure the delivery of the Council's Corporate Priorities relating to Housing, Environment, Young People and Resilient Communities and ultimately the Corporate Plan</i>                                                                                                                                             | <i>Emlyn Jones/<br/>Angela Loftus</i>             | <i>By SCVCG<br/>January 2021</i>   |
|                 | <b><i>Cllr. Tony Thomas</i></b>                                                         | 2. Library Service Standards 2020-21                                                                        | To consider the results of the WG's annual evaluation of the Council's Library Service and receive information on how the Service has progressed and adapted its service provision during the year                                                                                                                                                                                           | Identification of any slippages in performance in order to formulate recommendations to redress the situation and ensure that the Service delivers the Council's Corporate Plan and its priorities in relation to Young People, Resilient and Connected Communities                                                                                                         | <i>Liz Grieve/Bethan Hughes</i>                   | <i>March 2021</i>                  |
|                 | <b><i>Cllr, Julian Thompson<br/>-Hill &amp; Cllr.<br/>Huw Hilditch-<br/>Roberts</i></b> | 3. Staff Absences and Turnover in Denbighshire during 2020/21 & 2021/22 and its impact on Customer Services | To examine the data on:<br>(i) staff absences per Council service during 2020/21 and the first three quarters of 2021/22 in comparison to previous years (including data on short and long-term absences);<br>(ii) staff turnover per service during 2020/21 and the first three quarters of 2021/22 in comparison to previous years along with the number of staff resignations in each pay | <i>An assessment of the Council's resilience in dealing with the impact of a pandemic on its staffing resources and the effectiveness of its contingency planning in relation to staff retention and recruitment and how that supported the customer experience during difficult times with a view to ensuring that lessons are learnt to further improve the Council's</i> | <i>Gary Williams/Louise<br/>Dougal/Liz Grieve</i> | <i>By SCVCG<br/>September 2021</i> |

| Meeting                                                                                                                                                          | Lead Member(s)                                      | Item (description / title)                                                                                              | Purpose of report                                                                                                                                                                                                                                                                                                                                                                                               | Expected Outcomes                                                                                                                                                                                                                                                                                                             | Author                        | Date Entered                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------------------|
|                                                                                                                                                                  |                                                     |                                                                                                                         | grade band (and the reasons for the resignations);<br>(iii) Denbighshire’s position in relation to staff absences and staff turnover in comparison to other local authorities and public bodies in Wales;<br>(iv) the findings of the recent Workforce Planning exercise; and<br>(v) the effect of COVID-19 on staff absences and turnover during this period and its consequential impact on customer services | <i>resilience to meet future pressures and unplanned events.</i>                                                                                                                                                                                                                                                              |                               |                                |
| Possibly invite school reps to observe or participate<br><br>School Meals Forum Representative to be invited as well to give a national perspective on the issue | <b>Cllr. Brian Jones/Cllr. Huw Hilditch-Roberts</b> | 4. <i>Progress and future plan on reduction of single use plastics and carbon reduction in the School Meals Service</i> | To examine:<br>(i) <i>the progress made to date with respect of reducing the Service’s use of single use plastics within the Service and the school canteens across the county; and</i><br>(ii) <i>future plans for using single use plastics within the Service and how it aims to contribute towards the Council’s aim of being net carbon zero by 2030</i>                                                   | <i>By sharing good practice to devise deliverable and solutions that will secure a sustainable Service for the future that provides food for the county’s pupils whilst also reducing carbon output and supporting the Council’s Environment corporate priority and delivering its Climate and Ecological Change Strategy</i> | <i>Tony Ward/Hayley Jones</i> | <i>By SCVCG September 2021</i> |
| 17 March                                                                                                                                                         | <b>Cllr. Huw Hilditch-Roberts</b>                   | 1. Curriculum for Wales<br><b>[Education]</b>                                                                           | To detail the progress made to date towards the implementation of the new Curriculum for Wales                                                                                                                                                                                                                                                                                                                  | Assurances that all educational establishments and staff are fully equipped                                                                                                                                                                                                                                                   | Geraint Davies/Jame           | June 2021                      |

| Meeting  | Lead Member(s)                    | Item (description / title)                                              | Purpose of report                                                                                                                                                                                 | Expected Outcomes                                                                                                                                                                                                                                                                                                     | Author                                  | Date Entered |
|----------|-----------------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|--------------|
|          |                                   |                                                                         | along with the support provided by the local education authority and GwE to schools, education staff and governing bodies in readiness for the delivery of the new curriculum from September 2022 | and trained to deliver the new curriculum, identification of any gaps or risks associated with the provision and solutions to address them, ahead of its implementation with a view to ensuring that children and young people in Denbighshire realise their full potential in line with the Council's Corporate Plan | s Brown/GwE                             |              |
|          | <b>Cllr. Huw Hilditch-Roberts</b> | 2. Additional Learning Needs (ALN) Transformation<br><b>[Education]</b> | To examine the Council's compliance with the statutory requirements of the Additional Learning Needs and Education Tribunal (Wales) Act 2018                                                      | To reduce the risk of the Authority not complying with any of the requirements of the Act and to ensure that every pupil and student in the County is given the required support and opportunities to realise their full potential                                                                                    | Geraint Davies/Mari Gaskell/Joseph Earl | June 2021    |
| 28 April |                                   |                                                                         |                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                       |                                         |              |
| 9 June   | <b>Cllr. Bobby Feeley</b>         | 1. Draft Director of Social Services Annual Report                      | To scrutinise the content of the draft annual report to ensure it provides a fair and clear evaluation of performance and clearly articulates future plans                                        | Identification of any specific performance issues which require further scrutiny by the committee in future                                                                                                                                                                                                           | Nicola Stubbins                         | July 2021    |
| 14 July  | <b>Cllr. Bobby Feeley</b>         | 1. Cefndy Healthcare & Options Appraisal for future business delivery   | To consider an options appraisal for future delivery of the company's business                                                                                                                    | Formulate recommendations in relation to a future business model that will support the delivery of the Council's priority relating to Resilient Communities                                                                                                                                                           | Phil Gilroy/Ann Lloyd/Nick Bowles       | October 2021 |
|          |                                   |                                                                         |                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                       |                                         |              |

| Meeting      | Lead Member(s)                    | Item (description / title)                                                                         | Purpose of report                                                                                                                                                                                                                                                                                                                                                                          | Expected Outcomes                                                                                                                                                                                                                                                                                                                                                   | Author                                               | Date Entered                                                                               |
|--------------|-----------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------------------------------------------------------------|
| 29 September | <b>Cllr. Huw Hilditch-Roberts</b> | 1. <i>Provisional External Examinations and Teacher Assessments [Education]</i><br><br>(tbc)       | <i>To review the performance of schools and that of looked after children</i>                                                                                                                                                                                                                                                                                                              | <i>Scrutiny of performance leading to recommendations for improvement</i>                                                                                                                                                                                                                                                                                           | <i>Geraint Davies/GwE</i>                            | <i>July 2021</i>                                                                           |
|              | <b>Cllr. Bobby Feeley</b>         | 2. <i>Hafan Deg, Rhyl (tbc)</i><br><br><b>Representatives from KL Care to be invited to attend</b> | <i>To monitor the effectiveness of the transfer of the facility and services to an external provider and the provider's progress in growing and expanding the services available at the centre, including the lessons learnt from COVID-19 and the new services commissioned as a result of the pandemic</i><br><br><i>(the report to include an updated Well-being Impact Assessment)</i> | <i>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 for adult social care and the five ways to well-being and the requirements of the Social Services and Well-being (Wales) Act 2014</i> | <i>Phil Gilroy/Ann Lloyd/Katie Newe/Ben Chandler</i> | <i>September 2019 (Rescheduled October 2020, January &amp; March 2021 due to COVID-19)</i> |
| 24 November  |                                   |                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                     |                                                      |                                                                                            |
| January 2023 | <b>Cllr. Huw Hilditch-Roberts</b> | 1. <i>Verified External Examinations [Education]</i>                                               | <i>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.</i><br><br><i>The report to include actual figures in addition to percentages along with school absenteeism and exclusion data.</i><br><br><i>The report to incorporate GwE's Annual report and information on</i>                       | <i>Scrutiny of performance leading to recommendations for improvement</i>                                                                                                                                                                                                                                                                                           | <i>Geraint Davies/GwE</i>                            | <i>July 2021</i>                                                                           |

| Meeting | Lead Member(s) | Item (description / title) | Purpose of report                                                             | Expected Outcomes | Author | Date Entered |
|---------|----------------|----------------------------|-------------------------------------------------------------------------------|-------------------|--------|--------------|
|         |                |                            | <i>the 5 year trend in relation to educational attainment in Denbighshire</i> |                   |        |              |

## Future Issues

| Item (description / title)                                                                                                                                 | Purpose of report                                                                                                                                            | Expected Outcomes                                                                                                                                                                                                                                                                                                                                        | Author                                                                                      | Date Entered                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| <p><i>School Categorisation according to Welsh—medium Provision</i></p> <p><i>tbc (late 2021/early 2022) dependent upon WG</i></p> <p><b>Education</b></p> | <p><i>To outline the conclusions of the recent Welsh Government consultation and its implications for Denbighshire schools and pupils</i></p>                | <p><i>Identification of potential changes to the Council's education policies and any associated costs and budget implications</i></p>                                                                                                                                                                                                                   | <p><i>Geraint Davies/James Curran</i></p>                                                   | <p><i>January 2021</i></p>                                  |
| <p><i>Learner Travel Measure (Wales) 2008</i></p> <p><i>tbc (late 2021/early 2022) dependent upon WG</i></p> <p><b>Education</b></p>                       | <p><i>To outline the conclusions of the recent Welsh Government consultation on the Measure and its implications for Denbighshire schools and pupils</i></p> | <p><i>Identification of potential changes to the Council's learner travel policy and any associated costs and budget implications</i></p>                                                                                                                                                                                                                | <p><i>Geraint Davies/Ian Land</i></p>                                                       | <p><i>January 2021</i></p>                                  |
| <p><i>Dolwen Residential Care Home</i></p>                                                                                                                 | <p><i>To consider the Task and Finish Group's recommendations relating to the future provision of services at Dolwen Residential Care Home, Denbigh</i></p>  | <p><i>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</i></p> | <p><i>Task and Finish Group/Phil Gilroy/Abbe Harvey</i></p>                                 | <p><i>July 2018 (currently on-hold due to COVID-19)</i></p> |
| <p>Post 16 provision at Rhyl College (suggested for scrutiny during service challenge)</p> <p>Date tbc following the easing of COVID-19 restrictions</p>   | <p><i>To examine the post 16 provision at Rhyl College</i></p>                                                                                               | <p><i>The development of an effective working relationship between the College and the Council to secure the delivery of courses required to support the delivery of the North Wales Growth Deal and improve the future prospects of the area's students</i></p>                                                                                         | <p>Rhyl College (and invite Geraint Davies &amp; John Evans – post 16 officer from DCC)</p> | <p><i>By SCVCG July 2020</i></p>                            |
|                                                                                                                                                            |                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                          |                                                                                             |                                                             |

Information/Consultation Reports

| Date                                                                      | Item (description / title)                                                                                                                                   | Purpose of report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Author                                             | Date Entered                                           |
|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------------|
| <p><b>March 2022 &amp; September 2022</b></p> <p>[Information]</p>        | <p>Corporate Plan 2017/22 Q1 2021/22 &amp; Corporate Plan 2017/22 (Q3) 2021/22</p> <p>To monitor the Council's progress in delivering the Corporate Plan</p> | <p>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</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>Alan Smith/Iolo McGregor/Heidi Barton-Price</p> | <p>September 2018</p>                                  |
| <p><b>Feb/May/Sept/November each year</b></p> <p>[Information]</p>        | <p>Quarterly 'Your Voice' complaints performance to include social services complaints</p>                                                                   | <p>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:</p> <ul style="list-style-type: none"> <li>(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;</li> <li>(ii) how services encourage feedback and use it to redesign or change the way they deliver services; and</li> <li>(iii) details of complaints which have been upheld or partially upheld and the lessons learnt from them.</li> </ul> <p>Report to include example(s) of complaints and compliment(s) received.</p> <p><b><i>Consideration of the information provided will assist the Committee to determine whether any issues merit detailed scrutiny</i></b></p> | <p>Kevin Roberts/Ann Lloyd/Phil Gilroy</p>         | <p>November 2018</p>                                   |
| <p>Information Report <b>(June 2020 rescheduled to December 2021)</b></p> | <p>Housing Services – Review of the effectiveness of the new working model for Housing Officers and the development of new ways of working</p>               | <p>To review the effectiveness and impact of the new Housing Officer model in delivering personal advice and support to tenants,</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>Geoff Davies</p>                                | <p>March 2019 (rescheduled May 2019 &amp; then Jan</p> |

|  |                                                         |                                                         |  |                                                     |
|--|---------------------------------------------------------|---------------------------------------------------------|--|-----------------------------------------------------|
|  | with residents from the lessons learnt through COVID-19 | particularly those who reside in older people's schemes |  | 2021 at officers request due to COVID-19 pressures) |
|--|---------------------------------------------------------|---------------------------------------------------------|--|-----------------------------------------------------|

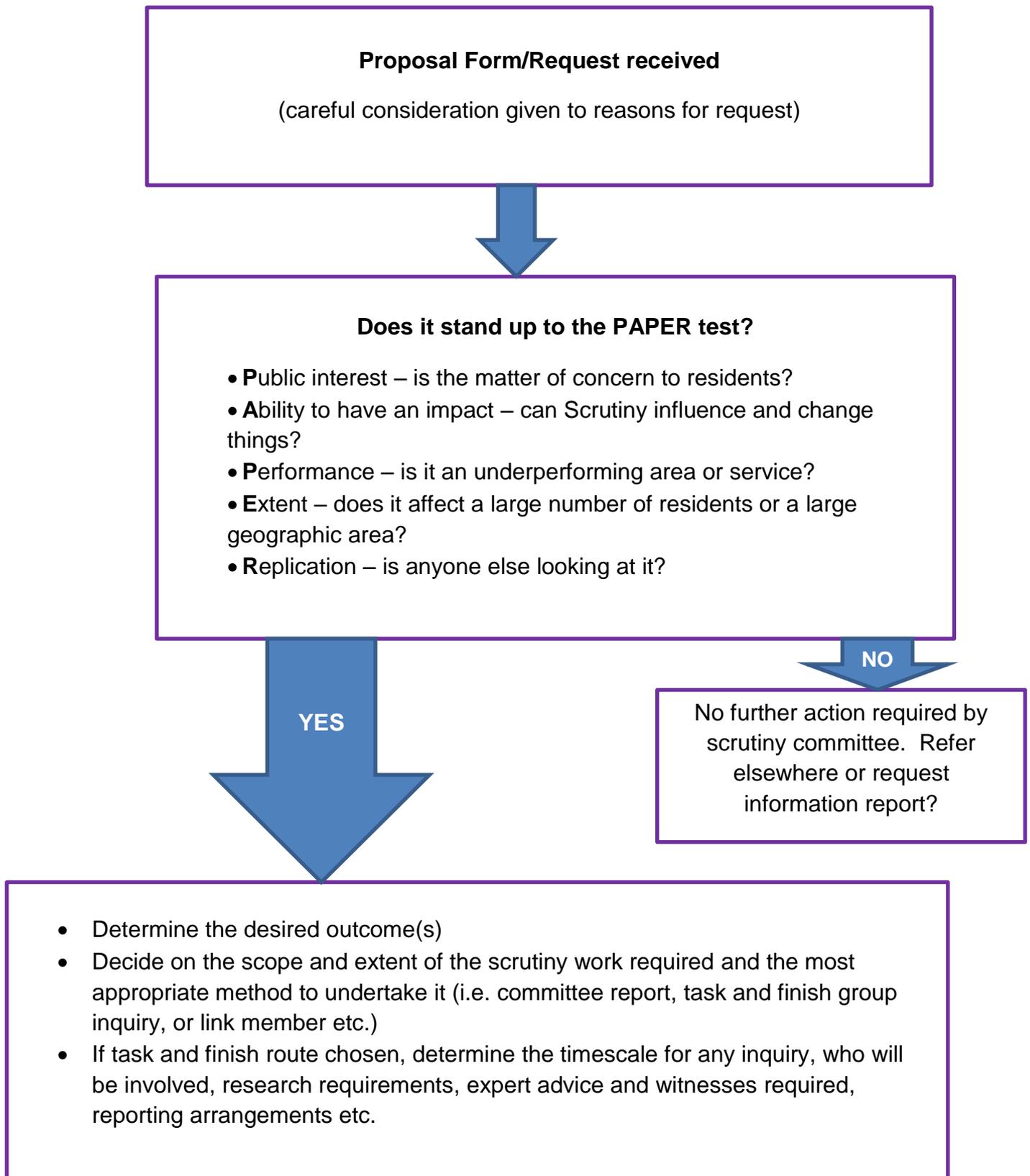
**Note for officers – Committee Report Deadlines**

| Meeting         | Deadline               | Meeting  | Deadline       | Meeting  | Deadline                         |
|-----------------|------------------------|----------|----------------|----------|----------------------------------|
| 27 January 2022 | <b>13 January 2022</b> | 17 March | <b>3 March</b> | 28 April | <b>12 April</b> (Easter holiday) |

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| <b>Member Proposal Form for Scrutiny Forward Work Programme</b>                                                                                                                        |               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| <b>NAME OF SCRUTINY COMMITTEE</b>                                                                                                                                                      |               |
| <b>TIMESCALE FOR CONSIDERATION</b>                                                                                                                                                     |               |
| <b>TOPIC</b>                                                                                                                                                                           |               |
| <b>What needs to be scrutinised (and why)?</b>                                                                                                                                         |               |
| <b>Is the matter one of concern to residents/local businesses?</b>                                                                                                                     | <b>YES/NO</b> |
| <b>Can Scrutiny influence and change things?</b><br>(if 'yes' please state how you think scrutiny can influence or change things)                                                      | <b>YES/NO</b> |
| <b>Does the matter relate to an underperforming service or area?</b>                                                                                                                   | <b>YES/NO</b> |
| <b>Does the matter affect a large number of residents or a large geographical area of the County</b><br>(if 'yes' please give an indication of the size of the affected group or area) | <b>YES/NO</b> |
| <b>Is the matter linked to the Council's Corporate priorities</b><br>(if 'yes' please state which priority/priorities)                                                                 | <b>YES/NO</b> |
| <b>To your knowledge is anyone else looking at this matter?</b><br>(If 'yes', please say who is looking at it)                                                                         | <b>YES/NO</b> |
| <b>If the topic is accepted for scrutiny who would you want to invite to attend e.g. Lead Member, officers, external experts, service-users?</b>                                       |               |
| <b>Name of Councillor/Co-opted Member</b>                                                                                                                                              |               |
| <b>Date</b>                                                                                                                                                                            |               |

## Consideration of a topic's suitability for scrutiny



## Cabinet Forward Work Plan

| Meeting | Item (description / title) |                                                                                                                             | Purpose of report                                                                                                                                                                                                                                                                  | Cabinet Decision required (yes/no) | Author – Lead member and contact officer                    |
|---------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------------------------------|
| 14 Dec  | 1                          | Welsh in Education Strategic Plan                                                                                           | To approve the new Welsh in Education Strategic Plan before submission to Welsh Government.                                                                                                                                                                                        | Tbc                                | Councillor Huw Hilditch-Roberts/ Carwyn Edwards             |
|         | 2                          | Proposed Minimum Standard for Denbighshire County Council New Build and Major Extension/Refurbishment Construction Projects | A decision is required on the adoption and implementation of the proposed minimum standard which would impose a duty on all Council services to ensure all new build and major extensions/refurbishment construction projects are built to meet in use and embodied carbon targets | Yes                                | Councillor Brian Jones / David Lorey                        |
|         | 3                          | Contract Award – Redevelopment of the former library in Nant Hall Road, Prestatyn                                           | To award the construction contract for council housing development                                                                                                                                                                                                                 | Yes                                | Councillors Tony Thomas & Julian Thompson-Hill / Mark Dixon |
|         | 4                          | Levelling Up – Vale of Clwyd bid approval                                                                                   | Bid approval                                                                                                                                                                                                                                                                       | Yes                                | Councillor Hugh Evans / Emlyn Jones / Gareth Roberts        |
|         | 5                          | Adra, all Wales Framework                                                                                                   | To seek approval to direct award a new materials                                                                                                                                                                                                                                   | Yes                                | Councillor Tony Thomas / Mark Cassidy                       |

## Cabinet Forward Work Plan

| Meeting       | Item (description / title) |                                                                       | Purpose of report                                                                                                       | Cabinet Decision required (yes/no) | Author – Lead member and contact officer                                            |
|---------------|----------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------------------------------------------------------|
|               |                            |                                                                       | supplier for housing maintenance                                                                                        |                                    |                                                                                     |
|               | 6                          | Gypsy and Traveller Accommodation Assessment                          | Tbc                                                                                                                     | Tbc                                | Councillor Mark Young / Kim Waller / Angela Loftus                                  |
|               | 7                          | Establishing the North Wales Region's Corporate Joint Committee (CJC) | Tbc                                                                                                                     | Yes                                | Councillor Hugh Evans / Graham Boase / Gary Williams                                |
|               | 8                          | Finance Report                                                        | To update Cabinet on the current financial position of the Council                                                      | Tbc                                | Councillor Julian Thompson-Hill / Steve Gadd                                        |
|               | 9                          | Items from Scrutiny Committees                                        | To consider any issues raised by Scrutiny for Cabinet's attention                                                       | Tbc                                | Scrutiny Coordinator                                                                |
| <b>18 Jan</b> | 1                          | Central Rhyl Flood Defence Scheme                                     | To recommend that Council agree the funding for the schemes and permit the service to proceed to the construction phase | Tbc                                | Councillor Brian Jones / Tony Ward / Wayne Hope / Matthew Hazlewood / Helen Johnson |
|               | 2                          | Prestatyn Flood Defence Scheme                                        | To recommend that Council agree the funding for the schemes and permit the service to proceed to the construction phase | Tbc                                | Councillor Brian Jones / Tony Ward / Wayne Hope / Matthew Hazlewood / Helen Johnson |
|               | 3                          | Contract Award approval for                                           | To award the contract for the                                                                                           | Yes                                | Councillor Brian Jones / Tony                                                       |

## Cabinet Forward Work Plan

| Meeting       | Item (description / title) |                                                      | Purpose of report                                                                            | Cabinet Decision required (yes/no) | Author – Lead member and contact officer                                   |
|---------------|----------------------------|------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------|----------------------------------------------------------------------------|
|               |                            | new Waste Fleet to support new Waste Service Model   | new Waste Fleet                                                                              |                                    | Ward / Peter Clayton                                                       |
|               | 4                          | Budget Proposals 2022/23                             | To consider a report setting out budget proposals for 2022/23                                | Tbc                                | Councillor Julian Thompson-Hill / Steve Gadd                               |
|               | 5                          | Civica Options Report                                | To review the proposed options paper for the delivery of Revenue and Benefit services        | Yes                                | Councillor Julian Thompson-Hill / Debbie Basham / Paul Barnes / Steve Gadd |
|               | 6                          | Finance Report                                       | To update Cabinet on the current financial position of the Council                           | Tbc                                | Councillor Julian Thompson-Hill / Steve Gadd                               |
|               | 7                          | Items from Scrutiny Committees                       | To consider any issues raised by Scrutiny for Cabinet's attention                            | Tbc                                | Scrutiny Coordinator                                                       |
| <b>15 Feb</b> | 1                          | Regional Memory Assessment Service Invitation Tender | To seek final approval of the tender award                                                   | Yes                                | Councillor Bobby Feeley / Catrin Roberts / Catrin Perry                    |
|               | 2                          | Queens Market Phase 1 – award construction contract  | To seek approval to award a contract for the delivery of Phase 1 of the Queens Building Rhyl | Yes                                | Councillor Hugh Evans / Russell Vaughan                                    |
|               | 3                          | Finance Report                                       | To update Cabinet on the current financial position of the Council                           | Tbc                                | Councillor Julian Thompson-Hill / Steve Gadd                               |

## Cabinet Forward Work Plan

| Meeting         | Item (description / title) |                                                                                                                        | Purpose of report                                                  | Cabinet Decision required (yes/no) | Author – Lead member and contact officer           |
|-----------------|----------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------|----------------------------------------------------|
|                 | 4                          | Items from Scrutiny Committees                                                                                         | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                               |
| <b>22 March</b> | 1                          | Contract Award approval for Phase 2 Construction Works – DCC Waste Transfer Station to support new Waste Service Model | To award the contract for Phase 2 construction works               | Yes                                | Councillor Brian Jones / Tony Ward / Peter Clayton |
|                 | 2                          | Finance Report                                                                                                         | To update Cabinet on the current financial position of the Council | Tbc                                | Councillor Julian Thompson-Hill / Steve Gadd       |
|                 | 3                          | Items from Scrutiny Committees                                                                                         | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                               |
|                 |                            |                                                                                                                        |                                                                    |                                    |                                                    |
|                 |                            |                                                                                                                        |                                                                    |                                    |                                                    |

Note for officers – Cabinet Report Deadlines

| Meeting         | Deadline          | Meeting         | Deadline           | Meeting        | Deadline         |
|-----------------|-------------------|-----------------|--------------------|----------------|------------------|
| <i>November</i> | <b>9 November</b> | <i>December</i> | <b>30 November</b> | <i>January</i> | <b>4 January</b> |

Updated 19/11/2021 - KEJ

**Cabinet Forward Work Plan**

Cabinet Forward Work Programme.doc

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## Progress with Committee Resolutions

| Date of Meeting       | Item number and title   | Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Progress                                                                                                                                                                                                                                              |
|-----------------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 14<br>October<br>2021 | 5. MEIFOD WOOD PRODUCTS | <p><b>RESOLVED</b> that having considered the issues facing Meifod, the feedback from the stakeholders who participated in the engagement exercise, the advantages, disadvantages and risks associated with the potential options contained within the report, along with the outcomes and recommendations submitted by the Task and Finish Group to recommend to Cabinet that –</p> <p>(a) Meifod should be re-opened as soon as possible as a Council-run service within the existing building, with additional investment being provided for the service provided there;</p> <p>(b) work commence to explore all opportunities for new ways of working to improve and develop Meifod, including the potential of securing an external organisation/social enterprise to provide a range of activities for people from the existing Meifod building (all of which do not necessarily have to be woodwork based activities) with a view to exploring and securing the long-term sustainability of Meifod, and</p> <p>(c) future service-provision conform with all relevant legislation and the Council's Welsh Language policy.</p> | <p>Lead Member and Officers informed of the Committee's recommendations.</p> <p>The Committee's recommendations are scheduled to be presented to Cabinet at its meeting on 23 November 2021, during which a discussion on Meifod will take place.</p> |

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